

CV – MARIA THERESA NORN

Current positions

Associate Professor, Head of Scientific Advice,
Centre for Technology Entrepreneurship,
Technical University of Denmark, Diplomvej 371-
372, 2800 Kgs. Lyngby, Denmark

Senior Researcher, Danish Centre for Studies in
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Profiles

[DTU profile](#); [AU profile](#); [LinkedIn](#);
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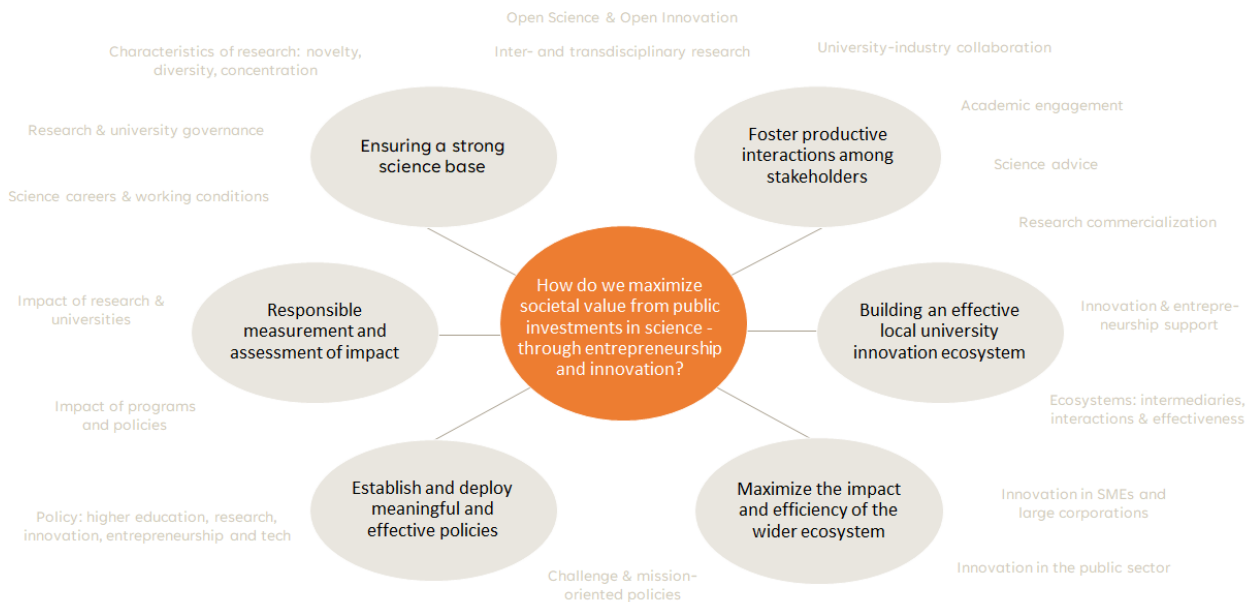
Maiden name

Maria Theresa Larsen

Maternity leaves

03-12/2011
11/2014-07/2015

Research interests



Positions *Unless stated otherwise, positions are full-time positions in Denmark*

	Technical University of Denmark (DTU) , Centre for Technology Entrepreneurship (DTU Entrepreneurship)	Aarhus University , Danish Centre for Studies in Research and Research Policy (CFA), Department of Political Science
2023	▶ 01/23- Associate Professor, Head of Scientific Advice (50% position)	▶ 03/22- Senior Researcher (50% position)
2022	▶ 03/22-12/22 Senior Researcher (50% position)	▶ 04/18-02/22 Senior Researcher (20% position)
2017	The Think Tank DEA , Danish Society for Education and Business (DSEB) (nonprofit think tank)	▶ 04/17-04/18 Senior Researcher (10% position)
2014	▶ 04/14-02/22 Head of Analysis	Copenhagen Business School (CBS) , Department of Innovation and Organisational Economics (now Department of Strategy and Innovation), Denmark
2012	▶ 10/12-03/14 Senior Consultant	
	DAMVAD A/S (policy consultancy)	▶ 2009-2017 External Lecturer (part-time position)
2010	▶ 03/10-09/12 Senior Consultant	
2009	▶ 02/09-02/10 Consultant	
	Copenhagen Business School (CBS) , Department of Innovation and Organisational Economics (formerly Industrial Economics and Strategy), Denmark	
	▶ 12/07-01/09 Assistant professor	
2007	▶ 03/07-12/07 Research fellow	
2003	▶ 11/03-03/07 Ph.D. Fellow	
	One World Polymer Products , USA / Malaysia	
2000	▶ 06/00-06/01 Sales and Marketing Officer (based in Kedah, Malaysia)	

Education

2003-2007	Ph.D. in Economics and Business Administration , CBS, Denmark
2001-2003	M.Sc. in Management of Technology , CBS, Denmark
1997-2000	B.Sc. in International Business , CBS, Denmark
1994-1997	Bilingual International Baccalaureate Diploma , Seoul Foreign School, South Korea
1992-1994	Diplôme National du Brevet des Collèges , Ecole Française de Singapour, Singapore

Research stays

2024	Visiting Researcher, ITEM Group, Technical University of Eindhoven (TU/e), The Netherlands. Financed through a grant from the <i>EuroTech Visiting Researcher Programme</i> (October 2024)
2006	PRIME Visiting PhD Fellow at the Science and Technology Policy Research Unit (SPRU), University of Sussex, UK. Financed through a grant from the doctoral circulation program the EU Network of Excellence <i>Policies for Research and Innovation in the Move towards the European research area (PRIME)</i> Network of Excellence (January-April 2006)

Externally funded projects

DTU

Ongoing projects

- **Green Transition Policy Centre (GreenTraC)** (role: Work Package Lead; PI: Teis Hansen), Semper Ardens Accomplish grant from the Carlsberg Foundation (DKK 9.996.841, including DKK 2.485.684 for DTU; 2024-2029)

Completed projects

- **Academic Entrepreneurship in the Digital Sciences**, with DTU Compute and KU DIKU, funded by Digital Research Centre Denmark (DIREC) (role: PI) (DKK 348.624, project period: 2023-2024)
- **Impact study of Open Entrepreneurship** (role: PI), funded by the Industry Foundation (subproject within a larger centre grant; project period: 2022-2023)

CFA

Ongoing projects

- **Impact assessment of the Open Discovery Innovation Network Phase II (ODIN)** – an Open Innovation in Science platform (role: PI), funded by the Novo Nordisk Foundation (grant size: DKK 1.698.593, 2024-2029)
- **Impact assessment of Plant2Food** – an Open Innovation in Science platform (role: PI), funded by the Novo Nordisk Foundation (DKK 3.000.000, 2023-2027)
- **University innovation and impact: possible indicators** (role: PI), commissioned by UFS (DKK 997-500, 2024)
- **Research commercialization in the Social Sciences, Humanities and Arts (SSHA)** (role: team member; PI: Carter Bloch), commissioned by Universities Denmark INNOTECH Group (DKK 250.000, 2024)

Completed projects

- **Stakeholder analysis for the Danish Council for Research and Innovation Policy (DFiR)** (role: PI), commissioned by DFiR (DKK 49.850, 2024)
- **Promoting the socio-economic impact of research – the role of funding practices (PROSECON)** (role: team member; PI: Carter Bloch), funded by the Novo Nordisk Foundation (grant size: DKK 10 million, 2019-2023)
- **Impact assessment of the Open Discovery Innovation Network (ODIN)** – an Open Innovation in Science platform (role: co-PI, with Carter Bloch), funded by the Novo Nordisk Foundation (grant size: DKK 750.000, 2022-2023)
- **Miracle or median? A study of the impact performance of research from Danish universities 1990-2020** (role: team member; PI: Jesper Wiborg Schneider), commissioned by the Novo Nordisk Foundation and the VILLUM FOUNDATION (DKK 480.200, 2022-2023)
- **A “10.000 km service check-up” of the VILLUM FOUNDATION’s instruments** (PI), commissioned by the VILLUM FOUNDATION (DKK 265.000, 2022)
- **A strengthened empirical basis for Aarhus University's target setting and monitoring with regards to external collaboration, innovation and entrepreneurship** (role: team members; PI: Carter Bloch), commissioned by Aarhus University (DKK 200.000, 2023-2024)

Academic publications

- 2024** Norn, M.T., Aagaard, K., Bjørnholm, J., Stage, A.K. 2024. Funder strategies for promoting research addressing societal challenges: Thematic, impact and collaboration targeting. Accepted for publication in *Science and Public Policy*, scae033, <https://doi.org/10.1093/scipol/scae033>
- 2023** Norn, M.T., Priego, L.P, Ramos-Vielba, I., Ryan, T. 2023. Four archetypes of Open Science Partnerships: Connecting aims and means in open research collaborations [preprint]. *27th International Conference on Science, Technology and Innovation Indicators (STI 2023)*, <https://doi.org/10.55835/64426a752337106f43f295ca>
- Beck, S., LaFlamme, M., Bergenholtz, C., Bogers, M., Brasseur, T.M., Conradsen, M.L., Crowston, K., Di Marco, D., Effert, A., Filiou, D., Frederiksen, L., Gillier, T., Gruber, M., Haeussler, C., Hoisl, K., Kokshagina, O., Norn, M.T., Poetz, M., Pruschak, G., Priego, L.P., Radziwon, A., Ruser, A., Sauermann, H., Shah, S.K., Suess-Reyes, J., Tucci, C.L., Tuertscher, P., Vedel, J.B., Verganti, R., Wareham, J. & Xu, S.M. 2023. Examining Open Innovation in Science (OIS): what Open Innovation can and cannot offer the science of science. *Innovation: Organization & Management* 25:3, 221-235, <https://doi.org/10.1080/14479338.2021.1999248>.
- 2022** Aagaard, K., Norn, M.T., Stage, A.K. 2022. How mission-driven policies challenge traditional research funding systems [version 1; peer review: 2 approved with reservations, 1 not approved]. *F1000Research* 11:949. <https://doi.org/10.12688/f1000research.123367.1>
- Beck, S., Bergenholtz, C., Bogers, M., Brasseur, T.M., Conradsen, M.L., Di Marco, D., Distel, A.P., Dobusch, L., Dörler, D., Effert, A., Fecher, B., Filiou, D., Frederiksen, L., Gillier, T., Grimpe, C., Gruber, M., Haeussler, C., Heigl, F., Hoisl, K., Hyslop, K., Kokshagina, O., LaFlamme, M., Lawson, C., Lifshitz-Assaf, H., Lukas, W., Nordberg, M., Norn, M.T., Poetz, M., Ponti, M., Pruschak, G., Priego, L.P., Radziwon, A., Rafner, J., Romanova, G., Ruser, A., Sauermann, H., Shah, S.K., Sherson, J.F., Suess-Reyes, J., Tucci, C.L., Tuertscher, P., Vedel, J.B., Velden, T., Verganti, R., Wareham, J., Wiggins, A., Xu, S.M. 2022. The Open Innovation in Science research field: a collaborative conceptualisation approach, *Industry and Innovation* 29(2): 136-185. <https://doi.org/10.1080/13662716.2020.1792274>
- 2021** Santos, A.B., Bogers, M., Norn, M.T., Mendonça, S. 2021. Public policy for open innovation: Opening up to a new domain for research and practice. *Technological Forecasting and Social Change* 169. <https://doi.org/10.1016/j.techfore.2021.120821>. Editor on a special issue on “Public policy for open innovation” published in *Technological Forecasting and Social Change* (with Bogers, M., Santos, B., Mendonça, S.); <https://www.sciencedirect.com/journal/technological-forecasting-and-social-change/special-issue/10JZKQ7BMRL>
- Beck, S., Bercovitz, J., Bergenholtz, C., Brasseur, T. M., D’Este, P., Dorn, A., Doser, M., Dosi, C., Effert, A., Furtuna, R., Goodyear, M., Grimpe, C., Haeussler, C., Hans, F., Heinisch, B., Katona, N., Kleinberger-Pierer, H., Kokshagina, O., LaFlamme, M., Lawson, C., Lehner, P., Lifshitz-Assaf, H., Lukas, W., Marchini, S., Mitterhauser, M., Moscato, F., Nordberg, M., Norn, M.T., Poetz, M., Ponti, M., Pruschak, G., Rafner, J. F., Romasanta, A. K., Ruser, A., Sameed, M., Sauermann, H., Suess-Reyes, J., Tucci, C. L., Tuertscher, P., Vicente Sáez, R., Vignoli, M., and Zyontz, S. 2021. Experimenting with Open Innovation in Science (OIS) practices: A novel approach to co-developing research proposals. *CERN IdeaSquare Journal of Experimental Innovation* 5(2), 28-49. <https://doi.org/10.23726/cij.2021.1328>
- 2019** Dimke, H., Norn, M.T., Christiansen, P.M., Wohlert, J.W., Zinner, N.T. 2019. Most scientists prefer small and mid-sized research grants. *Nature Human Behavior* 3, 765–767. <https://doi.org/10.1038/s41562-019-0643-1>
- 2016** Valentin, F., Norn, M.T., Alkærsg, L. 2016. Orientations and Outcome of Interdisciplinary Research: The Case of Research Behaviour in Translational Medical Research. *Scientometrics* 106(1): 67-80. <https://doi.org/10.1007/s11192-015-1784-2>

- 2014** Mark, M., Jensen, R.L., **Norn, M.T.** 2014. Estimating the economic effects of university-industry collaboration. *International Journal of Technology Transfer and Commercialisation* 13(1/2): 80-106. <https://doi.org/10.1504/IJTTC.2014.072687>
- Hansson, F., **Norn, M.T.**, Vad, T.B. 2014. Modernize the public sector through innovation? A challenge for the role of applied social science and evaluation. *Evaluation* 20(2): 244-260. <https://doi.org/10.1177/1356389014529835>
- 2011** **Larsen, M.T.** 2011. The implications of academic enterprise for public science: An overview of the empirical evidence. *Research Policy* 40(1): 6-19. <https://doi.org/10.1016/j.respol.2010.09.013>
- Davis, L.N., **Larsen, M.T.**, Lotz, P. 2011. Scientists' Perspectives Concerning the Effects of University Patenting on the Conduct of Academic Research in the Life Sciences. *Journal of Technology Transfer* 36(1): 14-37. <https://doi.org/10.1007/s10961-009-9142-2>
- 2008** **Larsen, M.T.**, von Tunzelmann, N. 2008. Fallos extramercado y desarrollo de tecnología genérica. In C.C. Sánchez, M.I.E. del Pozo and F.F.M. Pérez (Eds.). *Economía del conocimiento y la innovación*. Madrid: Ediciones Pirámide. https://www.researchgate.net/publication/323289473_Economia_del_conocimiento_y_la_innovacion_Nuevas_aproximaciones_a_una_relacion_compleja
- 2007** **Larsen, M.T.** 2007. *Academic Enterprise: A New Mission for Universities or a Contradiction in Terms?* Frederiksberg: Samfundslitteratur (PhD Series; Nr. 19.2007). <https://research.cbs.dk/da/publications/academic-enterprise-a-new-mission-for-universities-or-a-contradict>
- 2005** **Larsen, M.T.** 2005. Does Industrial Relevance in Public Science Come at the Expense of Basic Research? Revisiting Tradeoffs in University Research. In: P. Ingwersen and B. Larsen (Eds.). *Proceedings of ISSI 2005: 10th International Conference of the International Society for Scientometrics and Informetrics*. Stockholm: Karolinska University Press. <http://issi-society.org/publications/issi-conference-proceedings/proceedings-of-issi-2005>

Op-eds in Danish print and digital media; non-peer reviewed publications

- 2024** Degn, L., Norn, M.T., & Schneider, J.W. Nej, de private fonde bestemmer ikke for meget – politikerne bestemmer for lidt. *Altinget Forskning Temadebat*, April 29, 2024. <https://www.altinget.dk/forskning/artikel/forskere-nej-de-private-fonde-bestemmer-ikke-for-meget-politikerne-bestemmer-for-lidt>
- 2023** Stage, A.K., Bloch, C., Thomas, D.A., Norn, M.T., & Ramos-Vielba, I. Four challenges for funding research with societal goals. *LSE Impact Blog*, October 10, 2023. <https://blogs.lse.ac.uk/impactofsocialsciences/2023/10/10/four-challenges-for-funding-research-with-societal-goals>
- Stage, A.K., Norn, M.T., & Bloch, C.W. Hvordan finansierer man forskning der skal løse samfundsudfordringer? *Forskningspolitik* 3/2023. <https://www.fpol.no/hvordan-finansierer-man-forskning-der-skal-lose-samfundsudfordringer>
- Schneider, J.W., & Norn, M.T. The citation impact of Danish research: from miracle to median? *Forskningspolitik* 2/2023. <https://www.fpol.no/the-citation-impact-of-danish-research-from-miracle-to-median>
- 2022** Norn, M.T., Ramos-Vielba, I., Bloch, C.W., & Conradsen, M.L. The emergence of open science models for university–industry collaboration. *Forskningspolitik* 1/2022. <https://www.fpol.no/the-emergence-of-open-science-models-for-university-industry-collaboration>

- 2021** Norn, M.T., & Wohler, J. DEA: Universiteternes økonomi er under pres. Altinget 2. august 2021. <https://www.altinget.dk/forskning/artikel/dea-universiteternes-oekonomi-er-under-pres>
- 2020** Norn, M.T., Andersen, A.C., Andersen, H., Nielsen, S.C., Engel, A.M., Foss Hansen, H., Hansen, K.S., Horst, M., Jess, T., Leffland, L., Muhr, S.L., & Sommerlund, J. Danmark halter bagud med ligestilling i forskning. Politiken 8- marts. 2020. <https://samf.ku.dk/presse/kronikker-og-debat/danmark-halter-bagud-med-ligestilling-i-forskning/>
- 2019** Norn, M.T., Jørgensen, M.F., & Wohler, J. Der er brug for mere risikovillighed i dansk forskning. Altinget 28. november 2019. <https://www.altinget.dk/forskning/artikel/dea-der-er-brug-for-mere-risikovillighed-i-dansk-forskning>
- Norn, M.T., & Wohler, J. DEA: Tre pejlemærker skal spille en rolle i fordeling af regeringens milliard. Altinget 3. oktober 2019. <https://www.altinget.dk/forskning/artikel/dea-tre-pejlemarker-skal-spille-en-rolle-i-fordeling-af-regeringens-milliard>
- Wohler, J.W., Norn, M.T., & Jørgensen, M.F. Tid til ny regeringsmålsætning for den offentlige forskning. Science Report 12. juni 2019. <https://sciencereport.dk/debat/tid-til-ny-regeringsmaalsætning-for-den-offentlige-forskning>
- Wohler, J.W., Norn, M.T., & Jørgensen, M.F. DEA til ny regering: Lav en ny målsætning for offentlig forskning. Altinget forskning 13. juni 2019. <https://www.altinget.dk/forskning/artikel/dea-til-ny-regering-lav-en-ny-maalsætning-for-offentlig-forskning>
- Norn, M.T., & Wohler, J. DEA til politikerne: Lav en ny forskningsmålsætning. Altinget 27. august 2019. <https://www.altinget.dk/forskning/artikel/dea-til-politikerne-lav-en-ny-forskningsmaalsætning>
- Christiansen, P.M., Dimke, H., Norn, M.T., Wohler, J., Zinner, N. Forskere efterspørger små og mellemstore bevillinger. Forskningspolitik 3/2019. <https://www.fpol.no/forskere-efterspørger-sma-og-mellemstore-bevillinger>
- Norn, M.T., Aagaard, K., & Schneider, J.W. Satser vi kun på eliten, får vi ikke nye forskertalenter og videnskabelige gennembrud. Information 19. marts 2019. <https://www.information.dk/debat/2019/03/satser-kun-paa-eliten-faar-nye-forskertalenter-videnskabelige-gennembrud>
- 2018** Norn, M.T., Christiansen, P.M., Dimke, H., & Zinner, N. Forskere foretrækker mellemstore bevillinger. Politiken Analyse 9. juni 2018.
- Norn, M.T., & Grex, S. Universitets-erhvervssamarbejde uden tøjler kan være vejen til større nytte af forskning. Altinget 12. juni 2018. <https://www.altinget.dk/forskning/artikel/dea-og-ida-universitets-erhvervssamarbejde-uden-toejler-kan-vaere-vejen-til-stoerre-nytte-af-forskning>
- Norn, M.T. Performancemidler kan skabe flere problemer end de løser. Altinget 31. maj 2018. <https://www.altinget.dk/forskning/artikel/dea-performancemidler-kan-skabe-flere-problemer-end-det-loeser>
- 2017** Norn, M.T., & Aagaard, K. 2017. Nobelpagten er næppe den bedste vej til nyskabende forskning. Forskerzonen, Videnskab.dk 22. december 2017. <https://videnskab.dk/kultur-samfund/nobelpagten-er-naeppe-den-bedste-vej-til-nyskabende-forskning>
- Norn, M.T. Ja tak til fordeling af forskningsreserven over flere år. Altinget 28. september 2017. <https://www.altinget.dk/forskning/artikel/taenketank-ja-tak-til-fordeling-af-forskningsreserven-over-flere-aar>
- Norn, M.T. Vi skal tage hånd om forskningens revner. Altinget 10. oktober 2017. <https://www.altinget.dk/forskning/artikel/taenketank-dansk-forskningspolitik-skal-loeftes>
- Norn, M.T. Er universiteternes bukser ved at sprække under for mange politisk pålagte opgaver? Forskningspolitik 1/2017, 22-23. http://fpol.no/wp-content/uploads/2013/06/Forskningspolitik-1-2017_side-22-23.pdf

- 2016** Norn, M.T. Der skal mindst to til en tango. Altinget 25. februar 2016.
<https://www.altinget.dk/forskning/artikel/dea-der-skal-mindst-to-til-en-tango>
- Norn, M.T. Brug studerende som kanal for lokal videnspredning. Altinget 4. februar 2016.
<https://www.altinget.dk/forskning/artikel/dea-brug-studerende-som-kanal-for-lokal-videnspredning>
- 2014** Norn, M.T. Giv forskningen længere snor. Altinget 4. november 2014.
<https://www.altinget.dk/forskning/artikel/dea-giv-forskningen-laengere-snor>
- Norn, M.T. Skyd ikke Krølle-Bølle. Politiken Debat 2. november 2014.
- Norn, M.T., Wohlert, J., & Allerup, J. Fra forskning til innovation: hvordan benytter virksomheder offentlige innovationsordninger? Forskningspolitik 2/2014. http://fpol.no/wp-content/uploads/2014/06/Forskningspolitik-2-2014_side-12-13.pdf
- 2013** Elias, S.V., & Norn, M.T. Fra forskning til faktura: hvad kan vi lære af ti års forsøg på at tjene penge på dansk forskning? Forskningspolitik 3/2013. http://fpol.no/wp-content/uploads/2013/10/Forskningspolitik-3-2013_side-20-21.pdf
- Foss, N.J., Pedersen, T., Junge, M., & Norn, M.T. Servitization kan redde industrijob. Børsen 31. januar 2013.
<http://borsen.dk/nyheder/avisen/artikel/11/39923/artikel.html>
- 2012** Jensen, B.L., Norn, M.T., & Laursen, U. Ender Danmark som taber af videnkapløbet? Berlingske Politiko Analyse 26. november 2012.
- Elias, S.V., Norn, M.T., & Lindorf, M. Private fonde får øget betydning for dansk forskning. Forskningspolitik 4/2012. <http://fpol.no/wp-content/uploads/2013/06/Forskningspolitik-4-2012-side-18-19.pdf>

Reports (2022-)

I have only included activities since I returned full-time to academia (in March 2022). For a list of selected reports produced during my private sector employment between 2009 and March 2022, please see Appendix I.

- 2024** Norn, M.T., Ryan, T.K., & Carlsen, S. 2024. Impact Assessment of ODIN. Final Impact Assessment of the Open Discovery Innovation Network (ODIN) Pilot Project. Academic report from the Danish Centre for Studies in Research and Research Policy (CFA), Department of Political Science, Aarhus BSS, Aarhus University. Commissioned and funded by the Novo Nordisk Foundation. <https://projects.au.dk/open-odin/impact>
- 2023** Norn, M.T. 2023. Open Entrepreneurship - Internal Evaluation. Final Evaluation report. <https://open-entrepreneurship.com/wp-content/uploads/2023/12/Open-Entrepreneurship-Internal-Evaluation-2023.pdf>
- Wohlert, J., & Norn, M.T. 2023. Fra forskning til forandring: Hvordan kan universiteternes innovationsindsats bidrage til udviklingen af forskningsbaserede løsninger på store samfundsudfordringer? DEA debatoplæg. København: Tænk tanken DEA. <https://dea.nu/publikationer/fra-forskning-til-forandring>
- Schneider, J.W., & Norn, M.T. 2023. The scientific impact of Danish research 1980–2020. Academic report from the Danish Centre for Studies in Research and Research Policy (CFA), Department of Political Science, Aarhus BSS, Aarhus University. Commissioned and funded by the Novo Nordisk Foundation and the Villum Foundation. https://cfa-research.au.dk/publications/media/pub_sci_impact_dk.pdf
- 2022** Norn, M.T., Ramos-Vielba, I., Saugstrup, L.I., Ryan, T.K., & Bloch, C.W. 2022. Impact Assessment of ODIN. Interim Impact Assessment of the Open Discovery Innovation Network (ODIN). Academic report from the Danish Centre for Studies in Research and Research Policy (CFA), Department of Political Science, Aarhus BSS, Aarhus University. Commissioned and funded by the Novo Nordisk Foundation. https://projects.au.dk/fileadmin/projects/odin/221006_ODIN_Impact_Assessment_Interim_Report.pdf

Presentations at academic conferences, workshops etc. (2022-)

I have only included activities since I returned full-time to academia (in March 2022). A list of activities prior to March 2022 is available upon request.

- 2024** Korseberg, L., Borlaug, S.B., **Norn, M.T.**, Wohler, J., Gulbrandsen, M. **Knowledge and technology transfer offices (KTOs): designing organisations to support commercial and societal entrepreneurship**, Technology Transfer Society (T2S) Conference 2024, September 11-13, Brussels, Belgium
- Norn, M.T.**, Ramos-Vielba, I. and Ryan, T.K. **Firm strategies for navigating open science collaborations**, Open Innovation in Science (OIS) Conference 2024, May 21-23, London, UK
- 2023** **Norn, M.T.**, Priego, L.P, Ramos-Vielba, I., and Ryan, T. **Four archetypes of Open Science Partnerships: Connecting aims and means in open research collaborations**, Science, Technology and Innovation Indicators (STI) Conference 2023, September 27-29, Leiden, The Netherlands
- Norn, M.T.**, Priego, L.P, Ramos-Vielba, I., and Ryan, T. **Four archetypes of Open Science Partnerships: Connecting aims and means in open research collaborations**, Open Innovation in Science (OIS) Conference 2023, May 8-10, Vienna, Austria
- 2022** **Norn, M.T.**, Aagaard, K., Bjørnholm, J., and Stage, A.K. **Funding challenge-oriented research: A theoretical and empirical exploration of potential coordination challenges**, Novo Nordisk Foundation Conference on the societal impact of research, June 22-23, Hillerød, Denmark
- Norn, M.T.**, and Sigurdardottir, M.S. **Mo' money, mo' problems? The academic leader's dilemma: Striking a balance between respecting researchers' autonomy and ensuring viable university finances**, DRUID Summer Conference 2022, June 13-15, Copenhagen, Denmark
- Norn, M.T.**, Ramos-Vielba, I., Saugstrup, L.I., Losinno, M.G., Ryan, T.K., and Bloch, C.W. **The potential impact of Open Science Partnerships on scientific research**, Open Innovation in Science (OIS) Conference 2022, May 11-13, CERN, Geneva, Switzerland

Other communication / dissemination (talks, conferences and the like) (2022-)

I have only included activities since I returned full-time to academia (in March 2022). A list of activities prior to March 2022 is available upon request.

- 2024** **Speaker, August 13: Mission-oriented policy and mission-oriented science.** Talk to the DTU Office for Research, Advice and Innovation, Kongens Lyngby, Denmark
- Speaker, June 28: New and good practices for evaluation of innovation policy.** Talk to the Center for Videnbaseret Innovation (CVI), Danish Agency for Higher Education and Science, Kongens Lyngby, Denmark
- Speaker, June 12: Mission-oriented policies and funding instruments.** Talk to the Innovation Foundation Grand Solutions Team (joint with Carter Bloch), Aarhus, Denmark
- Moderator, June 10: How can we foster inclusive and diverse entrepreneurial ecosystems?** Panel debate at the workshop "Inclusive or Exclusive? Diversity and Inclusion in Entrepreneurial Ecosystems Research", DTU Entrepreneurship, Kongens Lyngby, Denmark
- Roundtable participant, June 4: Denmark needs a national research strategy.** "Oval meeting" roundtable (invitation only), organized by The Royal Academy of the Sciences and the Danish Council for Research and Innovation Policy, Copenhagen, Denmark
- Speaker, May 27. Open partnerships: the value proposition for academics and firms.** Talk at the ODIN kick-off workshop, Copenhagen, Denmark
- Panelist, April 30. Universities' strategic capacity.** Panel debate at the conference "Danish Strategic Research – now and in the future" organized by The Royal Academy of the Sciences and the Danish Council for Research and Innovation Policy, Copenhagen, Denmark
- Speaker, April 19: Open Entrepreneurship.** Online talk for the Master Netval in Intellectual Property Valorisation for Knowledge Exchange & Impact, University of Bologna
- Speaker, March 1: Diversity in science: Why it matters and why it needs to be supported.** Talk given to the Danish Research Library Association at their annual "Winter Night" seminar (online)

- 2023**
- Speaker, January 9: *The scientific impact of Danish research 1980-2020 – miracle or median?*** Talk given to the University of Copenhagen SCIENCE Research Council, Aarhus, Denmark
- Speaker, December 14: *Open Entrepreneurship: Key findings from the evaluation report.*** Talk given at the Open Entrepreneurship 2023 conference, Copenhagen, Denmark
- Speaker and panelist, November 8: *How open science collaborations between universities and industry can support innovation in the life sciences.*** Part of the track on “Transforming healthcare together” at WHINN - Week of Health and Innovation (arranged by Danish Life Science Cluster in collaboration with Region of Southern Denmark and partners), Odense, Denmark
- Co-organizer, September 21: *SME investment in research and development – trends and explanations.*** Workshop organized by the Danish Council for Research and Innovation Policy (DFiR) and the Danish Centre for Studies in Research and Research Policy (CFA), Copenhagen, Denmark
- Speaker, August 8: *IP (Intellectual Property)-free platforms for university-industry collaboration.*** Talk given to the DTU innovation ecosystem coordination group, Kongens Lyngby, Denmark
- Speaker, June 21: *How do we get research onto the political agenda? The role of collaboration between research and industry and academic entrepreneurship.*** Talk given to the Altinget Research and Innovation Policy Network, Kragerup Gods, Denmark
- Speaker, June 8: *The influence of external research funding on the research and organization of Danish universities.*** Talk given at the Danish Association of Research Managers and Administrators (DARMA) Annual Meeting, Nyborg, Denmark.
- Moderator, June 6: *Building entrepreneurial ecosystems to accelerate the development of solutions to societal and environmental challenges.*** Panel debate at the workshop “Fostering Innovative Entrepreneurial Ecosystems: Implications for theory and practice” organized by DTU Entrepreneurship, Kongens Lyngby, Denmark
- Panelist, May 24. *"Visions for Danish Universities. Panel debate at the conference "Challenges and visions for Danish Universities" organized by The Royal Academy of the Sciences and the Danish Council for Research and Innovation Policy, Copenhagen, Denmark***
- Speaker, May 1: *The scientific impact of Danish research 1980-2020 – miracle or median?*** Talk given to the University of Copenhagen Research and Innovation Council (KUFIR), Copenhagen, Denmark
- Speaker, March 22: *Research and societal impact: the role of funding practices.*** Interactive workshop organized by the PROSECON (Promoting the socio-economic impact of research – the role of funding practices) project, online
- Speaker, March 1: *Diversity in science: Why it matters and why it tends to be lacking.*** Talk at the Circle U. National Conference: “Diversity in the making. Diversity, gender equality and inclusion in research-communities: How universities can work towards a more inclusive culture,” Aarhus, Denmark
- 2022**
- Speaker, December 5: *The scientific impact of Danish research 1980-2020 – miracle or median?*** Talk given to the executive management team of the Novo Nordisk Foundation, Copenhagen, Denmark
- Speaker, November 22: *Effective university support for innovation and entrepreneurship.*** Talk given at Innovation Bootcamp, a meeting of the network for innovation specialists at DTU, Frederiksdal, Denmark
- Speaker, November 2: *A service check-up on the VILLUM FOUNDATION's research funding instruments.*** Talk given at a board meeting of the VILLUM FOUNDATION, Copenhagen, Denmark
- Speaker/workshop, October 31: *Promoting science-based innovation: the opportunities (part II of II).*** Talk given in connection with a half-day internal workshop at the Ministry of Science and Higher Education, Copenhagen, Denmark
- Speaker/workshop, October 28: *Promoting science-based innovation: the challenges (part I of II).*** Talk given in connection with a half-day internal workshop at the Ministry of Science and Higher Education, Copenhagen, Denmark
- Speaker, October 26: *What's open about Open Science Platforms for university-industry collaboration? The case of ODIN.*** Talk given in connection with the Danish Open Access Week 2022, online

Speaker, September 19: *What's interesting about Open Entrepreneurship*. Talk given at the Open Entrepreneurship 2022 conference, Copenhagen, Denmark

Speaker, September 20: *How missions matter for science funding*. Talk given to the green expert group, Danish Ministry of Higher Education and Science, Copenhagen, Denmark

Moderator, September 19: *The many faces of open innovation in science*. Conference organized by the Novo Nordisk Foundation in collaboration with Aarhus University and ODIN – the Open Discovery Innovation Network, Copenhagen, Denmark

Speaker, September 6: *Open Innovation in Science: a new innovation model? From a local to an international set-up*. Talk at a roundtable discussion, *Open Innovation in Science - Uncovering implementation experiences of Academia-Industry*, with representatives from the European Commission (DG Research and Innovation), the Novo Nordisk Foundation and Aarhus University, and organized by Aarhus University, in Brussels, Belgium

Moderator, June 17: *The open path to innovation* (*Den åbne vej til innovation*, in Danish). Debate at The Democracy Festival of Denmark (Folkemødet) 2022, organized by Aarhus University, Bornholm, Denmark

Speaker, June 1: *Diversity in science* (*Diversitet i forskningen*, in Danish). Talk given to the DTU Board of Governors, Lyngby, Denmark

Speaker, May 30: *Innovation and commercialization activities in Danish universities* (*Universiteternes innovations- og nyttiggørelsesindsats*, in Danish). Talk given to the Council of Innovation Policy, Universities Denmark, Copenhagen, Denmark (with Jeppe Wohlert)

Speaker, March 17: *Impact assessment of innovation intermediaries* (*Effektmåling af ICDK*, in Danish). Talk given at the annual meeting of the Innovation Centres Denmark (ICDK), Danish Ministry of Higher Education and Science and Danish Ministry of Foreign Affairs, Copenhagen, Denmark

Media

Podcasts

- **2021, Bevillinger (“Research grants”), Operation Kvindekamp.** A podcast show on diversity in science, focusing in particular on the role of research grants in understanding diversity. <https://podcasts.apple.com/fi/podcast/04-bevilli202nger-med-maria-theresa-norn/id1580695200?i=1000531695385>

Radio

- I have been interviewed on radio programs such as P1 Orientering, Følg Pengene and Radioavisen

Mentions in digital and print media

- A search in Infomedica (in May 2024) reveals 96 mentions (or 69 mentions when similar titles are grouped) since 2012. *A list of mentions in digital and print media is available in Appendix II.*

Supervision of early career researchers

- 2024-** **Co-supervisor, Salar Alizad**, Technical University of Eindhoven (TU/e) EuroTech PhD in collaboration with DTU Entrepreneurship, DTU (main supervisor: Marcel Bogers, co-supervisor: Maral Mahdad)
- 2023-** **Co-supervisor, Masego Mbaakanyi**, DTU Entrepreneurship, DTU (main supervisor: Thomas Howard)
- Co-supervisor, Emil Alnor**, CFA, AU (main supervisor: Jens Peter Andersen)

Supervision of student thesis projects (2022-)

I have only included activities since I returned full-time to academia (in March 2022). A list of activities prior to March 2022 is available upon request.

- 2025** **M.Sc. Health and Informatics, thesis supervisor and examiner:** Kevin Billesborg Pedersen and Krestian Borring, University of Copenhagen and DTU
- M.Sc. Technology Entrepreneurship, thesis supervisor and examiner:** Cathrin Elk Waser, DTU, ‘Maybe Baby Bias: Investigating the Impact on Women's Leadership Opportunities’ (co-supervising with Argyro Nikiforou)
- 2024** **M.Sc. Technology Entrepreneurship, thesis supervisor and examiner:** Julius Neumann, DTU, ‘Enablers and barriers in German climate policy: Influencing key factors on a party level’

Teaching and training

- 2024** **Course coordinator and lecturer, Entrepreneurial Life Skills** (M.Sc. course, 5 ECTS, with Robin van Oorshot), DTU
- Course coordinator and lecturer, Technology and Innovation Management** (M.Sc. course, 5 ECTS, with Jason Li-Ying, Lars Alkærsig and Euiju Jeon), DTU
- Course coordinator and lecturer, Evidence Based Advice for Aquatic Management** (M.Sc. course, 5 ECTS, with Elliot John Brown), DTU
- 2023** **Examiner, Technology and Innovation Management** (M.Sc. course, 5 ECTS), DTU
- 2023** **Guest lecturer at Ph.D. course on Open Innovation in Science** (Module: “Engaging with stakeholders”), SCIENCE Faculty, University of Copenhagen
- 2016-2018** **Various teaching and training activities related to open innovation in science, science dissemination and collaboration with users and stakeholders of research e.g.**
- **Member of the faculty team at the Lab on Open Innovation in Science**, Open Innovation in Science Research and Competence Center, Austria
 - **Guest lecturer at annual Ph.D. course on Open Innovation in Science**, SCIENCE Faculty, University of Copenhagen
- 2009-2017** **External lecturer** at the Department of Innovation and Organizational Economics, CBS
- **Lecturer and examiner** in the course “Innovation & Knowledge”, M.Sc. in *Management of Innovation and Business Development* (M.Sc.MIB) program, CBS, Denmark
 - **Master’s thesis advisor, integrated project supervisor and examiner** in the M.Sc. in *Management of Innovation and Business Development* (M.Sc.MIB) program, CBS, Denmark
- 2008** **Supervisor and examiner** for 2nd year projects (in Danish), B.Sc. in *Business Administration and Organisational Communication* program, CBS, Denmark
- Guest lecturer** in the course “Contextual Theory of the Firm” (in Danish), B.Sc. in *Economics and Business Administration* (HA-Almen), CBS, Denmark
- 2006-2008** **Lecturer** in the course “Business Economics - Theory & Analysis” (in Danish), semesters 2-4, B.Sc. in *Business Administration and Organisational Communication* (HA-KOM); Guest lecturer in the course “Contextual Theory of the Firm” (in Danish), B.Sc. in *Economics and Business Administration* (HA-Almen), CBS, Denmark
- 2004-2008** **Supervisor and examiner** on semester projects and Master’s theses (in Danish and English), M.Sc. in *Management of Innovation and Business Development* (M.Sc.MIB) and M.Sc. in *Business Administration and Organisational Communication* (Cand.Merc.KOM), CBS, Denmark
- 2003-2005** **Orientation:** Organization of orientation week and teambuilding sessions for new students, M.Sc. in *Management of Innovation and Business Development* (M.Sc.MIB) and M.Sc. in *Business Administration and Organisational Communication* (Cand.Merc.KOM), CBS, Denmark

Academic assessment committees

- 2024** **Chairman of the doctoral dissertation committee** for Erika Susan Dietrichson, “Innovation Impact of Big Science Organizations - Conditions, Interactions, and Knowledge Spillover”, Centre for Technology Entrepreneurship (DTU Entrepreneurship), Technical University of Denmark
- 2023** **Chairman of the doctoral dissertation committee** for Martin Mohr Olsen, “Fourth Mission and Post-Sustainability Oriented Innovation in the Arctic”, Centre for Technology Entrepreneurship (DTU Entrepreneurship), Technical University of Denmark
- External member of the doctoral dissertation committee** for Randi Taxt, “Knowledge, Technology Transfer and the Third Mission of Universities. A mixed method approach investigating innovation ecosystems, collaboration projects and technology transfer offices”, Department of Geography, University of Bergen
- 2022-2023** **Member of the appointment committee, senior researcher position**, Danish Centre for Studies in Research and Research Policy (CFA), Aarhus University
- 2021** **External member of the doctoral dissertation committee** for Lasse Bundgaard, “Public Private Innovation Partnerships: Creating Public Value & Scaling Up Sustainable City Solutions”, Department of Organization, Copenhagen Business School
- 2019** **Chairman of the assessment committee, two postdoc positions**, Danish Centre for Studies in Research and Research Policy (CFA), Aarhus University
- 2018** **Member of the assessment committee, senior researcher position**, Danish Centre for Studies in Research and Research Policy (CFA), Aarhus University
- Member of the assessment committee, postdoc position**, Danish Centre for Studies in Research and Research Policy (CFA), Aarhus University

Journal editing and reviewing

- 2024-** **Editor**, CFA Scientific Reports <https://tidsskrift.dk/cfasr>
- Reviewer for various journals** incl. *Research Policy*, *Journal of Technology Transfer*, *Industry & Innovation*, *Higher Education*, *Science and Public Policy*, *BBA Advances*, *F1000*, and *International Review of Administrative Sciences*
- Reviewer for various conferences** e.g. *The Atlanta Conference on Science and Innovation* (2023, program committee), and *The Science, Technology and Innovation Indicators Conference* (STI 2023, reviewer), *Danish Research Unit for Industrial Dynamics* (DRUID 2023, 2024)

Academic conference and workshop organization

- 2020-2021** **Conference chair for the 25th International Conference on Science, Technology and Innovation Indicators, STI 2021**, organized as a virtual conference on September 13, 15 and 17, by the Danish Centre for Studies on Research and Research Policy (CFA) at Aarhus University in collaboration with the European Network of Indicator Developers (ENID)

Expert roles, board positions and the like

- 2024-** **Member, Forum for Diversity & Inclusion (ForDI)**, DTU
- 2023** **Expert participant, Novo Nordisk A/S Site Energy Upgrade Expert Board**
- 2023** **Expert participant, Møteserie, Forskningsrådets roller og funksjoner i forskningssystemet;** Prosjekt for melding til Stortinget om forskningssystemet, Kunnskapsdepartementet, Oslo, Norway

- 2023** **Member, Følgegruppe, Analyse af danske forsknings- og teknologiområder**, gennemført af COWI på vegne af Erhvervsstyrelsen som input til Danmarks Erhvervsfremmebestyrelses strategiproces
- 2022-2023** **Member of the Scientific Council of the European Reform University Alliance (ERUA)**
- 2019-2023** **Member of the Advisory Board, M.Sc. Management of Innovation and Business Development** (Cand.Merc.MIB), CBS
- 2019-2021** **Member of the CBS Business Panel**, CBS
- 2018-2023** **Chairman of the Scientific Advisory Board, LBI ArchPro** (the Ludwig Boltzmann Institute for Archaeological Prospection and Virtual Archaeology)
- 2018-** **Member of the advisory board**, Science Report
- 2009-** **Member of advisory board** for B.Sc. Business Administration and Sociology, CBS

Course participation (in academia)

This list only includes courses taken as part of an academic employment. An overview of course participation in connection with my non-academic positions is available upon request.

- 03/2024** **Supervision of large projects at DTU**, DTU Learning Lab, DTU, Denmark
- 2022** **Research Integrity**, DTU, Denmark
- 08-10/2008** **Adjunktuddannelse i Universitetspædagogisk Kompetence (Assistant Professor Programme in Teaching and Paedagogical Competence)**, Learning Lab, CBS, Denmark
N.B. I attended all lectures and completed the majority of the coursework in connection with this course, but did not complete the course because I left CBS for a non-academic position
- 08/2006** **Anvendt Pædagogik (Learning to Teach)**, Learning Lab, CBS, Denmark
- 11/2004** **Start-up course on panel data econometrics using patent data**. RIPE (Research in Intellectual Property Rights and Strategy) course, CBS, Denmark (½ day)
- 11/2004** **PhD workshop: Learning and Technological Capabilities**. Lund University, Sweden (1 day)
- 10/2004** **PhD course: ETIC (Economics of Technological and Institutional Change) Doctoral Training Program, Fall Session 2004**, University of Maastricht, The Netherlands (2 weeks)
- 09/2004** **PhD course: Getting started on your PhD dissertation**. CBS, Denmark (5 days)
- 08/2004** **PhD course: Quantitative Data Analysis and Applied Statistics**. CBS, Denmark (3 days)
- 03-05/2004** **PhD course: Doctoral Seminar in the Philosophy of Science for Management Studies**. CBS, Denmark (4 days)
- 03-04/2004** **PhD course: ETIC (Economics of Technological and Institutional Change) Doctoral Training Program, Spring Session 2004**, Université Louis Pasteur, France (2 weeks)
- 01/2004** **PhD course: An Introduction to Research Methodology**. CBS, Denmark (2 days)

APPENDIX I

I.1 Selected reports during employment at DEA (2012-2022)

The reports are mostly in Danish; some are available in English also (further details available upon request)

- 2021** Norn, M.T., Lind, J.K., Sperling, L.L., Kristensen, K.B., Stavnem, O., Byth, W.B. *Diversity in science and science funding: a mapping of the literature with regards to gender, age, career stage, nationality and research field*. In collaboration with and co-funded by the Independent Research Fund Denmark. Copenhagen and Odense: The Think Tank DEA and the Independent Research Fund Denmark.
- Wohlert, J.W., Lind, J.K., Norn, M.T., Bigandt, S., Stavnem, O. *The potential contribution of research and innovation towards a CO₂-neutral Denmark: Realizing the aims of mission-oriented innovation policies*. Copenhagen: The Think Tank DEA.
- Wohlert, J.W., Lind, J.K., Norn, M.T. *How can missions become successful? – A literature review on mission-oriented innovation policy*. Copenhagen: The Think Tank DEA.
- Jørgensen, S.L., Lund-Larsen, M., Bigandt, S., Fløe, A., Norn, M.T. *Virtual education at institutions of secondary education in Corona-affected times*. In collaboration with eVidenCenter – The National Center for E-learning. Copenhagen and Viby J: The Think Tank DEA and eVidenCenter.
- 2020** Wohlert, J.W., Lind, J.K., Norn, M.T., Byth, W.B. *Research funding during the Corona-crisis*. Copenhagen: The Think Tank DEA.
- Jørgensen, S.L., Larsen, A.B., Lund-Larsen, M., Bigandt, S., Gram, V.S., Lindeberg, T.H., Kristensen, S.M., Norn, M.T. *Taking the temperature on remote teaching – A survey among students and teachers at institutions of secondary education regarding their experiences with remote teaching during the Coronavirus-related lockdown*. In collaboration with eVidenCenter – The National Center for E-learning. Copenhagen and Viby J: The Think Tank DEA and eVidenCenter.
- 2019** Norn, M.T., Jørgensen, M.F., Wohlert, J. *How do we ensure the best possible financial conditions for universities' research? A study of university managers' perceptions of universities' financial situation and degrees of freedom* (in Danish). In collaboration with the Department of Accounting at Copenhagen Business School, and funded by the Novo Nordisk Foundation. Copenhagen: The Think Tank DEA and Department of Accounting at Copenhagen Business School.
- Norn, M.T., Jørgensen, M.F., Wohlert, J., Theill, A. *Risk taking in science funding – Insights from the literature and experiences from research funding bodies*. In collaboration with and co-funded by the Independent Research Fund Denmark. Copenhagen and Odense: The Think Tank DEA and the Independent Research Fund Denmark.
- Wohlert, J., Norn, M.T., Jørgensen, M.F., Bang, J.M. *An analysis of the "1 percent of GDP" goal for public R&D funding*. In collaboration with the Department of Accounting at Copenhagen Business School, and funded by the Novo Nordisk Foundation. Copenhagen: The Think Tank DEA and Department of Accounting at Copenhagen Business School.
- Norn, M.T. *Concentration of competitive research funding: has more money become concentrated in fewer hands and, if so, is that a problem for Danish science?* Based on a study commissioned from the Danish Centre for Studies on Research and Research Policy (CFA) at Aarhus Universitet. Copenhagen: The Think Tank DEA.
- Norn, M.T. *Colocate to collaborate? On the importance of geographical proximity for collaboration between universities and companies*. Based on a study commissioned from the Danish Centre for Studies on Research and Research Policy (CFA) at Aarhus Universitet. Copenhagen: The Think Tank DEA.
- 2018** Wohlert, J., Norn, M.T., Kristensen, V.G., Bisgaard, K., Dimke, H., Zinner, N. *The ideal research grant – A survey of researchers' ideal research grants and their assessment of the likelihood of acquiring it*. In collaboration with Independent Research Fund Denmark and The Young Academy under the Danish Academy of Sciences and Letters. Copenhagen: The Think Tank DEA, Independent Research Fund Denmark and The Young Academy.

- 2017** Kongsted, H.C., Tartari, V., Cannito, D., Norn, M.T., Wohler, J. *University researchers' engagement with industry, the public sector and society — Results from a 2017 survey of university researchers in Denmark*. Copenhagen: Copenhagen Business School and the Think Tank DEA.
- Burmeister, N., Norn, M.T., Abrahamsen, C. *How can we promote meaningful collaboration across scientific disciplines?* Reflections on a workshop on “The role of social sciences and humanities in addressing societal challenges”, organized by Copenhagen Business School and the Think Tank DEA. Copenhagen: Copenhagen Business School and the Think Tank DEA.
- Norn, M.T., Wohler, J.W., Abrahamsen, C. *Five goals for a new Danish research policy: A report on the current state of the research system – and recommendations for addressing cracks in the foundation*. Copenhagen: The Think Tank DEA.
- 2016** Norn, M.T. *What lies beneath the surface? A review of the literature on collaboration between public science and private firms*. Commissioned and co-funded by the Danish Council for Research and Innovation Policy. Copenhagen: The Think Tank DEA.
- Wohler, J.W., Norn, M.T., Seidelin, C.A., Klöcker-Gatzwiller, A. *International outlook of Danish research, Part I: From quantity to quality in international mobility and networks - International outlook of Danish research*. Commissioned and co-funded by the Danish Agency for Science, Technology and Innovation. Copenhagen: The Think Tank DEA.
- Wohler, J.W., Norn, M.T., Seidelin, C.A., Klöcker-Gatzwiller, A. *International outlook of Danish research, Part II: International research funding*. Commissioned and co-funded by the Danish Agency for Science, Technology and Innovation. Copenhagen: The Think Tank DEA.
- Wohler, J.W., Norn, M.T., Seidelin, C.A., Klöcker-Gatzwiller, A. *International outlook of Danish research, Part III: International recruitment - Balancing continuity and dynamism in the faculty*. Commissioned and co-funded by the Danish Agency for Science, Technology and Innovation. Copenhagen: The Think Tank DEA.
- Norn, M.T. *How can we increase the effectiveness of knowledge exchanges from universities to industry? Reflections on the technology transfer system and proof-of-concept funding*. Copenhagen: The Think Tank DEA.
- Wohler, J.W., Norn, M.T. *Research and innovation projects - Necessary questions for effective collaboration*. Copenhagen: The Think Tank DEA and Innovation Fund Denmark.
- Jensen, M.B., Lindorf, M., Norn, M.T., Aller, S.H. *Strengthen the quality of education through the use of digital learning technologies: A guide to inspire institutions of higher education in their use of digital learning technologies*. Copenhagen: The Think Tank DEA.
- 2014** Norn, M.T., Wohler, J.W., Christensen, B.B. *Danish research in 2030 – are we still world class?* Copenhagen: The Think Tank DEA.
- Norn, M.T., Wohler, J.W., Anthonsen, M. *University researchers' collaboration with industry and the public sector: A survey of university researchers in Denmark*. Commissioned and co-funded by the Danish Agency for Science, Technology and Innovation. Copenhagen: The Think Tank DEA.
- Norn, M.T., Wohler, J.W. *Uncertain career prospects for young university scientists*. Copenhagen: The Think Tank DEA.
- Norn, M.T., Wohler, J.W., Allerup, J., Anthonsen, M. *From research to innovation – On firms' use of public R&D programmes*. In collaboration with the Confederation of Danish Industry. Copenhagen: The Think Tank DEA and Confederation of Danish Industry.
- Lindorf, M., Christensen, B.B., Norn, M.T. *Strategic or symbolic partners: A guide to universities' collaboration with industry advisory boards*. Copenhagen: The Think Tank DEA.
- 2013** Norn, M.T., Jensen, B.L., Laursen, U. *Tech transfer in Danish universities - what have we learned from ten years of trying to make money on research?* Copenhagen: The Think Tank DEA.
- Norn, M.T., Junge, M. *On the “Valley of Death” between inventions and innovations - An overview of research into why some innovation projects fail*. Commissioned by the Danish Business Authority. Copenhagen: The Think Tank DEA.

I.2 Selected consulting reports during employment at DAMVAD (2009-2013)

The reports are mostly in Danish and Norwegian; some are available in English (further details available upon request)

- 2013** *Evaluation of the interdisciplinary research programme in nanotechnology, biotechnology and information technology (NABIIT), The Danish Strategic Research Council*
- 2012** *Partnership models: models for and examples of public and private partnerships regarding research, education and innovation, The Danish Agency for Science, Technology and Innovation.*
- 2012** *A bibliometric analysis of core competences in Danish research, The Danish Agency for Science, Technology and Innovation.*
- 2012** *The socioeconomic effects of research collaboration between academia and industry at the University of Copenhagen, University of Copenhagen.*
- 2012** *Societal challenges call for interdisciplinary research: An analysis of interdisciplinarity in research, The Think Tank DEA.*
- 2012** *The role of private foundations in research funding, The Think Tank DEA.*
- 2011** *Review of state of the art research on entrepreneurship and entrepreneurship policy, Research Council of Norway.*
- 2011** *Drivers of growth in medium-sized city regions: Analysis of the international position and orientation of three West Danish cities, Municipalities of Århus, Aalborg and Odense, and Regions of Southern Denmark, North Denmark and Central Denmark.*
- 2010-2011** *Case studies of medical innovation, including in-depth case studies of HIV/AIDS treatment, biological pharmaceuticals, and psychotherapeutic medications, The Danish Association of the Pharmaceutical Industry.*
- 2010** *Evaluation of the Research Council's Large-Scale Programmes within biotechnology (FUGE) and nanotechnology (NANOMAT), Research Council of Norway.*
- 2010** *Evaluation of the Research Council's programme for research on innovation and renewal in the public sector (FIFOS), Research Council of Norway.*
- 2009** *Multidisciplinarity in strategic research, The Danish Strategic Research Council.*
- 2009** *Labor market analysis among DPU graduates, The Danish School of Education (DPU), Aarhus University.*
- 2009** *Interim evaluation of the pilot project "Regional Innovation Agents", The Danish Agency for Science, Technology and Innovation.*
- 2009** *Knowledge across borders: the internationalization of industrial research, The Think Tank DEA.*
- 2009** *Interim evaluation of the Program for User Driven Innovation, The Danish Enterprise and Construction Authority.*

APPENDIX II

Media mentions, according to Infomedia (last updated in July 2024)

APR. 2024	Forskere: Nej, de private fonde bestemmer ikke for meget - politikerne bestemmer for lidt Uddrag / 29. april 2024 Altinget.dk Lise Degn Lektor, Dansk Center for Forskningsanalyse, Aarhus Universitet Maria Theresa 865 ord Id: ea3429f6
SEP. 2023	Bekymring for udviklingen i publikationer: Citationsindikatorernes rolle / 8. september 2023 ForskerForum Sektion 1 Side 3 Brian Arly Jacobsen, fmd. for DM Universitet, Forskning & Uddannelse Af ... 602 ord Id: e9d965fe
AUG. 2023	Citations: »The Danish miracle« is over / 15. august 2023 Uniavisen.dk Mathilde Meile... 809 ord Id: e9d22663 Citationer: Det er sket med »det danske mirakel« / 8. august 2023 Uniavisen.dk Mathilde Meile... 747 ord Id: e9cfd313
APR. 2023	'Det danske forskningsmirakel' skranter - tiden er inde til en ny universitetslov Uddrag / 28. april 2023 Sciencereport.dk 532 ord Id: e99482aa Danske private fondes økonomiske magt presser forskere til at gå de sikre veje Uddrag / 14. april 2023 Altinget.dk Chris Lehmann Redaktør... 1059 ord Id: e98b24d4 Rapport: Danmark har mistet unik førerposition i forskningsfronten Uddrag / 3. april 2023 EkstraBladet.dk 583 ord Id: e984f6c3 Danmark har mistet unik førerposition i international forskning / 3. april 2023 Videnskab.dk 2229 ord Id: e984c506
MAR. 2023	'Det danske forskningsmirakel' er på tilbagetog Uddrag / 23. marts 2023 Sciencereport.dk Morten Frølich... 547 ord Id: e97ed4ab
JAN. 2023	Mellem forskning og forretning er der fem nødder at knække / 19. januar 2023 Dtu.dk (Danmarks Tekniske Universitet) 840 ord Id: e95a580c Debat: Globale kriser kræver videnstungt beredskab, der kan omsætte forskning til løsninger / 5. januar 2023 Avisend danmark.dk Helle Nielsen-Elgaard, Jes Broeng... 792 ord Id: e952c976 Fra forskning til løsninger. Globale kriser kræver et videnstungt beredskab / 5. januar 2023 Avisen Danmark Sektion 1 Side 18 Jes Broeng, professor og direktør for DTU Center for Entrepreneurship og Helle Nielsen-Elgaard, Head of Innovation i Open Entrepreneurship... 789 ord Id: e952b036
AUG. 2021	Ca. hver anden forsker skal helt eller delvist skaffe pengene til deres egen løn - 4 ud af 10 overvejer at søge væk Journalist / 26. august 2021 Forskerforum.dk Claus Baggersgaard... 2380 ord Id: e86a80b5 Universiteterne i økonomiklemme - eksterne penge æder de frie midler / 26. august 2021 ForskerForum Sektion 1 Side 24 REKRUTTERING Af Claus Baggersgaard - - Illustration: Jenz Koudahl cbl@dm.dk... 1101 ord Id: e869b879 Ca. hver anden forsker skal helt eller delvist skaffe pengene til deres egen løn - 4 ud af 10 overvejer at søge væk / 26. august 2021 ForskerForum Sektion 1 Side 18 Claus Baggersgaard - - Illustration: Jenz Koudahl cbl@dm.dk... 2207 ord Id: e869b86d
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