



## Curriculum Vitae

**Thomas Alslev Christensen**

**Kirkevænget 3, 2500 Valby, Denmark**

✉ [thomas.alslev@gmail.com](mailto:thomas.alslev@gmail.com) | ☎ +45 30674826

---

### Professional Summary

Senior Vice President at the Novo Nordisk Foundation with over 30 years of experience in governance and administration in public and private organisations and foundations, international finance, international policy development, innovation and research systems, economics, business administration, innovation policy, and impact, analysis and data. Recognized expert and advisor in STI policy and evaluation across Denmark, Europe and Asia. Author of numerous publications and frequent keynote speaker at international conferences.

### What Drives Me

I am passionate about creating real change and delivering measurable results, whether the task is strategic, analytical, or managerial. I am motivated by turning complex challenges into concrete solutions that make a difference – for the organisation, for society, and for the people I work with. As a person, I am curious, creative, and open to change, but always with a strong focus on facts, integrity, and quality. I thrive where high demands are placed on insight, initiative, and honesty – and where there is an expectation to both innovate and deliver at a high level. My driving force is to create value through knowledge, collaboration, and perseverance – and I approach both specialist and board assignments with the same seriousness, diligence, and results-orientation that have characterised my entire career.

---

### Education

- **Master's in Political Science & Economics**, University of Copenhagen (1987)
  - **Ph.D. in International Finance & Economic Affairs**, Copenhagen Business School & European University Institute, Firenze (1992)
  - **CBS Board Education Course**, Copenhagen Business School (2015)
- 

### Professional Experience

#### **Novo Nordisk Foundation**

- Senior Vice President, Impact (2019–2025) and Head of Operations (2014–2018)

#### **Danish Ministry of Science, Innovation and Higher Education**

- Head of Department for Research & Innovation Analysis (2013–2014)
- Head of Secretariat, Danish Council for Technology & Innovation (2006–2014)
- Head of Innovation Policy Department (2005–2014)

#### **Nordic Council of Ministers**

- Head of Department for Welfare, Economy and Business (2002–2005)

#### **Ministry of Economic Affairs**

- Head of Department – International Economy, Euro, EU, OECD, ASEM (1997–2001)

#### **Prime Minister's Office**

- Head of Section – EU economic-political cooperation, Amsterdam Treaty (1995–1997)

## Ministry of Economic and Business Affairs

- Head of Section – European integration, EMU, exchange rate policy (1992–1995)
- 

## Academic Positions

- External Examiner – University of Copenhagen (2016–Present)
  - External Associate Professor – University of Copenhagen (1991–2003)
  - Higher Education Teaching Roles – University of Copenhagen, CBS, and other institutions (1984–1992)
- 

## Memberships & Board Positions

- Member, International Advisory Committee, Research Council of Norway (2024–) **[Current]**
  - Member, Friends of the Weizmann Institute (2024–) **[Current]**
  - Member, International Advisory Body, Faculty of Social Sciences, SDU (2021–2024), **[Former]**
  - Chairman, Board of Directors, RegLab (2015–2023) **[Former]**
  - Chairman, Baltic Sea ‘Perfect Cluster Programme’ (2011–2012) **[Former]**
  - Chairman, Nordic-German-Polish Cluster Initiative (2010–2012) **[Former]**
  - Chairman, Nordisk Institut for Kundskab om Køn (2005–2007) **[Former]**
  - Chairman, Board of the Kindergarten of Danish Ministries (1997–2000) **[Former]**
  - Board Member, Dr. Prætorius Foundation (2005–2008) **[Former]**
  - Board Member, Governing Board, TAFTIE (2010–2014) **[Former]**
  - Member, OECD Committee on Industry, Innovation and Entrepreneurship (2011–2014) **[Former]**
  - Member, Cluster Policy Advisory, German Ministry of Economy (2012–2015) **[Former]**
  - Advisor, Singapore NRF SRIE programme (2014–2015) **[Former]**
  - Member, Steering Committee, Science Foundation Ireland (2014–2023) **[Former]**
  - Advisor, Faculty of Social Sciences, University of Southern Denmark (2020–2023) **[Former]**
  - Member, Research on Research Institute (2021–2025) **[Current]**
- 

## Peer Reviews & Evaluations

- European Commission IRIMA (Research Centres) Mid-term Review
  - Peer Reviewer – FORFI (Norway), ERAC Peer Review (Estonia, UK), Expo 2005 Evaluation
  - Evaluator – Danish/Nordic business R&D & innovation impacts
- 

## Selected Publications & Reports (See appendix for a full publication list)

- *The Societal Impact of the Novo Nordisk Foundation* (2015–2024)
  - *Economic Impacts of Business Investments in R&D* (2014)
  - *Clusters Are Individuals* series (2011–2012)
  - *Nationaløkonomi på Dansk*, 8th Ed. (2008)
  - Multiple contributions to Danish and European innovation policy literature
-

## Keynotes & International Speeches

Delivered talks and key notes across Belgium, Denmark, Estonia, Germany, the Netherlands, Norway, Sweden, Italy, Portugal, Finland, and Austria on the euro, innovation, clusters, economic development, research policy, impact assessment and impact management (2000–2024).

---

## Languages

- Danish (native), English (fluent), German (negotiation), Italian (good), Swedish & Norwegian (working), French (basic)
- 

## Honours & Awards

- Knight of the Dannebrog (2010)
  - Leader of the Year, Ministry of Science (2009/2010)
  - Teacher of the Year, University of Copenhagen (1996)
- 

## Appendices / Detailed Lists Available

- Appendix I: About my work experience and my results
  - Appendix II: Full list of board positions, project leaderships and review contributions
  - Appendix III: Full list of publications and detailed list of positions, project leadership and peer review contributions
-

## Appendix I

### About my work experience and my results

Over more than three decades, I have held senior roles at the intersection of **economics, innovation, science, and international cooperation**, spanning government, Nordic institutions, and one of the world's largest philanthropic foundations.

I began my career in the **Ministry of Economic and Business Affairs** in 1992, where I advised on European monetary integration and exchange rate policy.

In the **Prime Minister's Office** (1995–1997), I worked at the highest political level, preparing Denmark's Economic and Monetary strategy and contributing to Denmark's position in the Amsterdam Treaty negotiations.

From 1997 to 2001, as **Director in the Ministry of Economic Affairs**, I led Denmark's policy on EMU, the Euro, and international economic relations, representing the country in the EU Economic Policy Committee, OECD, and ASEM.

From 2002 to 2005, I served as **Head of Department for Welfare, Economy and Business** at the **Nordic Council of Ministers**, where I coordinated Nordic cooperation across finance, welfare, health, labour market, and consumer affairs. I represented the Nordic countries internationally, and supported analyses of policy reforms with cross-border implications.

In 2005, I transitioned to the **Ministry of Science, Innovation and Higher Education**, where over nearly a decade I shaped Denmark's innovation policies. I headed the **Innovation Policy Department**, the **Research & Innovation Analysis Department**, and the **Secretariat of the Danish Council for Technology and Innovation**. I designed national R&D and innovation programmes, developed impact evaluation methodologies, and represented Denmark in OECD and EU fora. Internationally, I advised Germany, Singapore, and Ireland on innovation and cluster policies, positioning Denmark as a global leader in evidence-based innovation policy.

In 2014, I became part of the **Novo Nordisk Foundation**, where I built and led its **Operations Areas from 2014 to 2018, and the Impact Area from 2019 to 2025**. I developed frameworks and analytics systems to measure the Foundation's societal and business contributions, directed CSR strategies, and published the annual *Societal Impact Reports* (2015–2024). I positioned the Foundation as a global leader in **impact management and science intelligence**, while also contributing internationally as a keynote speaker, advisor, and evaluator.

Across my career, I have combined **deep economic and research expertise, policy leadership, and international negotiation skills** with a strong focus on **impact, economics, management, innovation, and evidence-based decision-making**. I have advised prime ministers and ministers, represented Denmark and the Nordic countries in international negotiations, chaired influential committees, boards and programmes, and built new capabilities in one of the world's most significant philanthropic organizations.

## Ministry of Economic Affairs (1992–1995)

### Head of Section – European economic integration, EMU, exchange rate policy

In my first senior role at the Ministry of Economic Affairs, one of the most influential ministries at the time, led by Marianne Jelved, who was both Minister of Economic Affairs and Vice Prime Minister, I focused on Denmark's place within the rapidly evolving framework of European economic and monetary integration. The Maastricht Treaty had just entered into force, creating the roadmap for the Economic and Monetary Union (EMU) and ultimately the Euro. Denmark, with its opt-outs secured in the Edinburgh Agreement, had to carefully balance participation with independence.

- I prepared **detailed economic analyses** on the implications of EMU membership as well as on the impact of Denmark remaining outside the Euro Area (not participating fully in the third phase of the EMU), on convergence criteria, and on the stability of the Danish krone within the Exchange Rate Mechanism (ERM) in the European Monetary System (EMS). These analyses and policy recommendations contributed to the basis for Denmark's strategic decisions on exchange rate and monetary policy.
- I worked **closely with the Danish National Bank** and other ministries, ensuring that Denmark's fiscal and monetary policies were coherent and credible in relation to EU obligations.
- I represented Denmark in **technical EU working groups**, where I defended Danish priorities in discussions often dominated by larger member states. These negotiations required both a mastery of economics, international finance and the diplomatic ability to build alliances.

**Key achievement:** I contributed to contributing to Denmark's long-term strategy of maintaining currency stability while remaining outside the Eurozone – a policy that has since become a cornerstone of Danish economic credibility.

Together with my role as external associate professor at the University of Copenhagen, this role laid the foundation for my expertise in **macroeconomics, international trade, exchange rate policy, and European economic and monetary integration**, and positioned me as a skilled negotiator and analyst able to navigate the complexities of EU policymaking and to support the Danish Minister for Economic Affairs when participating in the meetings for economy and finance ministers (ECOFIN Meetings) of the European Union.

---

## Prime Minister's Office (1995–1997)

### Head of Section – EU economic-political cooperation, Amsterdam Treaty

Moving into the Prime Minister's Office placed me closer to the intersection of international politics and economics. Here, I advised the Prime Minister on EU economic, monetary and political issues at a time when the EU was preparing for major treaty reform through the Amsterdam Treaty.

- I was responsible for drafting briefing material, negotiation mandates, and strategy papers for the Prime Minister ahead of **European Council meetings**.

- I provided clear, **actionable advice** that translated complex economic and financial issues into political strategies, ensuring Denmark's positions were both technically sound and politically effective.
- I contributed to the **coordination of inter-ministerial input**, ensuring that all parts of government spoke with one voice during EU negotiations.
- I worked on balancing Denmark's institutional and economic interests within the **Amsterdam Treaty** negotiations, where the interplay of political reform and economic governance was central.

This period strengthened my skills at the **highest political level**: operating in a high-pressure national and international environment where economic analysis had to be paired with negotiation skills, diplomacy, and political sensitivity.

---

## Ministry of Economic Affairs (1997–2001)

### Head of Department/Director – EMU, Euro, International Economy, EU cooperation, OECD, ASEM

In 1997, I took on the role of Head of Department/Director at the Ministry of Economic Affairs – one of the most influential ministries at the time, led by Marianne Jelved, who was both Minister of Economic Affairs and Vice Prime Minister. Under her leadership, the ministry played a central role in shaping government strategy, making my position both highly visible and significant.

- **Leadership and strategy:** I headed the department responsible for Denmark's EMU and Euro policy, as well as broader international economic relations. My work spanned EU, OECD, and ASEM cooperation, giving me a broad international portfolio.
- **International representation:** Represented Denmark in a wide range of influential fora:
  - **EU Economic Policy Committee (EPC)**, where I influenced the coordination of EU-wide fiscal and macroeconomic policies.
  - **Working Group on the Implementation of the Euro**, where I helped prepare for the launch of the Euro. Even though Denmark opted out, my role ensured Danish economic sectors were ready to operate seamlessly in a Euro-dominated Europe.
  - **Committee for Information Managers in the EU**, where I worked on improving economic reporting systems to support evidence-based policymaking.
  - **Nordic Finance Committee (EK-Finans)** under the Nordic Council of Ministers, advancing regional cooperation on fiscal and monetary policy.
- **Support for the Minister:** I regularly prepared and accompanied the Minister of Economic Affairs in international negotiations and meetings, ensuring she was equipped with robust economic analyses and negotiation strategies. I acted as Denmark's representative in committees and working parties, often negotiating directly with European and international counterparts.
- **Policy analysis and impact:** Produced economic analyses of the **consequences of major policy choices**, including EMU membership, fiscal rule changes, and exchange rate policies. These analyses were critical in informing Denmark's national strategy and ensuring that decisions were based on rigorous economic evidence.

- **Global perspective:** Coordinated Denmark's participation in OECD and ASEM, where I engaged on topics ranging from global macroeconomic governance to trade and financial stability. Here, I had to bridge domestic economic priorities with global economic realities.

#### **Achievements:**

Played an **instrumental role** in supporting Denmark during its transition period surrounding the Euro, safeguarding national interests while remaining outside the Euro Area.

- Through **reports, documents, articles and conferences**, strengthened Denmark's reputation as a country with sound fiscal discipline, a credible exchange rate policy, and a constructive but independent voice in EU and OECD debates.
- Contributed to enhance Denmark's ability to operate internationally **by aligning domestic policies with European and global frameworks**, while also safeguarding national interests.

These roles highlighted my ability to work at the **intersection of economics, politics, and international diplomacy**, combining technical expertise with leadership and negotiation skills. I helped in ensuring Denmark's credibility and influence during a period of immense change in European and global economic governance.

---

## **Nordic Council of Ministers (2002–2005)**

### **Head of Department for Welfare, Economy and Business**

From 2002 to 2005, I served at the Nordic Council of Ministers, **the official intergovernmental body** for cooperation between Denmark, Sweden, Norway, Finland, and Iceland. This was a period when the Nordic countries were redefining their joint economic, social, and welfare agendas in response to European integration, globalization, and the challenges of demographic and technological change.

As department head, I had a broad mandate: I was responsible for preparing and coordinating ministerial work across several councils of ministers, including those for economy and finance, welfare and social affairs, consumer affairs, labour market, housing and construction, law, nutrition, and health. I acted as substitute for the Secretary-General in similar councils when required, and regularly supported Nordic ministers in their international engagements, providing both negotiation strategies and in-depth economic and policy analyses.

My portfolio spanned the **intersection of economics, welfare, and social development** — reflecting the Nordic model's integrated approach. I oversaw work on competitiveness, labour market reform, social inclusion, health policy, consumer rights, and housing, ensuring that policies were both forward-looking and consistent with the values of the Nordic cooperation.

A major part of my work involved **international representation**. I was engaged in the **Northern Dimension Partnership for Health and Social Welfare**, a multilateral initiative involving the Nordic countries, the Baltic States, Russia, and the European Union, aimed at strengthening health systems, combating social exclusion, and addressing cross-border challenges. I serviced and participated in numerous **working groups and committees (EK-groups)** of the Nordic Council of Ministers, including those on finance and economy (EK-Finans), social affairs and health (EK-



Social/Health), consumer affairs (EK-Consumer), labour market (EK-Labour), law (EK-Law), housing and construction (EK-Build), nutrition (EK-Nutrition), and drugs policy (EK-Drugs).

Another core part of my responsibility was to fund **analysis of policy reforms**. I helped to fund studies on the consequences of welfare, labour market, and business policy changes, providing ministers and senior officials with evidence-based insights into their economic and social impacts.

**Key achievements** during this period included:

- Strengthening the **integration of economic and welfare perspectives** in Nordic cooperation, ensuring policies were coherent and mutually reinforcing.
- Enhancing Nordic contributions to the **Northern Dimension Partnership for Health and Social Welfare**, positioning the Nordic region as a driver of cross-border cooperation on welfare and health.
- Supporting Nordic collaboration with solid **analyses and strategic advice**, ensuring Nordic collaboration were both politically viable and economically sound.
- Leading **cross-sectoral coordination** across numerous Nordic committees, balancing national differences while fostering joint initiatives.

This role demanded not only strong expertise in economics and welfare policy but also **negotiation skills, international diplomacy, and the ability to operate across sectors and cultures**. It was a pivotal period in my career, where I bridged national policymaking with regional and international cooperation, and where I tried to reinforce the reputation of the Nordic Council of Ministers as a model of collaborative governance.

---

## **Danish Ministry of Science, Innovation and Higher Education (2005–2014)**

### **Head of Department/Director – Innovation Policy, Research and Innovation Analysis and Secretariat of the Danish Council for Technology and Innovation**

From 2005 to 2014, I held senior leadership positions in the Danish Ministry of Science, Innovation and Higher Education, with responsibility for shaping Denmark's innovation policy. This decade marked a period of rising international competition, rapid technological change, and increased demand for evidence-based policymaking. My work was central to strengthening Denmark's innovation system, business R&D capacity, and international scientific cooperation.

I served as **Head of Innovation Policy Department** and later also as **Head of Department for Research & Innovation Analysis**, while during the whole period heading the **Secretariat of the Danish Council for Technology and Innovation (RTI)**. In these roles, I oversaw the design, implementation, and evaluation of major innovation programmes, coordinated cross-ministerial policy development, and provided ministers and government leaders with strategic advice on research and innovation policy.

Key areas of responsibility included:

- **Innovation policy leadership:** Designed and managed national innovation programmes supporting business R&D, public-private partnerships, and cluster development.



- **Evidence-based policy:** Directed analyses and evaluations of R&D and innovation investments, producing reports on business R&D, productivity effects, and innovation impacts. These studies became benchmarks for policy development in Denmark and internationally.
- **International cooperation:** Represented Denmark in the **OECD Committee on Industry, Innovation and Entrepreneurship**, in **TAFTIE (the European network of innovation agencies)**, and in bilateral and multilateral innovation initiatives. I also advised the German government, Singapore's National Research Foundation, and Science Foundation Ireland on cluster policy and impact assessment.
- **Cluster policy leadership:** Chaired major initiatives such as the **Nordic-German-Polish Cluster Benchmarking** and the **Baltic Sea "Perfect Cluster" programme**, advancing regional cluster development and setting international standards for cluster excellence.
- **Strategic innovation initiatives:** Helped develop the Industrial PhD programme, R&D collaboration programmes for industry and universities, international cluster benchmarking methodologies, and advanced impact assessment tools, contributing to Denmark's global reputation in innovation policy.

**Key achievements** included:

- Establishing Denmark as a **pioneer in impact assessment and evaluation** of innovation and research programmes.
- Driving forward **R&D network and cluster policy development** across the Nordic region and Europe, promoting competitiveness through collaboration.
- Strengthening the **link between business R&D and public policy**, ensuring resources were targeted to maximize growth and productivity.
- Expanding Denmark's role as a trusted partner in **international research and innovation cooperation**.

This period highlighted my ability to combine **policy design, execution of R&D and innovation programmes, research funding, philanthropy, analytical insight, and international negotiation skills**, while also leading teams that shaped the future direction of Danish and European innovation policy.

### Summary

From 2005 to 2014, I led Denmark's **innovation policy** as Head of Innovation Policy Department, Head of Research & Innovation Analysis, and Head of Secretariat for the Danish Council for Technology and Innovation. I **developed national innovation programmes, advanced impact assessment methodologies**, and represented Denmark internationally (OECD, TAFTIE, EU). I spearheaded cluster policies, evaluated the economic effects of R&D and innovation, and positioned Denmark as a leader in evidence-based innovation policy.

---

## Novo Nordisk Foundation (2014–2025)

### Head of Operations and Impact, and Senior Vice President for Impact

In 2014, I joined the **Novo Nordisk Foundation**, one of the world's largest philanthropic foundations. Over the decade, I built the Foundation's capacity in **grant administration**,

**operations, impact assessment, analytics, data management, and science intelligence**, ensuring that the Foundation's grants and programmes delivered measurable societal value.

From 2014 to 2018, I served as **Head of Operations**, where I was responsible for building organizational structures, grant administration systems, finance and CRS reporting, budget, impact reporting systems, and analytics capabilities to support the Foundation's rapid growth.

In 2019, I was appointed **Senior Vice President for Impact**, leading the Foundation's work on impact assessment, data and analytics, CSR, and reporting. My key responsibilities included:

- **Impact assessment:** Developed comprehensive frameworks to measure the Foundation's societal contributions across health, research, education, and sustainability.
- **Data and analytics:** Built advanced analytics and science intelligence systems, enabling evidence-based decision-making and transparent reporting.
- **Corporate social responsibility:** Directed CSR strategies, aligning the Foundation's work with societal needs and stakeholder expectations.
- **International engagement:** Shared best practices in impact assessment and innovation policy internationally, through keynotes, advisory roles, and committee memberships.
- **Strategic reporting:** Published the annual **Societal Impact of the Novo Nordisk Foundation** series (2015–2024), which became a cornerstone of the Foundation's accountability and communication.

**Key achievements** included:

- Creating one of the most advanced **impact assessment systems** among global philanthropic foundations.
- Publishing more than a decade of **CSR Reports** and **Societal Impact Reports**, documenting the Foundation's contributions to sustainability, science, health, and society.
- Building the Foundation's reputation as a **global leader in impact management and analytics**.
- Supporting the Foundation's **transformation** into one of the most significant philanthropic actors worldwide.

This period consolidated my expertise in operations in large organisations, **budget and finance controlling, sustainability reporting, impact management, science intelligence, and data-driven decision-making**, while also strengthening my international role as a keynote speaker, advisor, and evaluator on research and impact assessment.

## Summary

Since 2014, I have worked in **the Novo Nordisk Foundation**, first as Head of Operations and later as Senior Vice President for Impact. I built the Foundation's administrative and operations systems and conducted analytics and reporting, authored the annual *Societal Impact Reports*, and positioned the Foundation as a global leader in research funding, impact management and science intelligence.

## Appendix II

### Full list of board positions, project leaderships and review contributions

#### Current Positions and Memberships

- The Research Council of Norway (2024-): International Advisory Committee
- The Society of the Friends of the Weizmann Institute (2024-)

#### Former Board Positions as Chairman

- Chairman of Board of Directors of the RegLab (Association for regions, government ministries, municipalities, foundations and public institutions focused on business policy) (2015-2023)
- Chairman of the “Perfect Cluster Programme” Initiative of the Baltic Sea Countries (2011-2012) under the Nordic Council of Ministers
- Chairman of the Nordic-German-Polish Cluster Benchmarking Initiative (2010-2012) under the Nordic Council of Ministers
- Chairman of the board of Nordisk Institut for Kundskab om Køn, NIKK (2005-2007)
- Chairman of the Board of the Kindergarten of the Danish Ministries (1997-2000)

#### Former International Board, International Committee Positions and International Project Leaderships

- Economic Policy Committee in the EU (1997-2001)
- The Committee for Information Managers in the EU (1997-2001)
- The working group for implementation of the euro (1997-2001)
- EK-finans in the Nordic Council of Ministers (1997-2001)
- The Northern Dimension Partnership for health and social welfare (2003-2005)
- EK-Social/Health, EK-Finance/Economy, EK-Consumer, EK-Law, EK-Drugs, EK-Nutrition, EK-Build/Housing, EK-Labour Market, the Nordic Council of Ministers, and substitute of the general secretary in similar councils of ministers (2002-2005)
- Board member of Dr. Prætorius Foundation (2005-2008)
- The Innovation Learning Steering Committee of the European Union (2006-2008)
- The Committee on Industry, Innovation and Entrepreneurship, OECD (2011-2014)
- Danish board member of the governing board of TAFTIE (The European Network of Innovation Agencies) - 28 organisations from 25 European countries (2010-2014)
- Member of the Policy Advisory Committee of the Cluster Policy Initiative of the Federal Ministry for Business and Energy, Germany, Berlin (2012-2015)
- The Evaluation Panel for Research Proposals on Science and Innovation Policy, Singapore National Research Foundation's (NRF) Science of Research, Innovation and Enterprise programme (SRIE) (2014-2015)
- The Steering Committee for the Research Project Grant's Scheme, entitled 'Assessing the Impact of Publically-Funded Research, Development and Innovation' of Science Foundation Ireland (2014-2023)
- The International Advisory Body for Faculty of Social Sciences, The University of Southern Denmark (2021-2024)
- Research on Research Institute, (2021-2025)

**International Peer Reviews/External evaluations:**

- International peer for the Go-Cluster programme of the Federal Ministry for Business and Energy, Germany, Berlin (since 2012)
- Member of the international evaluation panel evaluating the Norwegian Research Programme entitled 'Research on the impact of Research and Innovation (FORFI)'. The Research Council of Norway, (2013-2014)
- Evaluator and coordinator of the Mid-term Expert Review on the Industrial Research and Innovation Monitoring and Analysis (IRIMA) activities of the European Commission (March-August 2014)
- Member of the evaluation panel of the ERAC Peer Review of the Estonian Innovation System (2011-2012)
- Member of the evaluation panel of the Peer Review of the UK Innovation System: "CREST 3% OMC Third Cycle Policy Mix Peer Review - Country Report United Kingdom" (2007)
- Evaluator of the evaluation of the Nordic organization of the five countries' participation at the World Exhibition Expo 2005 in Aichi, Japan (2005-2006)

## Appendix III

### List of publications, articles, textbooks, and academic contributions authored or co-authored

---

#### Publications: Books, Reports & Studies

##### **Novo Nordisk Foundation Impact Reports**

- Christensen, Thomas Alslev (T.A.), et al., *The Societal Impact of the Novo Nordisk Foundation, 2015–2024* (Annual Series – ten reports issued since 2015)
- Christensen, T.A., *Societal Impact Evaluation at the Novo Nordisk Foundation*, Chapter 4 (page 51-70) in “The Evolving Innovation Space” edited by Jari Kuusisto, Martin Meyer, Stephen Flowers, Leena Kunttu and Helka Kalliomäki, De Gruyter Studies in Innovation and Entrepreneurship, Volume 7, Berlin/Boston, 2025

##### **Danish Ministry & Nordic Council of Ministers Reports**

- Christensen, T.A. et al., *Economic Impacts of Business Investments in R&D in the Nordic Countries – A Microeconomic Analysis*, Danish Agency for Science, Technology and Innovation & Nordic Council of Ministers, May 2014
  - Christensen, T.A., Frosch, H., Boysen-Jensen, D., *CIM 2.0: Central Innovation Manual on Excellent Econometric Evaluation of the Impact of Innovation Programmes*, Danish Ministry of Science, May 2014
  - Christensen, T.A., *Das dänische Innovationssystem*, Danish Ministry of Research, May 2013
  - Christensen, T.A., *Central Innovation Manual on Excellent Econometric Evaluation of the Impact of Interventions on R&D and Innovation in Business*, Danish Ministry of Science, 2012
  - Christensen, T.A., *Das dänische Industrie-Ph.D.-Programm*, Danish Ministry of Research, December 2011
  - Christensen, T.A., *Business R&D and Innovation in Denmark – Policies and Effects*, Ministry of Science, 2011
  - Christensen, T.A. & Kristiansen, K.R., *Erhvervslivets forskning, udvikling og innovation i 2011*, Innovation: Analyse og evaluering 03/2011
  - Christensen, T.A., Frosch, H., Mark, M. (DAMVAD), *Økonomiske effekter af erhvervslivets forskningssamarbejde med offentlige videninstitutioner*, Innovation: Analyse og evaluering 02/2011
  - Christensen, T.A., Kristiansen, K.R., *Erhvervslivets forskning, udvikling og innovation i Danmark 2010*, Innovation: Analyse og evaluering 02/2010
  - Christensen, T.A., Frosch, H., Mark, M. (DAMVAD), *Produktivitetseffekter af erhvervslivets forskning, udvikling og innovation*, Innovation: Analyse og evaluering 01/2010
  - Christensen, T.A., Kristiansen, K.R., *Erhvervslivets forskning, udvikling og innovation i Danmark 2009 – Den økonomiske krises betydning*, Innovation: Analyse og evaluering 14/2009
-

## Cluster/Enterprise Policy & Benchmarking

- Christensen, T.A., Meier zu Köcker, G., Müller, L., Lämmer-Gamp, T., *Clusters Are Individuals Vol. II – New Findings from the European Cluster Management and Programme Benchmarking*, VDI/VDE-IT & Danish Ministry, 2012
  - Christensen, T.A., Meier zu Köcker, G., Lämmer-Gamp, T., *Let's Make a Perfect Cluster Policy – The Cluster League*, Kompetenznetze Deutschland & Danish Ministry, 2012
  - Christensen, T.A., Meier zu Köcker, G., Lämmer-Gamp, T., *Clusters Are Individuals – Creating Economic Growth through Cluster Policies for Cluster Management Excellence*, 2011
  - Christensen, T.A. et al., *Cluster Policy Programmes in Europe*, Kompetenznetze Deutschland & Danish Ministry, TCI-Network.org, 2011
- 

## Textbooks

- Christensen, T.A., Stramer, T.D., Christensen, J., Pedersen, H., *Nationaløkonomi på Dansk*, 8th ed. (2008), previously 7th ed. (2000), first published 1986
- Christensen, T.A., Kristensen, J.P., Pedersen, G.W., *Europæisk monetært samarbejde – fra EMS til ØMU*, Copenhagen Business School, 1998
- Christensen, T.A., Nielsen, S.B., *International Repercussions of Source-Based Capital Income Taxation*, Journal of Economic Integration, Vol. 10, March 1995
- Christensen, T.A., Nielsen, J.C., *Handelspolitik i praksis*, Teaching Note No. 58, University of Copenhagen, 1993
- Christensen, T.A., *Skatter, subsidier og markedsimperfektioner – Forvridninger inden for handelsteorien*, Teaching Note No. 57, University of Copenhagen, 1993
- Christensen, T.A., *Structural Economic Interdependence under Alternative Monetary Regimes*, Ph.D. Thesis, Samfundslitteratur, 1992
- Christensen, T.A., *Øvelser i International Økonomi*, Samfundslitteratur, 1992

