

ROADMAP 2024 - 2027





POSSIBILITIES COLOR OUTSIDE THE LINES NOVEL PERSPECTIVES¹

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¹These haikus are written by the CUCo community, during a series of events aimed at writing a 'CUCo manifesto'. Please have a look at the [CUCo manifesto](#).

CUCo IN 2030

We close our eyes and imagine CUCo in 2030, seven years from now

When we envision CUCo in 2030, we see it as an established name, an expertise and training centre on unexpected collaborations in research and education. The CUCo community is thriving - it is composed of early and mid-career academics from across The Netherlands and beyond. Those that seek it, know how to find CUCo for funding, expertise, support and our recognised training programs on inter- and transdisciplinary research and education. By working with CUCo, academics liberate themselves from institutional constraints and the fixation on productivity and competition. An increasing number of talented researchers are enabled to enter a career pathway that centers collaborations across boundaries, leading them to choose to stay in academia, rather than leaving it.

CUCo's funding schemes are renowned for their innovative, trust-based approaches that are characterised by a limited amount of requirements

² Freely based on the 'CUCo in 2030' vision document that was drawn by Sylvia Brugman, CUCo Board member early 2022.



HOW ABOUT SHIFTING THE STRUCTURES BLOCKING DREAMS? BOUNDARY CROSSING

and high-quality support in the funded teams' collaboration processes. Numerous teams have been able to explore their wild, crazy ideas, some of them leading to no result, while others lead to spin-off grants, platforms, and centres of expertise. Unusual research teams meet substantially less institutional barriers and have found their way into follow-on funding schemes at NWO, ERC and other funders in response to CUCo's demonstrated contributions.²

IN 2030...

Thanks to joint efforts with its network partners, CUCo has helped researchers better address societal matters, by reshaping Recognition and Rewards schemes, in order to give room to everyone's talent. Inter - and transdisciplinary research and education is no longer considered as 'outreach' and done on top of all the other work; it is an integral part of one's job. Staff members can indicate the criteria on

which they want to be judged on in order to move up the academic ladder and are trusted and supported in their personal and academic development.

The groups of academics that started to collaborate within CUCo or one of the other initiatives of the EWUU alliance have built the required capacities to collaborate in meaningful and effective ways. They have been enabled to pass on to others that knowledge and skills. The 'CUCo method for collaboration' has as such spread and rippled out. This has enabled some of those groups to make a lasting impact on matters like chronic pain, porous materials, more circular societies and an increase in preventive health.

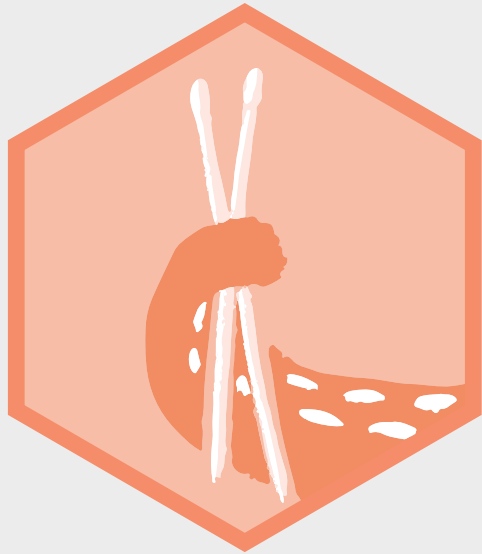
IN 2030...

CUCo offers training programs and a pool of trainers that support the development of competencies and attitudes conducive to inter- and transdisciplinary research and education. CUCo has proudly teamed up with other initiatives across the alliance, including Education and Circular Societies, with whom we developed training for students and professionals incorporating the central thematic pillars of inter- and transdisciplinarity and leadership.

CUCo's Nest is a physical hub that offers a creative space for continuous training programmes for early-



**CELEBRATE THE JOY
OF PLAYING, CREATING, MAKING
SCIENCE IS FUN, YOU KNOW?**



BRIGHT EYES, DARK TIMES HUMAN CAPITAL IN NEED OCTOPUS SAYS NO

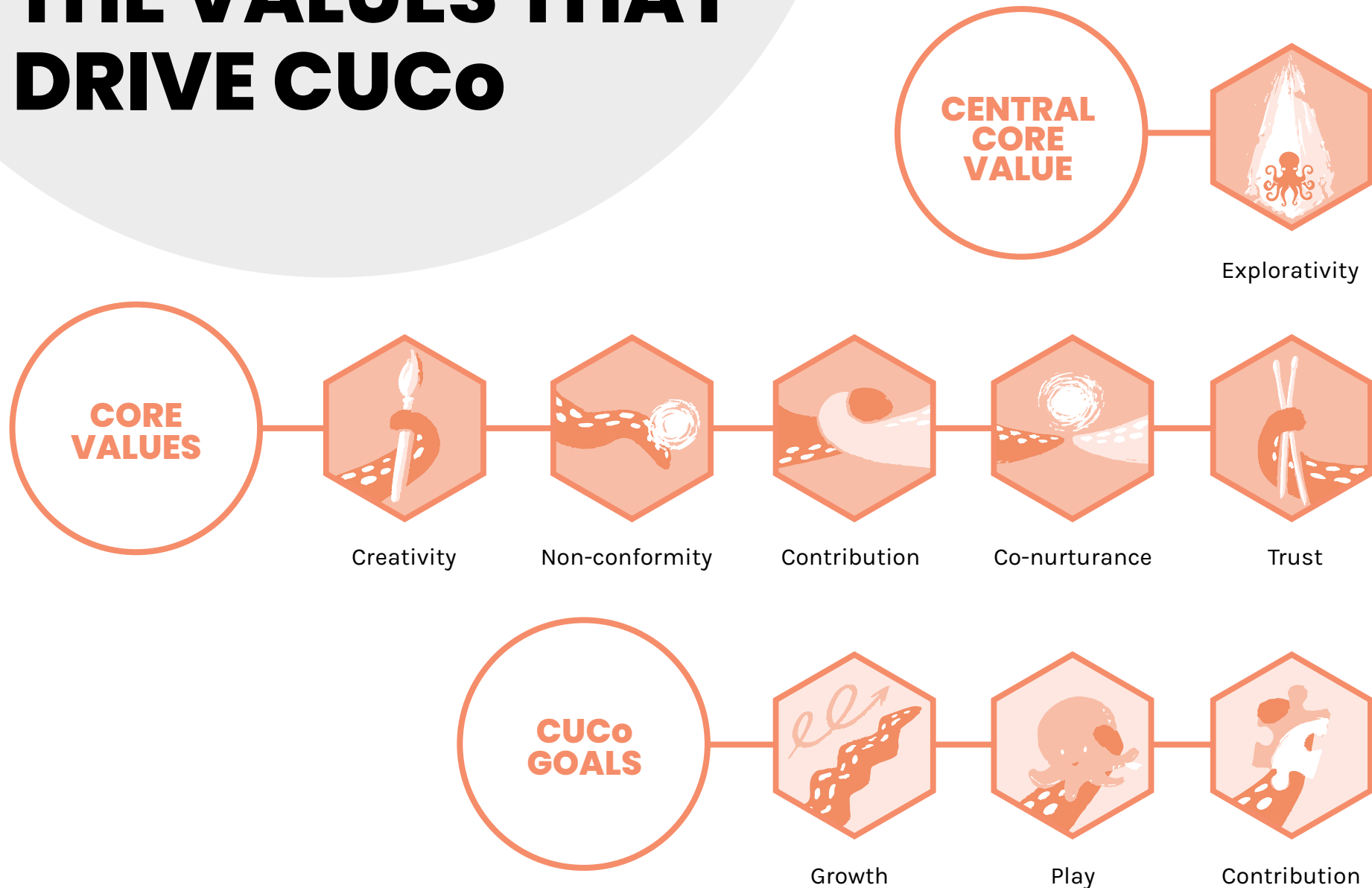
and mid-career academics, as well as inspiring workshops, public lectures, games, and network meetings. The Nest offers writing retreats and a sabbatical programme.

IN 2030...

A range of CUCo-inspired hubs have been adopted across the Dutch research landscape, through a more intense collaboration with Young Academies of other Dutch universities, keen on amplifying CUCo's approaches within their own institutions. In addition, CUCo is embedded in an international network of like-minded initiatives that have adopted CUCo's funding schemes and training programmes and by which CUCo's efforts on transforming academia towards a more humane, caring, and creative space are inspired vice-versa.

CUCo is now financed by the Ministry of Science and Education directly. Due to its demonstrated contribution to an increased ability of research to address pressing challenges, government agencies, civic actors, NGOs and companies know the way to CUCo's Nest and use the expertise of its fellows and its infrastructure to embark on research collaborations with societal relevance.

THE VALUES THAT DRIVE CUCo





**UNEXPECTEDLY
WE CAN ALL COLLABORATE
THE STRANGE FINDS A HOME**

MISSION AND OBJECTIVES

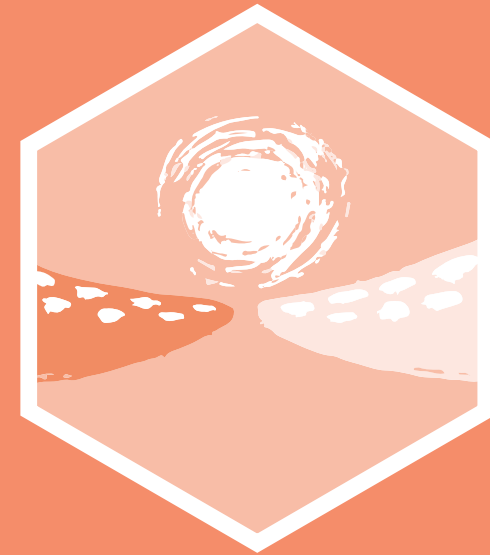
MISSION

Our mission is to support a diverse group of early- and mid-career academics to come together and be well equipped with resources and capacities for working in unusual transdisciplinary collaborations to address the most pressing challenges of the age.

Please see the Theory of Change for CUCo, including our proposed pathway to impact in Annex A. This Theory of Change (ToC) will guide our activities in the next phase of the alliance, and we will revisit it annually. All efforts that we take will need to fit within the approach as outlined in the ToC. Please find guidance on how to read it below the ToC.

AIM

Our aim is to bring together and support early- and mid-career academics in unusual inter- and transdisciplinary collaborations, serving as a breeding ground for breakthrough research that addresses pressing challenges of the age. To achieve our aim we pursue the following objectives:



**PLAYING AT THE NEST,
GO BACK TO INSPIRE THE REST.
IDEAS PLUS ACTION.**

**PERSPECTIVE. YOURS. MINE.
LET US JOURNEY TOGETHER
TO FIND OUR BLIND SPOTS.**



OVERALL OBJECTIVE

We **steer and promote** a **centre of expertise** that supports early- and mid-career academics throughout and beyond the alliance in unusual inter- and transdisciplinary research and education.



SUB-OBJECTIVES

1. We **design, innovate and implement funding schemes** that value and support fairness, transparency, personal growth and inclusivity as primary characteristics to support early- and mid-career researchers to pursue new inter- and transdisciplinary research and education endeavors.
2. We **collect, evaluate, and provide learnings and knowledge on processes of inter- and transdisciplinary collaboration** to advance the body of knowledge and the accessibility of that knowledge to current and future research teams.
3. We **support and stimulate** inter- and transdisciplinary research by early and mid-career academics by a) **strengthening competence development** through training

and education, b) **coaching and facilitating collaborative processes**, c) providing **tools, methods, and approaches** that help *organise and facilitate the process of collaboration*, d) **organising events** to *bring together* academics from different fields and institutions and *stir debate* about academic culture, and e) providing retreat space from daily work distractions.

4. We **influence** directly or indirectly the formulation and implementation of **academic policy and decision-making processes** with the aim to

transform institutional structures to support early- and mid-career academics in inter- and transdisciplinary research and education.

5. We **collaborate** with other initiatives within and beyond the alliance **as part of an (inter)national network of like minded allies** that aim to achieve increased collaboration in research and education

**POWERFUL OCTO,
BREAK DOWN THE WALLS OF PRISON.
EMPOWER THE PLAYGROUND.**

CUCo PARTNERS

Within the alliance we will collaborate with the other initiatives in the following way

CIRCULAR SOCIETY, PREVENTIVE HEALTH, LIVING TECHNOLOGIES, AI

Support on applying the 'CUCo method for collaboration' for the inter- and transdisciplinary teams that are funded through each of the research initiatives
Thematic cross-linkages between teams/projects funded by these initiatives and CUCo will be made, to strengthen the overall EWUU portfolio

IMPACT

Collaboration on tools methods and approaches for collaborations in research that strengthen the potential for societal impact

ALLIANCE SUPPORT TEAM

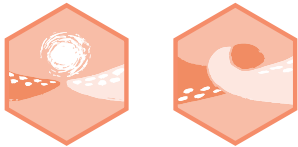
Strategic planning of CUCo efforts across the alliance
A 'future leadership programme' based on the Inner Development Goals, together with Education and Circular Societies

EDUCATION

The development and implementation of an 'Unusual Masters programme' (working title), that strengthens students' competences for the process of collaboration
A 'future leadership programme' based on the Inner Development Goals, together with the alliance support team and Circular Societies
Strengthening involvement of students in Challenges Based Learning approaches in CUCo-supported research
Extension of a curriculum for teaching and learning on and in unusual collaborations
Collaboration on the infrastructure for offering CUCo training programmes to external parties

CUCo PARTNERS

Initiatives within the alliance institutes that we collaborate with:



Initiatives within the alliance institutes that we collaborate with:

Centre for Space, Place, Society brings together researchers from four chair groups within Wageningen University & Research and beyond to advance critical-constructive scholarship within the social sciences.

Institute for Complex Molecular Systems is the interdisciplinary TU/e institute for research and education in the area of molecular complexity.

Transformative Learning Hub (WUR) seeks to blur the boundaries conventionally drawn between research and teaching. **Wageningen Dialogues** is the umbrella under which we encourage the dialogue between researchers and with our stakeholders and society.



CUCo PARTNERS

*Highlighting some likeminded initiatives
that we collaborate with¹*

A number of exciting initiatives function as inspiration for collaboration and higher-level learning, some highlights, please find a more substantive list in Annex B.

Casa Firjan, part of the Federation of Industries of Rio de Janeiro, Casa Firjan is a programme, fulfilling the role of an open center and think tank and as matchmaking platform linking universities and businesses in Rio de Janeiro.

De Jonge Akademie is a dynamic and innovative group of top young scientists and scholars with outspoken views about science and scholarship and the related policy. The Young Academy organises inspiring activities for various target groups focusing on interdisciplinarity, science policy, and the interface between science and society.

¹ Please see Annex B for a full list of collaboration partners.

Eureka institute for Translational Medicine an innovative educational initiative to train mid-level career professionals to address critical gaps in the TM field.

Santa Fe Institute Founded in 1984, the Santa Fe Institute was the first research institute dedicated to the study of complex adaptive systems. They are operated as an independent, nonprofit research and education center.

SCOOP a research and training centre dedicated to the interdisciplinary study of sustainable cooperation as a key feature of resilient societies.

NIAS The Netherlands Institute for Advanced Study in the Humanities and Social Sciences provides temporary fellowships for talented scholars - renowned and up-and-coming researchers alike.

Lorentz Center is a national center for international workshops in all scientific disciplines.

The Institute of Making - The Institute of Making is a multidisciplinary research club for those interested in the made world: from makers of molecules to makers of buildings, synthetic skin to spacecraft, soup to diamonds, socks to cities.

AGENDA 2024 – 2027

In the second phase of the alliance, our efforts will focus on working towards achieving our objectives and continuing along the path towards the vision of ‘CUCo in 2030’. The milestones and deliverables along the timeline associated with these are offered in the chart on the following pages



Objective

FUNDING SCHEMES

We design, innovate and implement funding schemes that value and support fairness, transparency, personal growth and inclusivity as

primary characteristics to support early- and mid-career researchers to pursue new inter- and transdisciplinary research and education endeavors

Milestone		Design and launch calls for proposals in which the CUCo support for training and learning, per team and across teams, is embedded						
Deliverables		A. Spark Meetings	B. UCo Meetings	C. Spark teams	D. Ideas	E. UCo Call	F. UCo Teams	G. Platforms
		1 call for proposals Spark grants p/y	Completed Spark training programme (2x p/y)	Up to 10 innovative Spark teams funded p/y, consisting of early and mid-career academics that find joy and energy in working together	New ideas for research projects submitted to CUCo or other funding schemes after the Spark phase	1 Call for proposals UCo grants p/y	7 - 10 Unusual Collaborations teams funded p/y, addressing new research themes around pressing challenges	New platforms, centres of excellence or follow-up funding around new research themes resulting from UCo projects
2024	Q1 - 2							
	Q3 - 4							
2025	Q1 - 2							
	Q3 - 4							
2026	Q1 - 2							
	Q3 - 4							
2027	Q1 - 2							
	Q3 - 4							



Objective

FUNDING SCHEMES

We design, innovate and implement funding schemes that value and support fairness, transparency, personal growth and inclusivity as

primary characteristics to support early- and mid-career researchers to pursue new inter- and transdisciplinary research and education endeavors

Milestone		Support for funded Spark and Uco teams			Communication around funded teams, their progress and results			
Deliverables		A. Spark kick off	B. UCo kick off	C. Co-learning	A. Media	B. Articles EWUU	C. Articles newspapers	D. Panels
		Kick-off, midterm, endterm meetings with Spark teams	Kick-off, midterm, endterm meetings with UCo teams	1 cross-project group coordinated for co-learning on the process of collaborations	CUCo website, newsletters, social media channels	Articles in EWUU communication channels	Articles in national newspapers	Panels in conferences
2024	Q1 - 2							
	Q3 - 4							
2025	Q1 - 2							
	Q3 - 4							
2026	Q1 - 2							
	Q3 - 4							
2027	Q1 - 2							
	Q3 - 4							



Objective

LEARNINGS AND KNOWLEDGE

We collect, evaluate, and provide learnings and knowledge on processes of inter- and transdisciplinary collaboration to advance the body of

knowledge and the accessibility of that knowledge to current and future research teams.

Milestone		Academic studies conducted on CUCo's efforts, by a pool of CUCo PhDs				A methodology to capture and document lessons from ongoing Spark and UCo teams is co-created with those teams		
		A. Marie Curie Grants	B. Pool of PhDs	C. Data from PhDs	D. Publications	A. Scoping study	B. Tool set	C. Tested methodology
2024	Q1 - 2	Application to Marie Curie grants for 15 PhDs co-created with EWUU initiatives	Pool of 3 - 5 PhDs, co-supervised from CUCo, doing action research on CUCo's approach to funding and support	Data from PhDs available for CUCo method (see below)	5 Peer-reviewed publications on CUCo's work	A group of student assistants conducts a scoping study on available literature and data	A set of tools and approaches is chosen, designed and tested as pilot	A tested methodology to capture lessons and insights from ongoing research is implemented and mainstreamed in CUCo funding
	Q3 - 4							
2025	Q1 - 2							
	Q3 - 4							
2026	Q1 - 2							
	Q3 - 4							
2027	Q1 - 2							
	Q3 - 4							



Objective

LEARNINGS AND KNOWLEDGE

We collect, evaluate, and provide learnings and knowledge on processes of inter- and transdisciplinary collaboration to advance the body of knowledge and the accessibility of that knowledge to current and future research teams.

Milestone		A 'CUCo method' to optimize the process of inter- and transdisciplinary collaboration is available within and beyond the alliance			
Deliverables		A. Documented lessons	B. Published lessons	C. Lessons online	D. CUCo method
2024	Q1 - 2	█	█	█	█
	Q3 - 4	█	█	█	█
2025	Q1 - 2	█	█	█	█
	Q3 - 4	█	█	█	█
2026	Q1 - 2	█	█	█	█
	Q3 - 4	█	█	█	█
2027	Q1 - 2	█	█	█	█
	Q3 - 4	█	█	█	█



Objective

INTER- AND TRANS-DISCIPLINARY RESEARCH

We support and stimulate inter- and transdisciplinary research by early and mid-career academics by:

Milestone

Training in competences for interdisciplinary competences available as a 'product' within and beyond the alliance

Deliverables

		A. Training package	B. Pool of trainers	C. Trainings online	D. Sales
		Training available as a package for different target groups	A pool of trainers is trained and available against market-conform fees	The training offer available online	Income for CUCo generated through the offer of training
2024	Q1 - 2				
	Q3 - 4				
2025	Q1 - 2				
	Q3 - 4				
2026	Q1 - 2				
	Q3 - 4				
2027	Q1 - 2				
	Q3 - 4				

Sub-objective A

STRENGTHENING COMPETENCE DEVELOPMENT THROUGH TRAINING AND EDUCATION

Curriculum of training and education programmes to strengthen competences and leadership for unusual inter- and transdisciplinary research

A. Master's programme	B. Leadership	C. Training programme
Unusual Master's programme developed with Education and Circular Society	Training programme on leadership based on Inner Development Goals developed	New training programmes, to be defined

Sub-objective B

COACHING AND FACILITATING COLLABORATIVE PROCESSES

Milestone

A CUCo offer for support on coaching and facilitating the process of collaborations, based on research insights and lessons from CUCo teams, is composed and available

Deliverables

A. Pool of process coaches	B. Offer beyond the alliance	C. Toolkit and e-learning
A pool of process coaches and facilitators available for CUCo-supported teams	A pool of process coaches and facilitators trained and offered beyond the alliance	A toolkit and e-learning available for coaching and facilitating the process of collaboration

Year	Quarter	A. Pool of process coaches	B. Offer beyond the alliance	C. Toolkit and e-learning
2024	Q1 - 2	Active	Active	Active
	Q3 - 4	Active	Active	Active
2025	Q1 - 2	Active	Active	Active
	Q3 - 4	Active	Active	Active
2026	Q1 - 2	Active	Active	Active
	Q3 - 4	Active	Active	Active
2027	Q1 - 2	Active	Active	Active
	Q3 - 4	Active	Active	Active

Sub-objective C

INTEGRATION OF TOOLS, METHODS AND APPROACHES

Tools, methods and approaches for collaboration are integrated in training programmes and CUCo funding schemes

A. Revised training	B. Revised funding schemes	C. Online tools
Training programmes continuously updated based on lessons learned (see milestones above)	CUCo funding schemes revised each time to include ongoing learning	Offer of tools, methods and approaches available online and in tangible forms (a book, objects, instruction videos, etc)

Year	Quarter	A. Revised training	B. Revised funding schemes	C. Online tools
2024	Q1 - 2	Active	Active	Active
	Q3 - 4	Active	Active	Active
2025	Q1 - 2	Active	Active	Active
	Q3 - 4	Active	Active	Active
2026	Q1 - 2	Active	Active	Active
	Q3 - 4	Active	Active	Active
2027	Q1 - 2	Active	Active	Active
	Q3 - 4	Active	Active	Active

Sub-objective D

ORGANISING EVENTS TO BRING TOGETHER ACADEMICS FROM DIFFERENT FIELDS AND INSTITUTIONS AND STIR DEBATE ABOUT ACADEMIC CULTURE

Milestone		Events to break taboos in academic culture		Knowledge sharing and networking events	
Deliverables		A. Event themes	B. Event	C. Event themes	D. Income
		Themes for annual CUCo event co-selected with CUCo community	Annual event	Themes for annual CUCo event co-selected with CUCo community	Income for CUCo generated through the offer of training
2024	Q1 - 2				
	Q3 - 4				
2025	Q1 - 2				
	Q3 - 4				
2026	Q1 - 2				
	Q3 - 4				
2027	Q1 - 2				
	Q3 - 4				

Sub-objective E

PROVIDING TOOLS, METHODS AND APPROACHES THAT HELP ORGANISE AND FACILITATE THE PROCESS OF COLLABORATION

Milestone		A retreat space and programme	
Deliverables		A. Sabbatical programme	B. Writing retreats
		Sabbatical programme Q1 each year	Writing retreats organised by demand of CUCo community



Objective

ACADEMIC POLICY AND PROCESSES

We influence directly or indirectly the formulation and implementation of academic policy and decision-making processes with the aim to transform

institutional structures to support early- and mid-career academics in inter- and transdisciplinary research and education.

Milestone		CUCo-inspired hubs are adopted across academic knowledge institutes in The Netherlands				Revised Recognition and Reward schemes in Dutch academic institutes that reflect the specifics for inter- and transdisciplinary research		
Deliverables		A. YAs meetings	B. Memorandum	C. CUCo hubs	D. Joint lobby and advocacy	A. Assessment criteria	B. Meetings R&R teams	C. Peer-reviewed paper
		Meetings with YAs across The Netherlands	Memorandum of Understanding with YAs	Launch of CUCo-inspired hubs in other institutes	Joint strategy for lobby and advocacy to shift the academic culture and its system	Proposal for assessment with/without criteria, developed in collaboration with YAs across The Netherlands as well as De Jonge Akademie	Meetings with R&R teams in Dutch institutes to advise on implementation	Peer-reviewed paper on CUCo alternative for R&R model
2024	Q1 - 2	Active	Grey	Grey	Grey	Active	Grey	Grey
	Q3 - 4	Active	Grey	Grey	Grey	Grey	Active	Grey
2025	Q1 - 2	Active	Grey	Grey	Grey	Grey	Active	Grey
	Q3 - 4	Active	Grey	Grey	Grey	Grey	Grey	Grey
2026	Q1 - 2	Grey	Active	Grey	Grey	Grey	Grey	Active
	Q3 - 4	Grey	Grey	Active	Grey	Grey	Grey	Active
2027	Q1 - 2	Grey	Grey	Active	Active	Grey	Grey	Grey
	Q3 - 4	Grey	Grey	Active	Active	Grey	Grey	Grey

Objective

TRANSFORMING INSTITUTIONAL STRUCTURES

We influence directly or indirectly the formulation and implementation of academic policy and decision-making processes with the aim to transform institutional structures to support early- and mid-career academics in inter- and transdisciplinary research and education.



Milestone		Funding schemes at NWO, ERC and other funders offer follow-on opportunities for teams initiated through CUCo		
		Deliverables		
		A. Meeting funders	B. Proposal to funders	C. Training laureates
2024	Q1 - 2			
	Q3 - 4			
2025	Q1 - 2			
	Q3 - 4			
2026	Q1 - 2			
	Q3 - 4			
2027	Q1 - 2			
	Q3 - 4			



Objective

(INTER)NATIONAL NETWORK

We collaborate with other initiatives within and beyond the alliance as part of an (inter)national network of like minded allies that aim to achieve increased collaboration in research and education

Milestone

An (inter)national network of likeminded initiatives supporting early and mid-career academics to work in inter-and transdisciplinary research

Deliverables

A. Meeting other initiatives

B. CUCo contributions

C. Joint publishing

Meetings with likeminded initiatives within The Netherlands and internationally

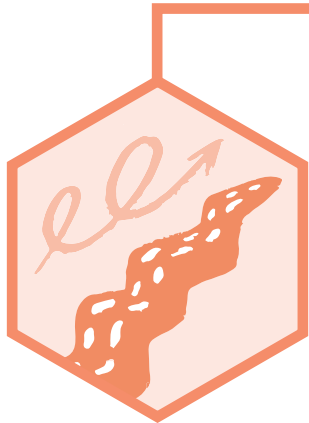
CUCo contributions to events and activities of likeminded initiatives

Joint publishing of data, results and tools

		A. Meeting other initiatives	B. CUCo contributions	C. Joint publishing
2024	Q1 - 2	█	█	█
	Q3 - 4	█	█	█
2025	Q1 - 2	█	█	█
	Q3 - 4	█	█	█
2026	Q1 - 2	█	█	█
	Q3 - 4	█	█	█
2027	Q1 - 2	█	█	█
	Q3 - 4	█	█	█

CUCo IN THE NEAR FUTURE

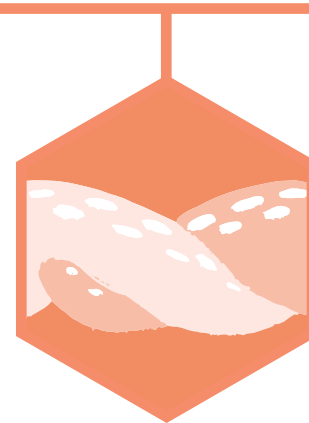
A centre of expertise and training on the process of unusual collaborations



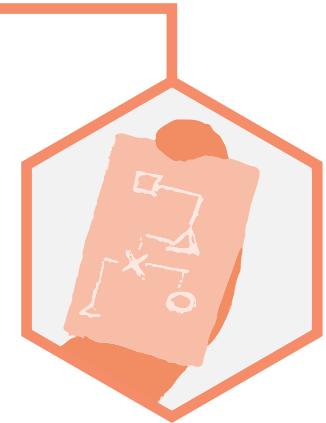
A **space** to find support for unusual inter- and transdisciplinary research



A **hub** for training and education on competences for collaborations across boundaries



A **lab** to understand and learn about the process of collaboration



A **source** of shifts in academic culture and its system

GOVERNANCE

CUCo

SUPERVISORY BOARD

The role of the Supervisory Board is:

- to approve the agenda
- to monitor progress on the roadmap
- to ensure commitment from the relevant faculties/science groups/divisions at TUE, WUR, UU and UMCU

The Supervisory Board is composed of General Assembly members and meets at least twice a year.

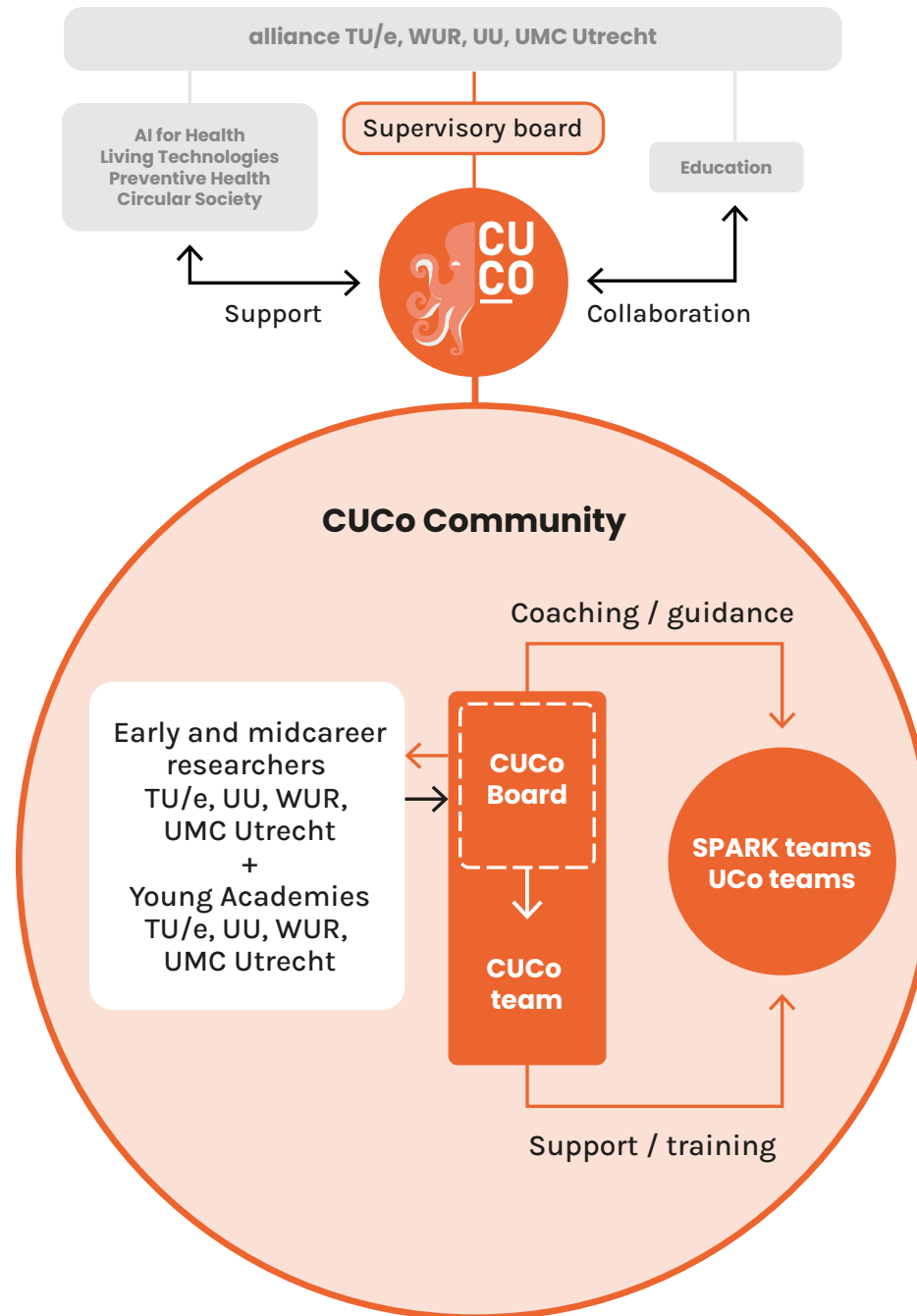
CUCo BOARD

The **Board of Trustees** (henceforth the Board) is the body in charge of the governance of the Centre and related activities. The Board is accountable for:

- Informing the Supervisory Board adequately, clearly and in a timely fashion of progress made and barriers that are encountered
- Representing the Centre
- Leading in the strategic positioning of the Centre
- Mobilising early- and mid-career researchers in their respective institutions
- Advising on management towards achieving the aim of the Centre
- Diligently controlling the finances

The Board is composed of one member of each of the four Young Academies (YA) of the alliance institutions and meets at least ten times per year.





MANAGEMENT AND SUPPORT TEAM

The management of the Centre of Unusual Collaborations consists of a Director (0.8 fte) and a compact, dedicated support team of the Knowledge & Learning Advisor (0.6 fte), a tentacular junior policy officer (0.8 fte) and an event manager (0.2fte). Through the alliance, CUCo is supported by a financial controller for 0.4 fte.

The **Director** supervises the daily management and administration, exercising the powers delegated to them by the Board.

The **Knowledge & Learning Officer** coordinates procedures to systematize and operationalize learning about the process of collaboration/ collaborative dynamics

The **Junior Policy Officer** supports the daily management and administration as executed by the CUCo team

The **Event Manager** coordinates logistical affairs in relation to the management of online and in-person event



For specialised activities, like coaching, advice, creative and art-based approaches, speakers, etc. external expertise will be hired. Budget is reserved for this. All communication within the alliance is done according to the

central communication strategy and the established branding strategy, in consultation with the alliance communication adviser. All communication staff within the alliance are part of and participate in the alliance communication network.

FINANCE

Please find the proposed CUCo budget for 2024 - 2027 in Annex C; it does not deviate substantially from the budget of the first phase of the alliance. This is because we do not want to make substantial changes after having only relatively recently started our activities. We want to be reliable to our community. Naturally we will experiment and explore within our given actionlines.

PLEASE NOTE: LIMITATION OF THE CURRENT SUBMITTED BUDGET

A major limitation that we run into is that we cannot support the Unusual Collaborations teams for the longer term, due to the limitations to our budget. This is because we want to be able to continue supporting newly formed teams as well. We do know, however, that inter- and transdisciplinary collaboration takes substantial time to build trust. If our budget was more substantial, for example double the amount, we would be able to split the budget and support the ongoing teams throughout a longer period with half of the funds and stimulate the formation of new teams with the other half. This would demonstrate that we take the process of collaboration also seriously in terms of its need for space and time.

We were tasked with providing the budget only within the amount of the previous term, this is why the budget is offered as it is. But our ideal scenario would offer double the amount, in order to really be able to showcase that unusual collaborations contribute to addressing pressing challenges. Lastly, we would much appreciate it if the funding cycles were extended beyond the year, so that we can fund for longer periods.



ACCOUNTABILITY

CUCo is accountable to its community, whose interests and needs are guiding its agenda and activities. The CUCo community, in turn, is accountable to society, by which it is funded and the problems of which it puts central to its research efforts to increase understanding and potentially help to address them.

CUCo's Board and management team meet each month and report to their Supervisory Board on progress and finances at least twice a year as well as to the Board of the alliance at the end of each (calendar) year.

CUCo'S PLEDGE³

We put the interests of the CUCo community and of society ahead of our individual interests;
We will be there for the talented and enthusiastic researchers who are willing to put their research in a global context but don't know how;
We consider CUCo a 'way of life': the attitude of all CUCo fellows is inherently inter- and transdisciplinary;
We adhere to the ambition of CUCo to change academia from an isolated prison to an inclusive playground;
We agree to share all we have: resources, knowledge, our minds and hearts.

³Freely inspired by the pledge made by Sanli Faez (UU) in one of the CUCo Manifesto sessions

ANNEX A

Theory of Change Centre for Unusual Collaborations

Please note the following guidance on reading the Theory of Change, to be found on the next page:

The scheme is a circular diagram, starting at the problem statement in the upper left corner

The Theory of Change is not a static story, rather it is a framework that sets out the imagined pathway to change. It will be revised regularly, based on assumptions that are tested and that call for an adjusted strategy

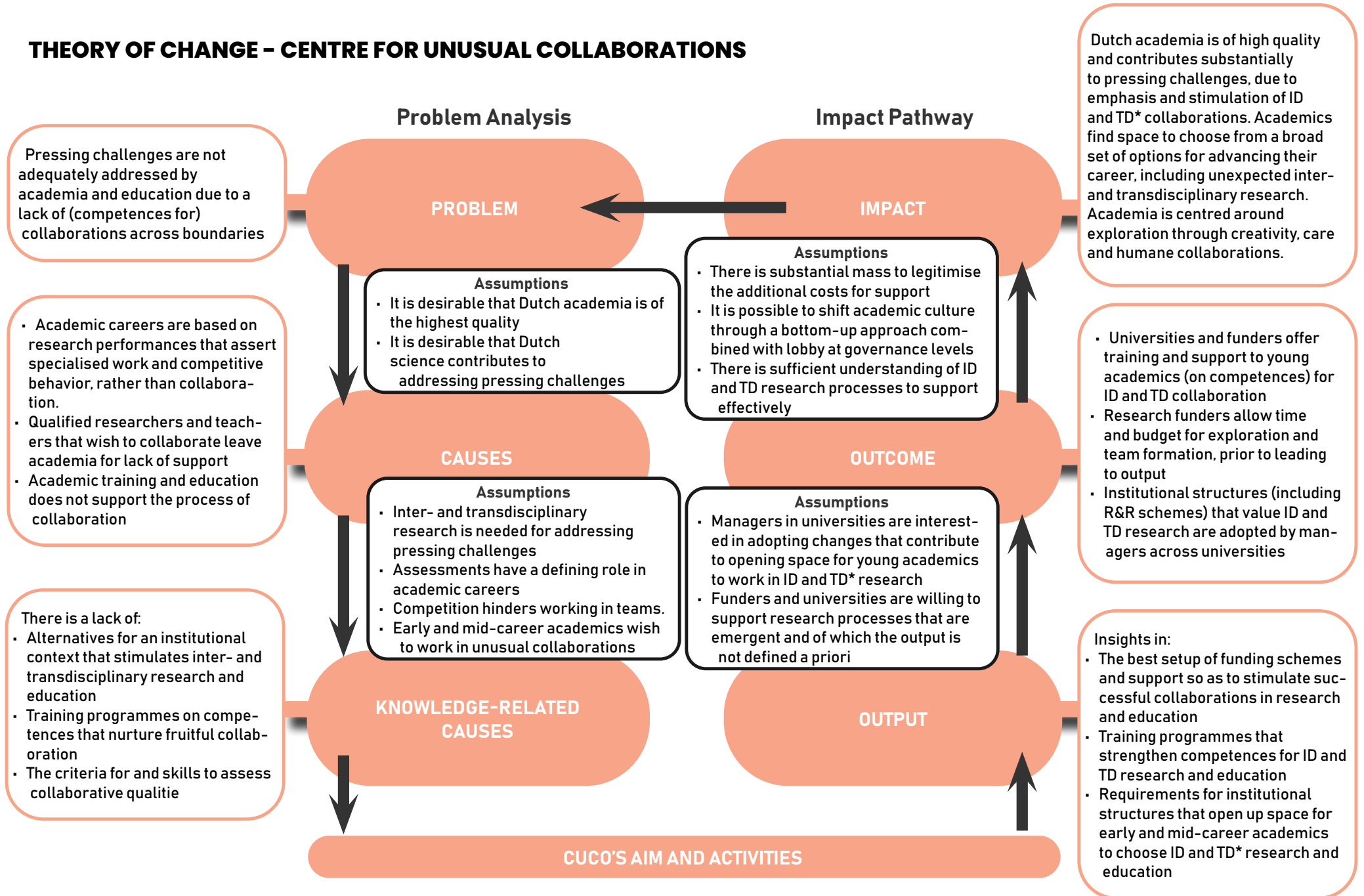
The boxes labeled 'Assumptions' represent assumptions that guide the intervention logic of the Theory of Change. Making assumptions explicit is a key contributing factor of the Theory of Change, as it allows for those assumptions to be tested along the way. If they are found invalid this will require a revisiting of the steps that are described in the Theory of Change.

'Knowledge-related causes' refers to matters that form a knowledge gap to which the efforts described in the Impact Pathway (right side) are a response

'Output' here refers to 'insights in', not to output as commonly used in academia (publications, etc). Those insights are key to achieving the outcomes

'Outcome' lists 'who does what differently' in CUCo's context: which actors show which behavior in order for the impact to be possible
Impact describes the vision of success, that in itself may lead to new problems

THEORY OF CHANGE – CENTRE FOR UNUSUAL COLLABORATIONS



ANNEX B

List of collaboration partners

Initiatives **within the alliance** institutes that we collaborate with:

Centre for Space, Place, Society (CSPS) brings together researchers from four chair groups within Wageningen University & Research (WUR) and beyond to advance critical-constructive scholarship within the social sciences.

Particular focus is on issues of socio-spatial and environmental justice. In investigating dynamics of spatial and social rootedness, connections, and circulations, with special attention to questions of inequality, exclusion, difference and plurality, CSPS seeks to translate knowledge into practical action in pursuit of a more just and equitable world.

Institute for Complex Molecular Systems is the interdisciplinary TU/e institute for research and education in the area of molecular complexity. Located at the heart of the TU/e campus, in walking distance from the contributing departments of Mathematics, Engineering, Chemical Technology, Biomedical Engineering, and Physics, the institute brings together excellent researchers of all kinds, enabling cross-

fertilization of ideas across departments and across disciplines.

Transformative Learning Hub seeks to blur the boundaries conventionally drawn between research and teaching. Organised as a horizontal community of learners, it expressly brings together researchers, educators, students, changemakers and activists across different disciplines and fields at Wageningen University and beyond who are committed to engaging with transformative learning theory and practices in our teaching, research and societal engagement.

Wageningen Dialogues is the umbrella under which we encourage the dialogue between researchers and with our stakeholders and society. Dialogues and dialogue processes as well as improving our skills enable us to have a good conversation with those who think differently. To do that well, we support our students and researchers.

A number of exciting initiatives function as inspiration for collaboration and higher-level learning. With some CUCo is already collaborating, with others we intend to form alliances. This list is by no means exhaustive

Casa Firjan, part of the Federation of Industries of Rio de Janeiro,

<https://www.archdaily.com/908345/casa-firjan-atelier77> Casa Firjan is a programme, fulfilling the role of an open center and think tank and

as matchmaking platform linking universities and businesses in Rio de Janeiro. To that effect it organises Innovation Hubs, events, Education Labs for professional Education, and Co-creation Labs for training on professional skills.

De Jonge Akademie is a dynamic and innovative group of top young scientists and scholars with outspoken views about science and scholarship and the related policy. The Young Academy organises inspiring activities for various target groups focusing on interdisciplinarity, science policy, and the interface between science and society.

DIEP Dutch institute for Emerging Phenomena: www.d-iep.org/diep DIEP is an interdisciplinary research centre across fundamental sciences with the purpose of furthering the understanding of emergent phenomena. It aims at understanding how the universe, space, time and the fundamental building blocks of matter emerged from the quantum world and how these building blocks aggregate forming the nano, molecular and polymeric structures that ultimately give rise to the macroscopic world we experience today.

Eureka institute for Translational Medicine an innovative educational initiative to train mid-level career professionals to address critical gaps in the TM field. Since 2009 it has developed and hosted the annual International Certificate

Course (ICC) in Siracusa.

Institut des Hautes Études Scientifiques

<https://www.ihes.fr/en/> The Institut des Hautes Études Scientifiques (IHES) is an advanced research institute in mathematics, theoretical physics and all related sciences. The Institute offers exceptional scientists a place where they can devote entirely to their research, without any obligation of teaching or administrative tasks. See <https://arstechnica.com/science/2022/07/how-one-institution-keeps-claiming-maths-highest-award/>

John Templeton Foundation <https://www.templeton.org/grants> The work supported by the John Templeton Foundation crosses disciplinary, religious, and geographical boundaries. We fund work on subjects ranging from black holes and evolution to creativity, forgiveness, and free will. We also encourage civil, informed dialogue among scientists, philosophers, theologians, and the public at large.

Santa Fe Institute <https://www.santafe.edu/> Founded in 1984, the Santa Fe Institute was the first research institute dedicated to the study of complex adaptive systems. They are operated as an independent, nonprofit research and education center. They focus on outside the box research. As an example, in November of 2019, 14 SFI postdocs withdrew to an isolated research location for 72 hours to undertake the task of

decoding the first complex communication from an alien civilization.

SCOOP <https://www.scoop-program.org/> SCOOP is a research and training centre dedicated to the interdisciplinary study of sustainable cooperation as a key feature of resilient societies. SCOOP is a joint initiative by the University of Groningen (Strategic Theme Sustainable Society) and Utrecht University (Strategic Theme Institutions for Open Societies), and also involves researchers from the VU Amsterdam, the Erasmus University Rotterdam, and Radboud University Nijmegen.

NIAS (Netherlands Institute for Advanced Study in the Humanities and Social Sciences) <https://nias.knaw.nl/> The Netherlands Institute for Advanced Study in the Humanities and Social Sciences (NIAS-KNAW) provides temporary fellowships for talented scholars – renowned and up-and-coming researchers alike. It stimulates curiosity-driven advanced research in a collaborative and constructive environment.

Lorentz Center (Leiden) <https://www.lorentzcenter.nl/aim.php> The Lorentz Center is a national center for international workshops in all scientific disciplines. Lorentz Center workshops focus on new collaborations and on interactions in highly diverse groups of researchers – international and with different scientific viewpoints as well as seniority, gender,

and culture.

Radcliffe Institute for Advanced Studies

(Harvard) <https://www.radcliffe.harvard.edu/> Radcliffe is a cross-disciplinary laboratory of ideas. It is a unique school within Harvard—one that is interdisciplinary by design and animated by an institutional legacy of promoting inclusion and opportunity. By fostering inquiry across disciplinary boundaries, we ignite creativity and innovation. Crucial to this effort is the inclusion of those who have historically been underrepresented in academia.

The Institute of Making - The Institute of Making is a multidisciplinary research club for those interested in the made world: from makers of molecules to makers of buildings, synthetic skin to spacecraft, soup to diamonds, socks to cities. Membership of and day-to-day access to the Institute is available to all UCL staff and students. <https://www.instituteofmaking.org.uk/>

The Partnerships Resource Centre (PrC) is an international research- and knowledge center for public-private collaboration for sustainable and inclusive development. Embedded within Rotterdam School of Management (RSM) of the Erasmus University (EUR), PrC as flagship center bridges science and practice <https://www.rsm.nl/faculty-research/centres/partnerships-resource-centre/>

ANNEX C

Budget 2024 - 2027

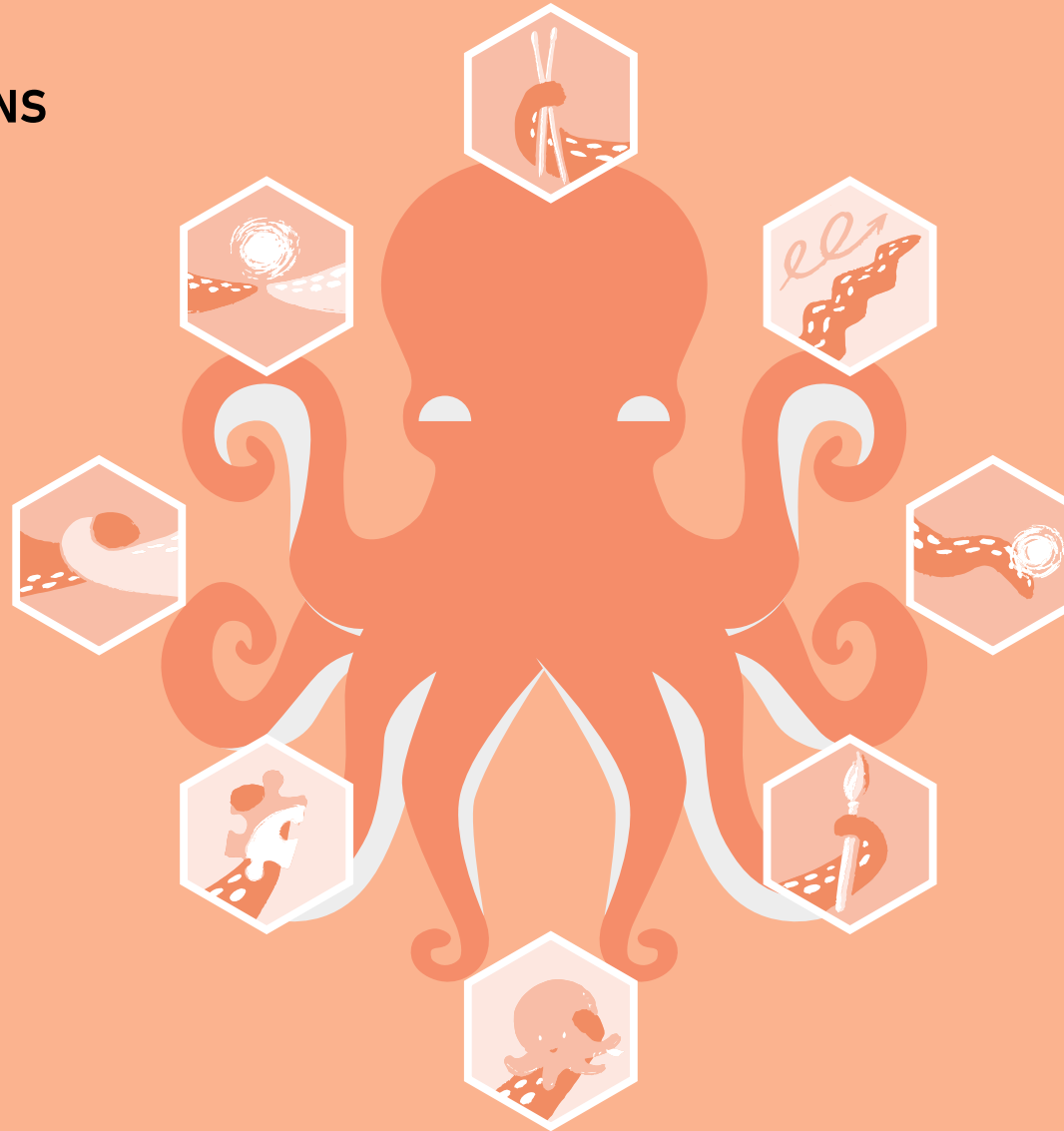
See separate Excel file





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