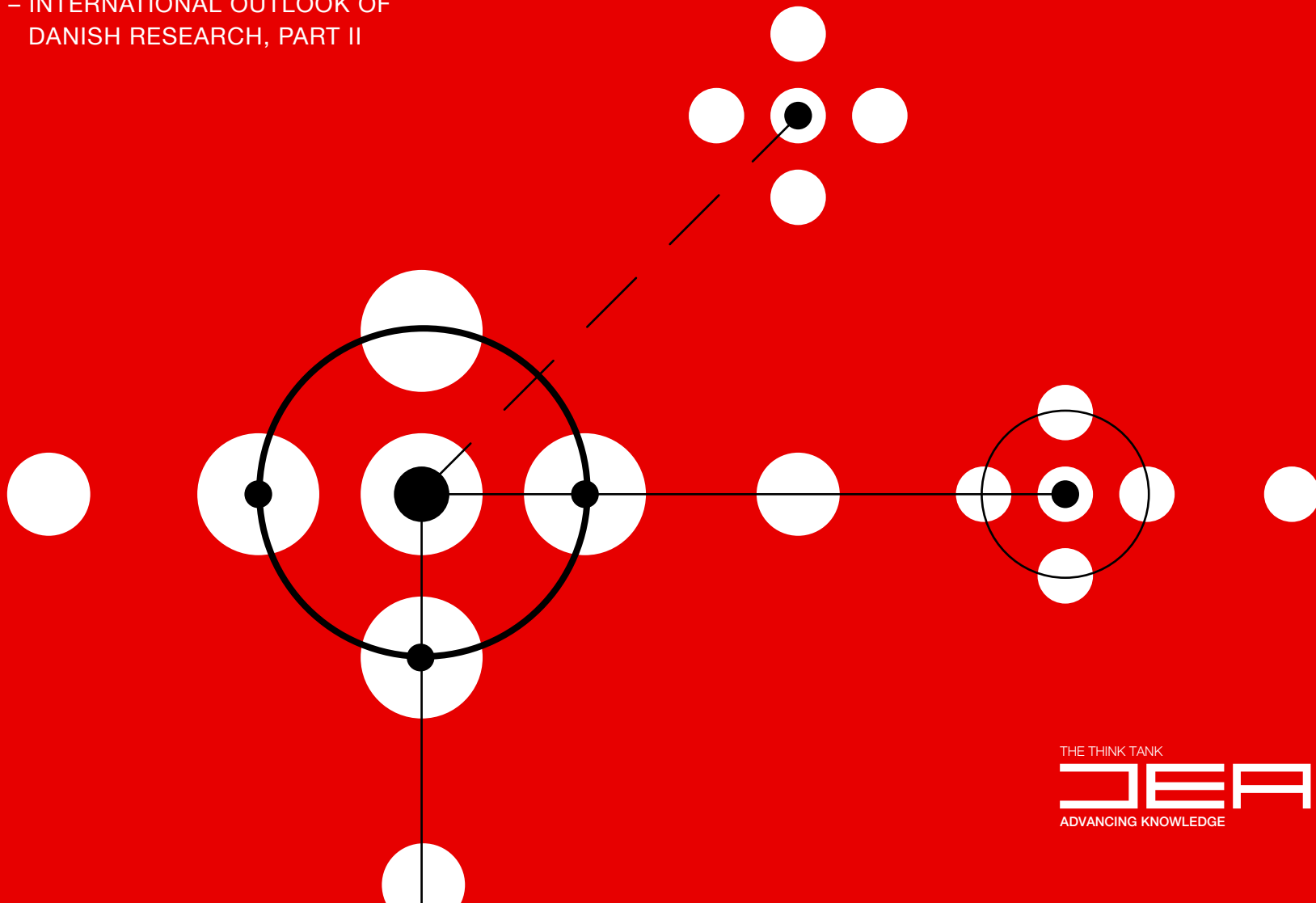


INTERNATIONAL RESEARCH FUNDING

– INTERNATIONAL OUTLOOK OF
DANISH RESEARCH, PART II



THE THINK TANK

CEA

ADVANCING KNOWLEDGE

International research funding – Internationalization of Danish Research vol. II is partly funded by the Danish Agency for Science, Technology and Innovation.

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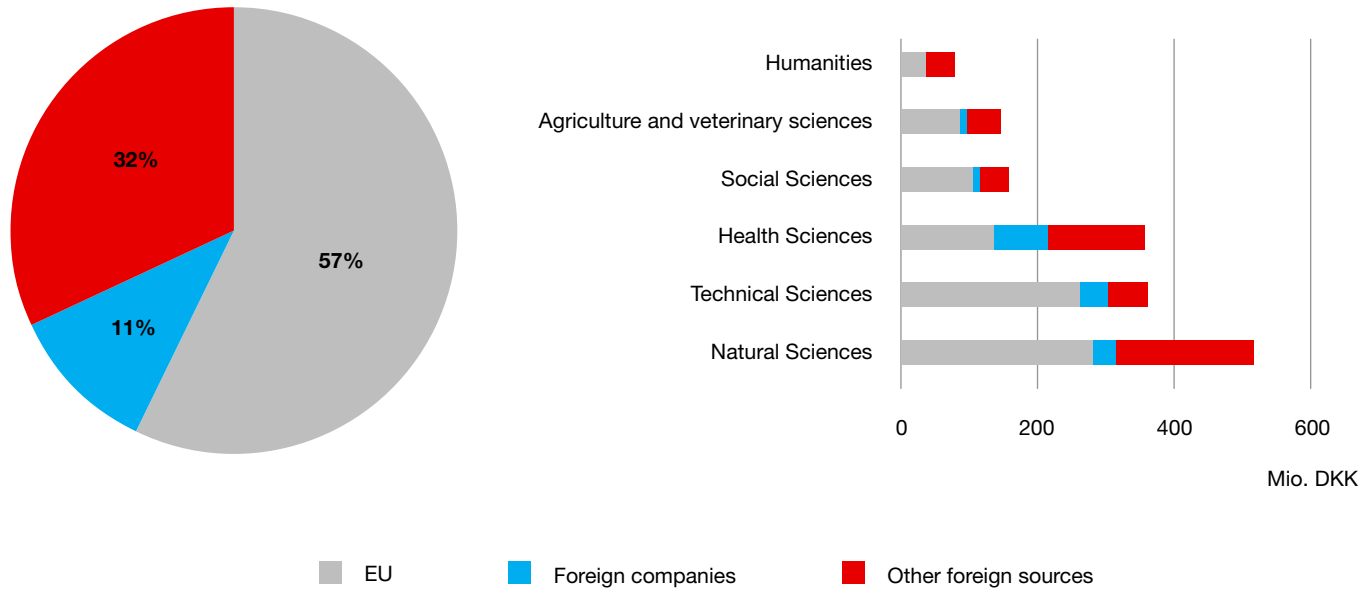
Internationalization is inextricably linked with a successful research career; for most academic researchers, refraining from engaging in international activities is not an option. The scientific community is global, and establishing a successful academic career requires collaborating with respected researchers the world over, publishing in internationally recognized scientific journals, and attending key international conferences within one's field. For many researchers to achieve this objective, supranational funding from organizations like the EU and national funding bodies in other countries can be attractive sources of research funding. Thus, international research funding constitutes almost one fifth of all external funding for Danish universities (Statistics Denmark 2016).

Forty-three percent of the foreign research funding for Danish universities in 2014 (see figure 1) came from funding bodies beyond the European Commission. Foreign private companies accounted for eleven percent, while the remaining thirty-two percent came from other

foreign sources. This final group covered both private and public funding institutions, among which respondents highlighted the more well-known public research funders such as NordForsk, The National Science Foundation (NSF), and The National Institute of Health (NIH).

Yet these non-EU funding bodies tend to receive little attention in the public debate on attracting international research funding. They are far more scattered and “under the radar” than their EU counterparts. Their lack of visibility, as well as researchers’ limited knowledge of their application procedures in the research environments, are significant barriers to a more systematic, strategic approach to fundraising from non-EU funding bodies.

Figure 1. External reserach funding for Danish universities from foreign sources



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Source: DEA calculations based on data from Statistics Denmark 2016

The aim of this report is to discuss how university management, research support staff, and government bodies can support researchers in gaining access to foreign research funding beyond the EU. This is the second in a series of three reports on internationalization in Danish university research, understood as the total set of activities undertaken to support the international outlook, and ultimately the quality, of research at Danish universities. The reports present the results of a study undertaken by the Danish think tank DEA, but are partly funded by the Danish Agency for Science, Technology and Innovation. The first report focused on *International mobility and networks*, whereas the third report will focus on *International recruitment*.

All three reports draw on insights gathered through sixty interviews with researchers, managers on departmental and faculty level, and administrative staff at Danish universities as well as abroad. Interviews were also conducted with managers and board members of Danish public and private research foundations. In addition, this report builds on input from a seminar on “International research funding – Prospects for funding beyond the EU” held in Copenhagen on November 2, 2016. At the seminar, a preliminary version of the report was presented, followed by five speaker presentations and discussion among the sixty participants.

Key findings from interviews and the seminar highlight that Danish universities could do better

in targeting international research funding sources beyond the EU. However, foreign funding sources are by no means low-hanging fruits, and pursuing them requires substantial resources from both researchers and research support staff. Based on the study and seminar, DEA suggests that university managers and authorities make a more strategic commitment to investing such resources in the pursuit of foreign funding; that university managers are more selective about which funding sources they wish to gain access to; and that university managers consider pursuing international foreign funding beyond the EU as a long-term commitment, which requires both researchers and research support staff to cultivate international research and funding networks.

A NEED FOR A MORE STRATEGIC COMMITMENT

The annual sum of funding from international sources to the Danish universities is substantial. In 2014, Danish universities received 1.6 billion DKK in funding from all international sources. 694 million DKK came from sources beyond the EU.

However, the number of international funding sources, and their individual requirements for applicants, makes them much more difficult to target compared to the visible programs and standardized application procedures in the European Commission's Horizon 2020.

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DEA's study suggests that there is room for a more strategic approach from university managers and authorities to attract international funding beyond Horizon 2020 and other EU funding programs. Such strategic commitment from managers and authorities is necessary, since the personal research networks of academics alone do not present them with a sufficiently clear idea of the prospects of attracting non-EU research funding.

Most international non-EU funding is accessible through researchers' personal academic networks. Researchers are invited into grant applications, and are informed about and encouraged to make use of international funding opportunities, by colleagues abroad as well as in Denmark.

Yet researchers interviewed for the study revealed a general lack of knowledge of the relevant funding bodies beyond Horizon 2020; both in terms of where they could find relevant sources for funding, as well as what role a Danish researcher could play in an application for a national research foundation in another country. Several respondents were uncertain of whether they could be principal investigators on applications for foreign research foundations, expecting mostly to be given smaller roles in such collaborative research projects.

DEA's interviews as well as the seminar indicate that a strategic commitment from university management

to targeting funding sources beyond the EU requires them to allocate substantial resources to research support units to work more proactively in their grant support, as well as for strengthening the international networks of researchers at Danish universities.

Competition for funding from research foundations abroad is as fierce as in Denmark, and there are no low-hanging fruits in terms of increasing the external funding for universities from these foundations, as was stressed in the seminar discussion. It is very resource-demanding to pursue many funding sources with different funding preferences, practices, procedures, and formal requirements, and there are many "unwritten" protocols that must be identified.

A NEED FOR A MORE SELECTIVE APPROACH

Interview respondents highlighted the need for researchers to become familiar with relevant foreign non-EU funding options within their field. However, besides strategies for research mobility, network activities, and recruitment of foreign researchers, the interviews revealed few experiences with departmental and faculty level management targeting foreign research funding institutions. In one example, university management hired and payed for external consultancy to map out several hundred relevant foreign funding bodies. In the end, the university faculty decided to focus their resources on less than a dozen potential sources, focusing on learning about how their researchers could become eligible for the funding, and how they could apply for it.

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There are, however, thousands of research funding institutions worldwide (Research Professional 2016). **DEA's study highlights the importance of a more strategic commitment from departmental and faculty managers, as well as grants support units to focus university resources on gaining access to selected, relevant funding sources.** Pursuing international funding should be a conscious choice, slowly increasing the university's portfolio of external funding sources. Not least, as highlighted at the seminar, since mid-term evaluations for some research foundations and post-award tasks in general generate a substantial workload for the university support units, especially when learning about the required format for the first time. Interview respondents furthermore highlighted the extensive legwork required for accessing national research funding in other countries. In one case, a respondent argued that for some American funding bodies, presenting research at research conferences where funding institutions were present, or addressing the funding bodies personally and presenting one's research proposal, were important first steps as a form of pre-authorization for pursuing their research funding. However, some discussants at the seminar voiced the concern that Danish universities often pursue funding opportunities on an ad-hoc basis as they emerge, or sometimes use a *scattergun approach* shooting imprecisely at everything that moves.

The identification of relevant funding sources beyond the EU is a necessary step in targeting them. But rather than working on elaborate lists of funding bodies abroad, the presentations at the seminar highlighted how Danish universities can make use of existing tools for identifying relevant funding sources, such as Research Professional and ProQuest Pivot. New interesting sources may also be emerging from bibliometric tools offered by companies like Elsevier and Thomson Reuters. These companies can use information on acknowledgements in scientific articles to link funding sources to the researchers, who received money from these sources, and to the articles that, according to the authors' acknowledgements, were published in internationally recognized, peer reviewed journals at least in part as a result of that funding. This presents interesting opportunities for Danish universities. Firstly, they can use this information to gather intelligence on relevant funding sources, based on detailed insight into which researchers and which types of research they fund. Secondly, they can target the researchers, who already have gained access to and received funding from these funding sources, for example when they recruit new staff. Thirdly, they can use further bibliometric analysis to identify ties between their own researchers and researchers, who have received funding from selected funding bodies. This can allow universities to suggest to faculty members that they approach foreign collaborators specifically with a view to

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tapping into international funding sources, for example as a subcontractor.

A NEED FOR CULTIVATING POTENTIAL FUNDING SOURCES

Gaining access to and making use of new foreign public and private research funding bodies, as well as private companies abroad, is a long-term strategy.

One of the most important roles for management to play in increasing research funding, in and beyond the EU, is bolstering international research networks by facilitating the international mobility and network activities of researchers at Danish universities, and recruiting internationally for researchers from abroad. This point was highlighted by several interview respondents as a way of furthering joint applications for foreign research foundations, and has been discussed further in the first and final report in this series on the internationalization of Danish university research (DEA 2016b; DEA 2016c). Respondents argued that the personal networks of individual researchers were the primary entry point for accessing foreign foundations and private companies funding research. Some university managers indicated in the interviews that they sometimes considered the nationality of new academic recruits a useful means of targeting specific foreign funding bodies in other countries. Additionally, respondents gave examples of paying high salaries and invest-

ing money in research equipment for foreign top-level researchers as an investment in potentially attracting further foreign funding.

DEA's study highlights the importance of university research support staff being more proactive in their grant support and having strong international networks with funding bodies abroad to learn about their formal requirements. This is by no means a minor task, as the case of Karolinska Institutet shows on page 10. It is a matter of having access to personal feedback from key representatives of funders abroad on questions from researchers at Danish universities, and knowing about how, where, and when to expose Danish researchers to the funding bodies. As some interviewees argued, this often requires contact details or, even better, personal relationships with key players in the funding institution that sponsors research, be that in the private company, the private foundation or in the national research council abroad, where Danish researchers might have a decent chance of obtaining funding. DEA's study suggests this is a matter of having sufficient resources for research support staff to take on a more proactive role in identifying and creating networks with the different funding options relevant for specific research environments, and sometimes even for specific researchers at the Danish universities. In turn, respondents argued, the proactive work also requires close collaboration between research support

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staff and the research environments, including heads of departments.

Given the extent to which university departments should target funding options in Brazil, China, Germany, India, Israel, South Korea, and the US, it also makes sense for research support staff and researchers at Danish universities to collaborate with the Danish Innovation Centers in those regions.

At the same time, **DEA's study indicates there is a need for better understanding the scope and organizational anchoring of grant support functions at Danish universities.** Interviews seem to suggest that there are major differences between the Danish universities in terms of the resources they spend on grant support functions, how these functions work, and how grant support staff are placed within the organization of Danish universities. Some interviews suggested that centralizing grant support units stimulated resource efficiency, enabled quality control with the grant support for researchers, and facilitated learning for the support function rather than just the individual grants officer. Other interviews pointed at the need for decentralized support, which enabled research support staff to communicate the relevance of specific international funding sources targeted at smaller groups of researchers.

Karolinska Institutet: Targeting US grants

American grants are the primary focus for the efforts of Karolinska Institutet (KI) in pursuing international research funding beyond grants from the EU and Scandinavia. According to Christine Chang, US grants specialist at the Swedish medical university, the success with securing funding from the more than 200 different American research foundations is attributable to strong networks to American researchers and grant administrators.

In 2015, KI managed to attract more than seventy-five million SEK in grants from the US. While forty-three percent of these funds came from the two most prominent federal funding agencies for medical research, the National Institute of Health (NIH) and the Congressionally Directed Medical Research Program (CDMRP), the remaining funds came from a range of more than thirty-five private research foundations, of which some of the larger ones are Bill & Melinda Gates Foundation, The Michael J. Fox Foundation for Parkinson's Research, and The National Breast Cancer Foundation.

Networks are key to approaching such a vast landscape of US research funding, explains Christine Chang, who makes a distinction between three different types of networks:

“First of all, as a researcher applying for US funding you should know relevant American researchers working with topics within the specific area, in which a call for applications is designated. If a funding agency issues a call for research proposals within breast cancer, the researcher should



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know the leading US researchers within this field; who should be part of the application (or not), and what will be our own strength if we do not include those US top scientists. Secondly, as a grants officer you need to establish networks with administrators in funding agencies abroad. Which are relevant for your research institution? How do they fund research? How should you apply for the funding? And what are their concerns when funding research? Also, if the administrators of a funding agency know you, it is a lot easier for you to contact them with questions about application procedures and new funding opportunities. Thirdly, as a grants officer, you should also know grants officers at relevant American research institutions and universities. This is especially useful when developing research proposals for large scale project collaboration, where you need to coordinate the application for funding across several research institutions.”

In order to stay updated on grant information and new interesting foundations, the grants officers at KI make sure either to participate in relevant American funding agencies’ network activities, or to invite key representatives from US research funding agencies to Sweden, whenever the opportunity presents itself. “Grants Office invites people from funding sources – both new and well-known to us – to come and have a joint meeting and/or workshop at Karolinska if possible. We hold satellite meetings in relation to other scientific meetings, for example when a US funding agency will go to Stockholm. We will try to make this happen together with all our colleagues both in Sweden and in the US. It is all about networking,” Christine Chang stresses.

There are various important network organizations in the US, namely The National Council of University Research Administrators (NCURA) and The Society of Research Administrators International (SRA International). Both organizations arrange conferences where officers from KI can meet US grants officers and administrators from funding institutions, universities, hospitals, and other research institutions in the US. Furthermore, NCURA and SRA International arrange study trips to research institutions and funding agencies in the US for their members.

And it is important to stay up to date on recent developments in the US, Christine Chang highlights. “Even major funding sources like the NIH, which we are very familiar with, regularly change policies and guidelines for research applicants.”

Sources: The Karolinska Institutet website, <http://ki.se>, and a personal interview with US grants specialist Christine Chang.

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Strong arguments for national collaboration – but is it realistic?

There are strong arguments in favor of Danish research institutions and researchers collaborating when it comes to international research funding, as was highlighted at the seminar. Denmark is too small for its universities to compete rather than collaborate on access to international funding bodies. Often, only a few people in Denmark will have experience with a given funding body, and it is nearly impossible for research support staff to build knowledge of and networks to all relevant funding institutions abroad. Participants at the seminar held in November argued that Denmark is too small a country to compete internally for international funding, and that it would be more effective for universities to share information and contacts in an attempt to increase overall Danish chances of tapping into the coveted international funding sources. This begs the question: can universities use Danish colleagues as “points of entry” or “points of contact” for information and maybe even mentoring on approaches and applications?

In principle, it sounds sensible. In practice, however, such national collaboration seems difficult to achieve. Interview respondents and seminar participants emphasized that researchers in Denmark in similar or related fields are used to seeing each other as competitors rather than partners, and often prefer contacting collaborators abroad for information or mentoring. Most

researchers are not keen on sharing contacts or information about funding sources abroad, unless they get something in return. Furthermore, researchers are not keen on being brought together by non-researchers (whether managers, research support staff, authorities or funding bodies) on the topic of external funding possibilities, which is often seen as secondary to their research.

DEA suggests a few paths forward for inciting national collaboration on international research funding beyond the EU based on the interviews and discussions from the seminar. Firstly, attempts to establish national networks of funding possibilities should be established around research themes or infrastructure of shared interest and funding as a subset. Funding as a primary theme, participants at the seminar suggested, is too narrow; rather, researchers from different institutions should be encouraged to meet to discuss common research interests and issues in general, of which access to international funding can be one issue. Secondly, attempts to motivate researchers to pursue and engage in new funding possibilities beyond the EU should focus on early and mid-level researchers, who, according to seminar participants, might be more open to acquiring and sharing new knowledge on funding options and prospects of financing a research career that is not yet established. Thirdly, it was argued that “a little bit of money and a lot of space” offered

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from university management for these researchers to pursue international funding would be a way forward for them to initiate first steps towards grants applications for foreign research funders. Seminar participants also stressed that bringing researchers together under such conditions is both a long-term investment and an uncertain one; university managers should not expect even successful meeting forums to automatically lead to new international funding contacts and applications.

Facilitating networks between researchers and private companies

Respondents highlight researchers' need for support to establish networks with private companies.

Facilitating the contact makes a difference for researchers, who might know their scientific network, but for whom business networks are less transparent and accessible. Yet firms sponsor almost fifteen percent of the foreign research funding for Danish universities (Statistics Denmark 2016).

According to interviewees, private companies often sponsor PhD-fellowships. Other examples of foreign companies funding research include more direct investments in research. Currently, Microsoft is collaborating with Professor Charles Marcus, head of the Center for Quantum Devices (QDev) at the Niels Bohr Institute at the University of Copenhagen as part of Microsoft's investment in research into quantum information tech-

nology (Skaarup 2014). The International energy corporation, BP, has granted an amount in the double-digit million range to the research group NanoGeoScience Group at University of Copenhagen to identify new ways to recover subsurface oil by means of nanotechnology (Andersen 2009).

Some respondents indicated that the Danish Innovation Centers play a potential role in facilitating corporate contacts in regions around the offices in Munich, New Delhi, São Paulo, Seoul, Shanghai, and Silicon Valley, for example by arranging visits, introducing researchers to networks of relevant firms, or simply by representing a Danish government institution. As one interviewee stated, it sometimes helps to have the government of Denmark represented at negotiations, when companies meet for the first time with research units they may never have heard of before.

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APPENDIX: WHY IS INTERNATIONALIZATION INHERENT TO UNIVERSITY RESEARCH?

Academia and internationalization go hand in hand, as is highlighted by nearly all respondents in DEA's study. Internationalization should not be seen as a goal in itself, but rather as a means to strengthen the quality of research at Danish universities by ensuring access to highly qualified academic talent and international research funding, by reaching critical mass in research areas with small national environments, and by ensuring that agendas and methods in Danish research are state of the art.

For most researchers, pursuing a career in academia necessitates being internationally oriented for several reasons. Firstly, Denmark produces about one percent of global academic research, for which reason the quality of Danish research logically depends on the ability of Danish researchers to tap into global scientific communities.¹ Secondly, bibliometric studies have shown that publications based on international co-authorship are cited more frequently than publications where all authors are affiliated to institutions in one country (Nomaler, Frenken, and Heimeriks 2013). This may in-

dicade that international research collaboration enables higher quality or more original research, or that accomplished researchers (who tend to receive more citations) are more likely to be attractive as international collaboration partners with access to quality international academic networks. Regardless of the underlying explanation, the studies underline that internationalization and high impact research are positively associated. Thirdly, for experimental sciences, the necessary access to cutting edge research infrastructure compels both individuals and teams of researchers to travel to highly specialized large scale research facilities and laboratories across the globe. And fourthly, international research mobility is also widely believed to be positively associated with better access to research funding (IDEA Consult 2013).

1. Danish expenditure on research and development accounts for less than 0,5 percent of the world's total expenditure on research and development, when looking at gross domestic expenditure on research and development (GERD) adjusted for purchasing power parity (UNESCO 2016). Additionally, the Danish share of the total volume of scientific publications world-wide amounts to one percent (Danish Centre for Studies in Research & Research Policy, Department of Political Science, Aarhus University).

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The nature of scientific research has always been characterized by its international outlook, whether talking about research mobility, research and publication collaboration, or other forms of knowledge sharing (Taylor 2004). What has changed since the 1980s, however, is the intensity and scope of internationalization of research (Huang, Finkelstein, and Rostan 2014; Dewey and Duff 2009).

Today, there are also emerging patterns of internationalization becoming increasingly formalized and deeply rooted in the activities of universities (Gornitzka, Gulbrandsen, and Trondal 2003). Firstly, there is a growing national adaption to, and influence of, international institutions such as the European Union and its Lisbon Strategy, as well as a subsequent Europe 2020 strategy for economic growth.² Secondly, the Lisbon and Europe 2020 strategies point to an international tendency towards a greater dominance of economic rationales in public support for research. This rationale is particularly prominent in the EU Framework Program for Research and Innovation, which is both a significant source of research funding and a means of emphasizing research as a means to responding to great societal challenges. Thirdly, internationalization seems increasingly formalized by the significance of international research collaboration, which universities ascribe to a successful academic career, and in the continued efforts of Danish universities towards offering academic positions, which are competitive on a global scale.

Studies indicate that individual researchers are behind the majority of the international collaborations among universities (Universities UK 2008), even though there is a lack of insight into the activities and challenges related to international mobility and collaboration by academic researchers (Dewey and Duff 2009). Moreover, little is known about the role of university management in strategically stimulating, supporting, or even directing international activities.

2. See more in (DEA 2016a).

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ABOUT THE STUDY

The study is based on sixty interviews with researchers, managers on departmental and faculty level, and administrative staff at Danish universities as well as abroad. Interviews were also conducted with managers and board members of Danish public and private research foundations. Forty-three were conducted as semi-structured interviews of approximately one hour each. Seventeen were conducted as focus group interviews in Copenhagen and Aarhus.

Researchers and university managers were identified using desk research of their relevant experiences as well as snowball sampling following an initial email request for relevant interview respondents to faculty level managers at all Danish universities. DEA has strived to select researchers and managers reflecting diversity in gender, academic field, and positions from assistants to full professors across the Danish universities. Interviewees have also been selected on the basis of relevant experience with international mobility and network activities, international recruitment, and attracting

international funding. Furthermore, DEA has interviewed researchers with both foreign and Danish nationalities.

In addition, the study draws on background interviews and findings from a survey of literature on internationalization of academic research. The key findings from this study are described in a separate publication.

Interviews were conducted in the period of October 2015 through June 2016. Respondents are listed below by university affiliation and in alphabetic order by given name. Their title is referring to the title they had at the time of the interview. Interviews marked with an asterisk were carried out as focus group interviews.

Interview respondents from Copenhagen Business School

- Alan Irwin, Professor, Department of Organization, Copenhagen Business School
- *Duncan Wigan, Associate Professor, Department of Business and Politics, Copenhagen Business School

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- Peter Lotz, Head of Department, Vice Dean of PhD Education, Associate Professor, Department of Innovation and Organizational Economics, Copenhagen Business School

Interview respondents from Roskilde University

- Gorm Rye Olsen, Professor, Department of Social Sciences and Business, Roskilde University
- *Sune Haugbølle, Associate Professor, Department of Social Sciences and Business, Roskilde University

Interview respondents from Technical University of Denmark

- *Anke Hagen, Professor, Department of Energy Conversion and Storage, Technical University of Denmark
- Idelfonso Tafur Monroy, Professor, Department of Photonics Engineering, Technical University of Denmark
- *Ivana Konvalinka, Assistant Professor, Department of Applied Mathematics and Computer Science, Technical University of Denmark
- Peter E. Andersen, Senior Researcher, Department of Photonics Engineering, Technical University of Denmark

- Peter Hauge Madsen, Head of Department, Department of Wind Energy, Technical University of Denmark
- Rasmus Larsen, Head of Department, Professor, Department of Applied Mathematics and Computer Science, Technical University of Denmark

Interview respondents from University of Copenhagen

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- * Anders Søgaard, Professor with special responsibilities, Department of Computer Science, Faculty of Science, University of Copenhagen
- *Anders Søgaard, Professor with special responsibilities, Centre for Language Technology, Faculty of Humanities, University of Copenhagen
- Ayo Wahlberg, Professor with special responsibilities, Department of Anthropology, Faculty of Social Sciences, University of Copenhagen
- *Carsten Smith-Hall, Professor, Department of Food and Resource Economics (IFRO), Faculty of Science, University of Copenhagen
- Charles Marcus, Villum Kann Rasmussen Professor, Niels Bohr Institute, Faculty of Science, University of Copenhagen
- Helle Krunke, Director, Professor, Centre for Comparative and European Constitutional Studies, Faculty of Law, University of Copenhagen

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- Peter Dalsgaard, Associate Professor, School of Communication and Culture – Information Science, Arts, Aarhus University

- Peter Kristensen, Associate Professor, Department of Engineering – Molecular Engineering, Science and Technology, Aarhus University
- *Rubina Raja, Professor, School of Culture and Society – Archaeology, Arts, Aarhus University

Interview respondents from Danish public and private research foundations

- Karin Lottrup Petersen, Program Director, MD, Lundbeck Foundation Clinical Research Fellowship Program, Innovation Center Denmark
- Peter Høngaard Andersen, CEO, Innovation Fund Denmark
- Anne-Marie Engel, Director of Research, Lundbeck Foundation
- Birgitte Nauntofte, CEO, Novo Nordisk Foundation
- Peter Munk Christiansen, Chair, The Danish Council for Independent Research
- Liselotte Højgaard, Chair, The Danish National Research Foundation
- Thomas Sinkjær, Director of Science, Villum Fonden

Interview respondents from universities abroad

- Christine Chang, US grants specialist, Grants Office, Karolinska Institutet
- Eva Björndal, Team Leader, Post-Contract Office, Karolinska Institutet
- Fiona M. Doyle, Dean of the Graduate Division, Professor, University of California, Berkeley

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Bibliography

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List of people interviewed for background

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ABOUT DEA

DEA is an independent, non-profit think tank based in Copenhagen, Denmark.

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DEA strives to fulfill this mission by providing high-quality research, analyses and policy advice, and by engaging in constructive dialogue with the political system and key public and private stakeholders. DEA also collaborates with relevant public and private companies to ensure that policy development is informed by needs and insight from industry.

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DEA aims to be a credible and impartial source of insight into research, education and innovation policy. To that end, we:

- Undertake state-of-the-art research and analyses both in-house and in collaboration with leading researchers, consultants and policymakers in Denmark and abroad.
- Organize conferences, seminars, and workshops to stimulate informed, constructive debate and networking among key public and private stakeholders.
- Participate in the public debate regarding science, education, and innovation through e.g. blogs, articles and other contributions in the media.
- Undertake selected commissioned research and consultancy projects, provided that such projects are in line with our professional and ethical standards.
- Give invited talks in Denmark and abroad.