



# IMPLEMENTING FOR IMPACT – PART B: RESOURCING FOR SOCIETAL IMPACT

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*AESIS Course: Institutional Structures for Societal Impact of Science*

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# Overview

1. *Considerations for implementing 'fit for purpose' approaches for embedding 'fit for purpose' approaches and tools to embed and measure societal impact? (PART B)*
2. *What are institutions doing to incent, recognize and award societal impact?*
3. *What are the skills sets needed to advance societal impact?*

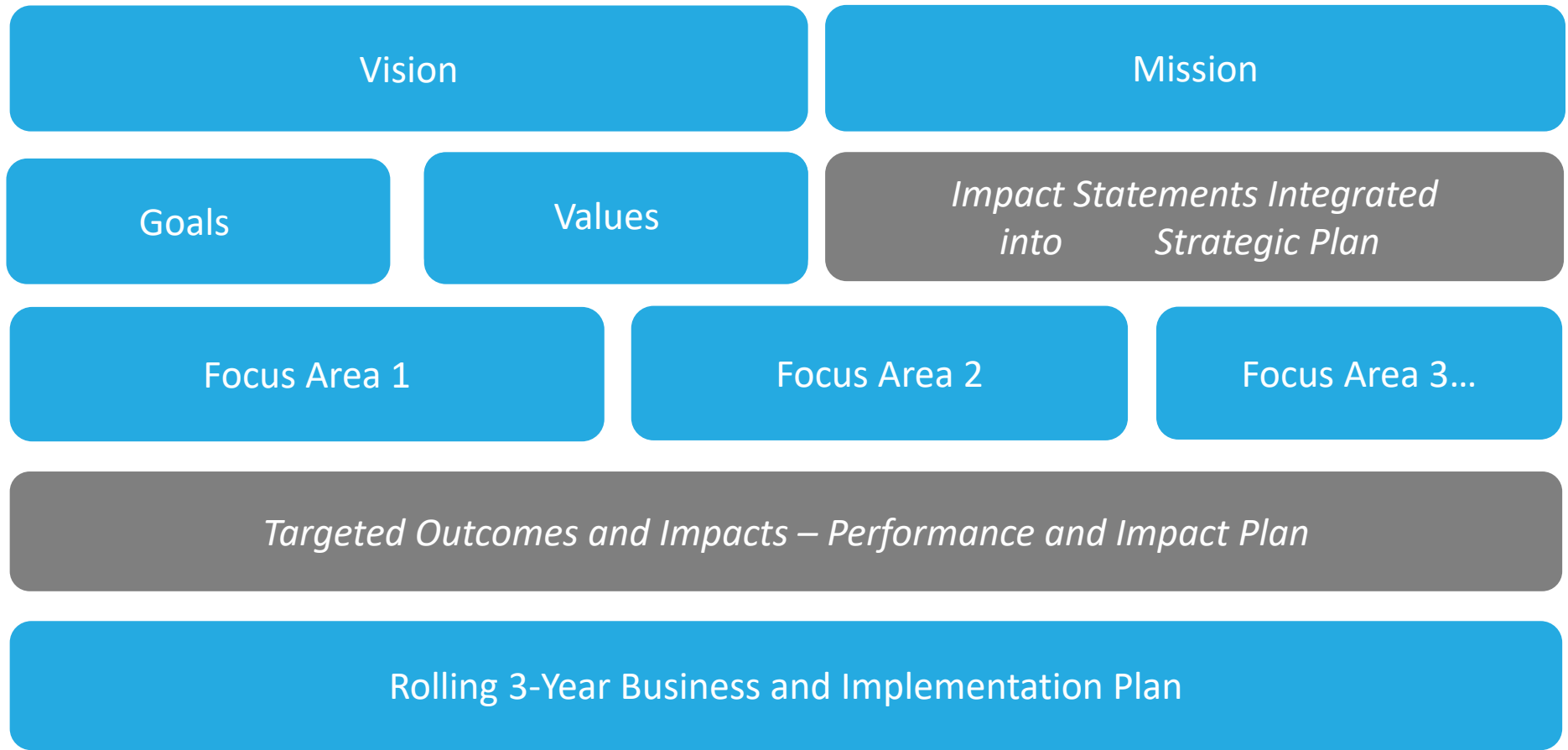


# Types of Tools for Embedding Impact – Strategic Alignment

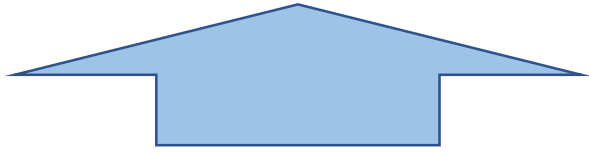
- Participative approach
  - *Ask stakeholders about impacts and indicators of interest*
  - *What does success mean to them*
  
- Strategically align & review purpose and target
  - *Vision & mission*
  - *Goals & objectives*
  - *Organisational and or external mandatory requirements*



# A Practical Tool on How to Embed Impact: Strategy on a Page

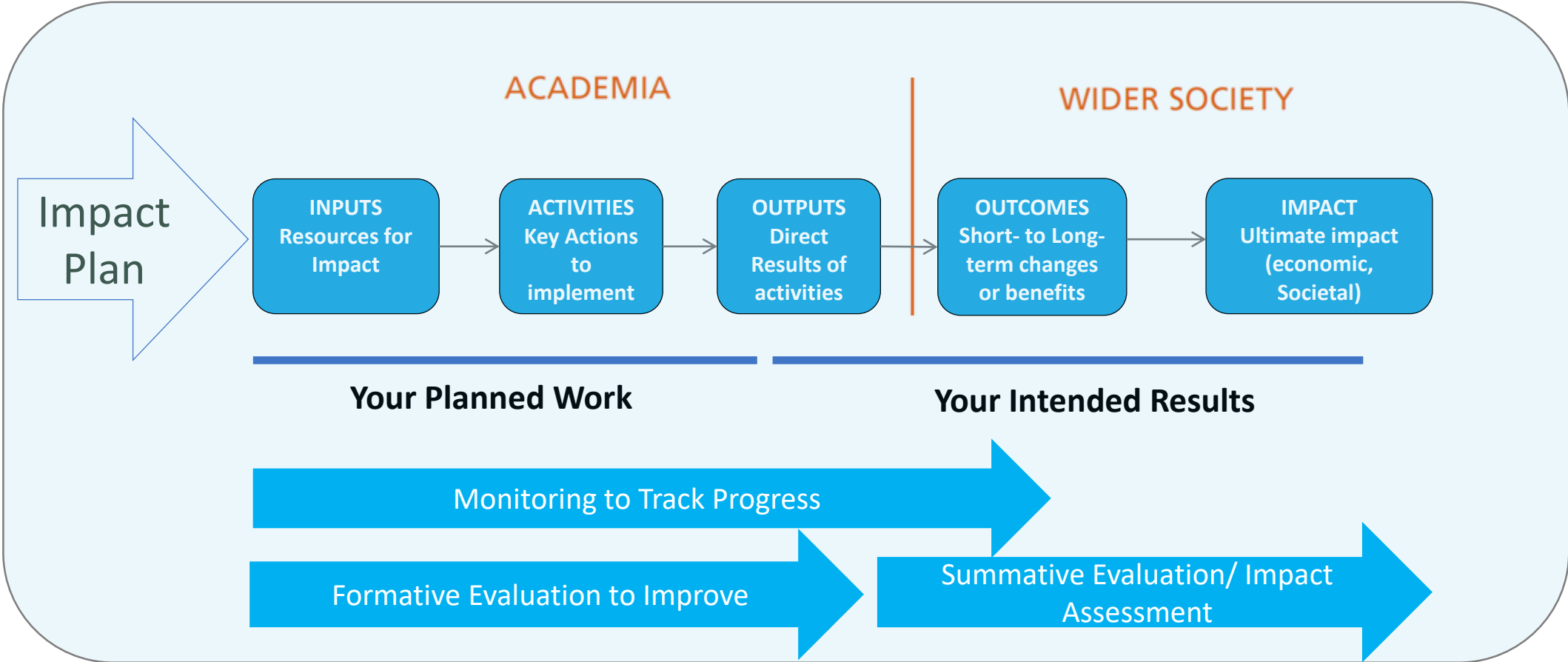


**TIPS: Questions to Ask in the Process**



Targets

# Use Monitoring and Evaluation Measures to Help Track Progress to Impact



*Developing an Integrated Impact plan to include monitoring, evaluation, assessment and implementation activities to track impact*

# TRACKING PROGRESS TO IMPACT – EXAMPLE OF DIFFERENT PATHWAYS

Design and Use Impact tools to embed impact – before it's too late!

## Long Timeframe Indirect Influence

## Mid-Term Direct Influence

## Short Timeframe Direct Control

- Key Implementation Strategies
- Key Actions
- Investments

### SHORT-TERM OUTCOMES

- Positive Stakeholder Experiences & Shared learnings
- Communications & Outreach – (Dissemination, Reach)
- Network of collaborations and partnerships
- Access to Infrastructure
- Capacity building and skills (Education)

### MID- TO LONG-TERM OUTCOMES

- Better Informed Decisions
- Implementation Outcomes
- Improve career prospects

### Sustainability

- Prosperous Economy
- Vibrant Society
- Cleaner Environment

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# Tools for Selecting Key Performance Indicators

## 1. DELPHI TECHNIQUE

Structured way to collect qualitative information from experts in relevant fields

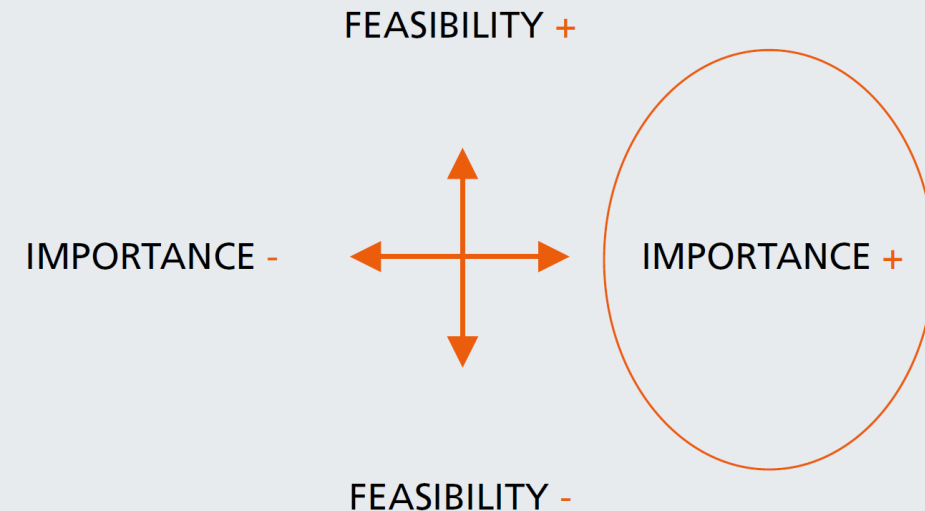
Use ranking, scoring & feedback to arrive at consensus

Used to develop & select performance indicators

Delphi characteristics:

- Structured information flow
- Regular feedback
- Participant anonymity

## 2. INDICATOR QUADRANT TECHNIQUE



# Review Indicators for Use and Action

## CAUTIONS

- × Only selecting available indicators
- × Measuring too many things
- × Using too narrow of a set
- × Using only lagging indicators
- × Double counting
- × Focusing on the indicator

## HOW TO MITIGATE

- Identify aspirational indicators & data sources
- Select a key set of indicators
- Select balanced set of indicators
- Balance with leading indicators
- Look at contribution
- Focus on the program change

### Implementation Lessons

- *Not involving diverse set of stakeholders early on*
- *Too many indicators*
- *Metrics not tied to strategic objectives*
- *Baseline and benchmarking not established*
- *Awareness of widely-used criteria*



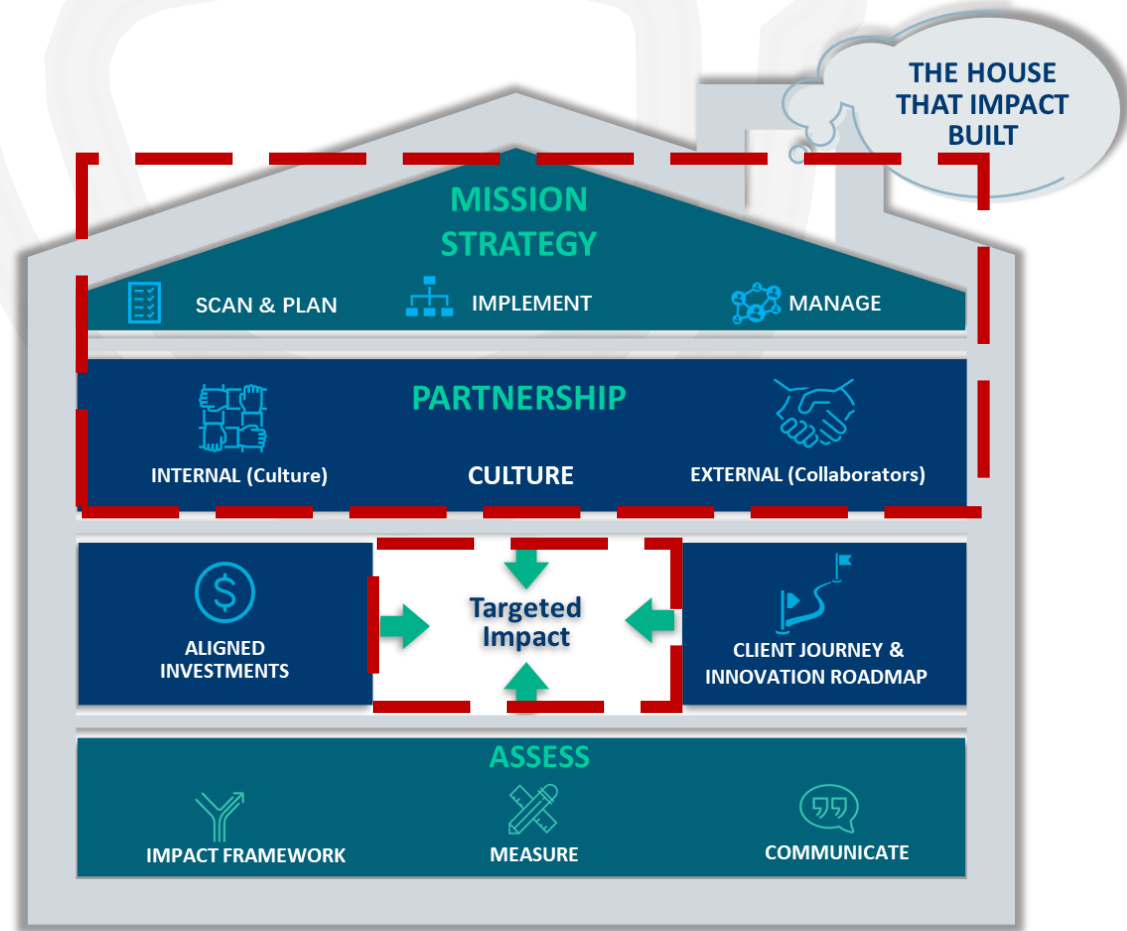








## 2. WHAT ARE INSTITUTIONS DOING TO INCENT, RECOGNIZE AND AWARD SOCIETAL IMPACT?



 **Continuously IMPROVE & ADAPT**

Source: Alberta Innovates Impact Framework 3.0

# Impact Culture

- Starting with the **Why** – institutional **purpose** and desired **impact**
- To bridge traditional “communities” of academics and non-academics, **trust** and **informal knowledge** sharing are key enablers
- Knowledge flourishes in trust-based communities (ask questions, understand partner organisations, etc.)
- Different cultures across stakeholder groups (language, norms, speed, what is credible evidence etc.)



*“Leaps of greatness require the combined problem-solving ability of people who trust each other”*

*Simon Sinek*

# Ecosystem & Organizational Criteria for Success

## How are institutions rewarding societal impact of research?

Research Impact	Example of Indicators
<b>Excellence</b>	<ul style="list-style-type: none"> <li>• Peer review Indicators</li> <li>• Authorship Order</li> <li>• Journal Impact</li> <li>• Grant funding</li> <li>• National or International Reputation</li> </ul>
<b>Societal Impact</b>	<ul style="list-style-type: none"> <li>• Reach</li> <li>• Significance</li> <li>• Citizen engagement</li> </ul> <p><b>Impact Categories</b></p> <ul style="list-style-type: none"> <li>• Cultural</li> <li>• Economic</li> <li>• Environmental</li> <li>• Health</li> <li>• Social</li> </ul>

Performance and Evaluation Audit	Focus
<b>Relevance</b>	<i>Is the institution or research doing the right things?</i>
<b>Coherence</b>	<i>Coherence how well does the institution or research fit?</i>
<b>Efficiency</b>	<i>How well is the institution or research using resources?</i>
<b>Effectiveness</b>	<i>Is the institution or research achieving its objectives?</i>
<b>Impact</b>	<i>What difference is the Institution or research making?</i>
<b>Sustainability</b>	<i>Will the benefits last?</i>



# Institution-level Incentives

## Recruitment, promotion and tenures

- Recommendation letters from non-academic colleagues
- Review panels include impact criteria
- Integrating societal impact into academic staff handbooks
- Training resources for hiring staff

## Adaptive Management

- Adaptive and Creative Management

## Broadening Public Engagement and Citizen Networks

- Start up universities, research institutes, centers of excellence
- Collaborative governance structures
- Partnerships between Universities, Funders, Private and Public

*Recalibrating academic incentives to include impact*

# Incentives (Continued)

## *Encourage potentially high-impact, interdisciplinary work*

### **Transdisciplinary and interdisciplinary**

- One health
- Open Science
- Academic Leadership and Culture
- Diversity and Talent Management

### **Annual progress reporting**

- Consider progress measures to impact
- Impact narratives

### **Incenting translation of research to impact**

- Impact rewards
- Innovation and high impact
- Grand Challenges

# Case Example - Strategy Evaluation Protocol

## Background:

- Recognition that research impact was not rewarded
- Position paper: *Room for everyone's talents. Towards a new balance in the recognition and reward of academics*

## They proposed 5 characteristics:

1. *Enable the diversification and vitalization of career paths, thereby promoting excellence in each of the key areas*
2. *Acknowledge the independence and individual qualities and ambitions of academics as well as recognizing team performances*
3. *Emphasize quality of work over quantitative results (such as number of publications)*
4. *Encourage all aspects of open science*
5. *Encourage high-quality academic leadership*

## Strategy Evaluation Protocol 3 Criteria

Research Quality

Societal Relevance

Viability

# Example of Universities Embedding Impact

## Kings College (UK) – Service and Societal Impact

Universities need new social contract with public, new book argues

Social responsibility should be at the heart of the academic mission, alongside learning and research



<https://www.kcl.ac.uk/news/universities-need-new-social-contract-with-public-new-book-argues>

## University of Manchester (UK)



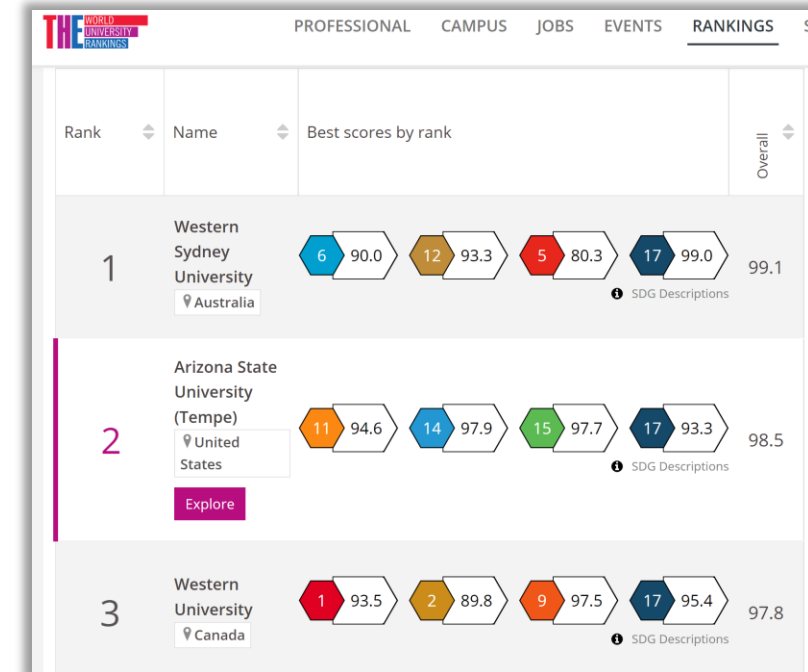
<https://www.staffnet.manchester.ac.uk/rbe/research-strategy/impact/>

## University of Wollongong (Australia)



<https://research-impact.uow.edu.au/research-engagement-and-impact-at-uow/>

## Impact Rankings

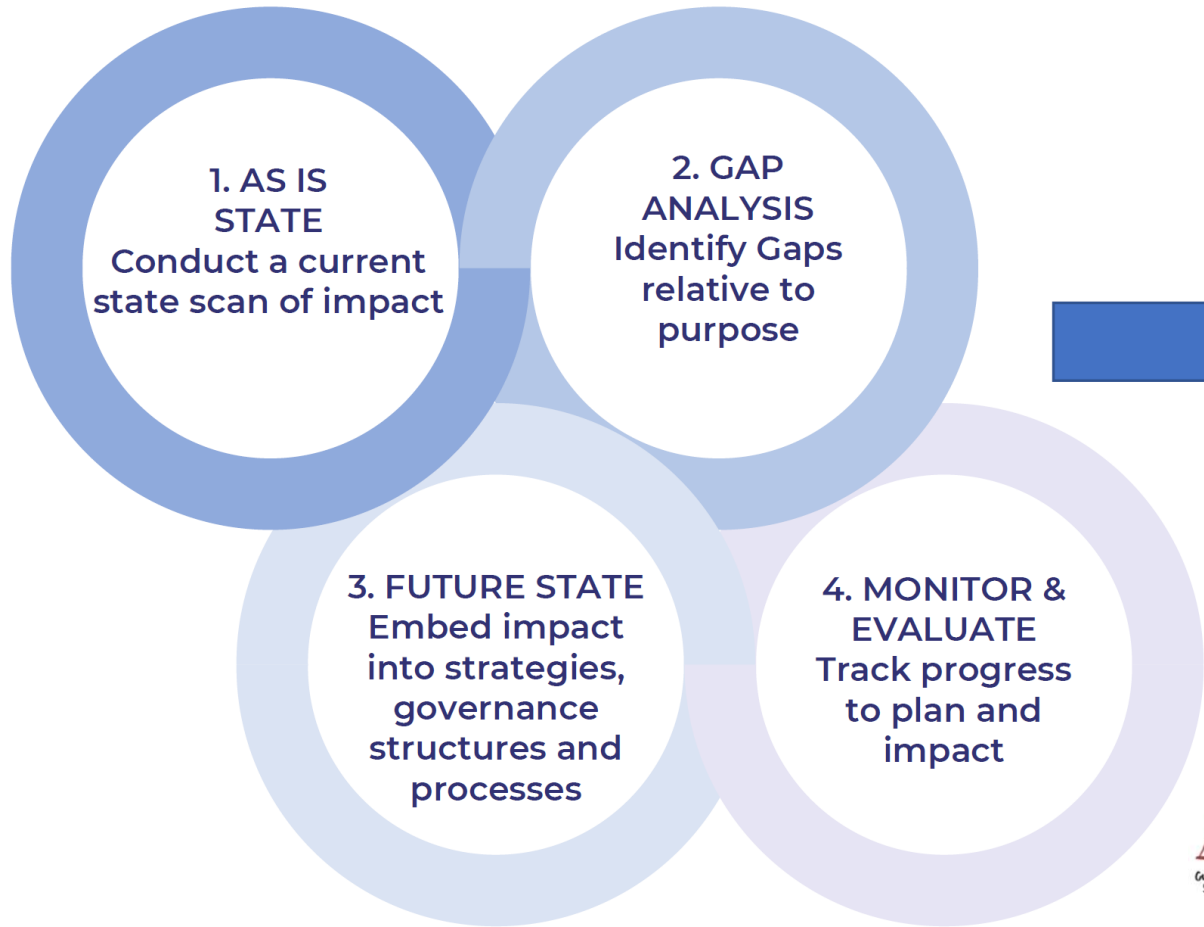


<https://www.timeshighereducation.com/world-university-rankings>

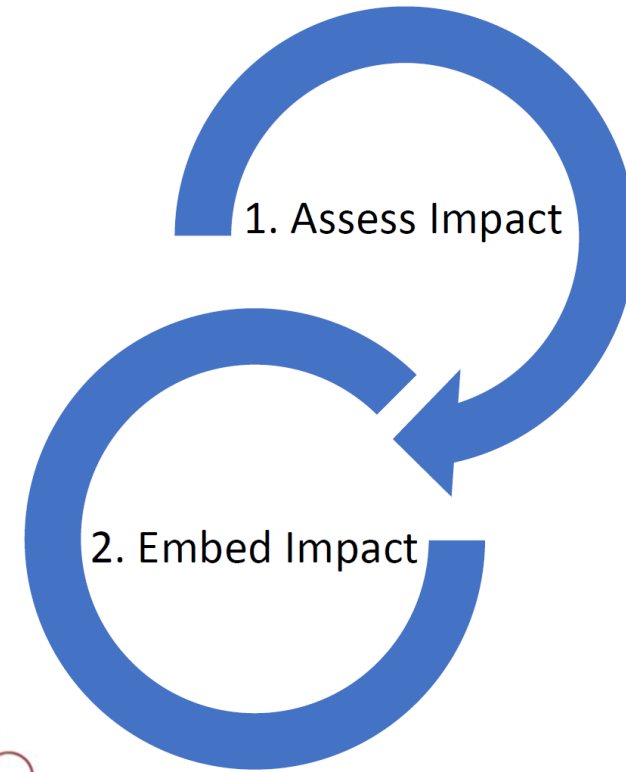
# Example of A Strategy for Embedding DORA

*Institutional Societal Impact*

Process Steps

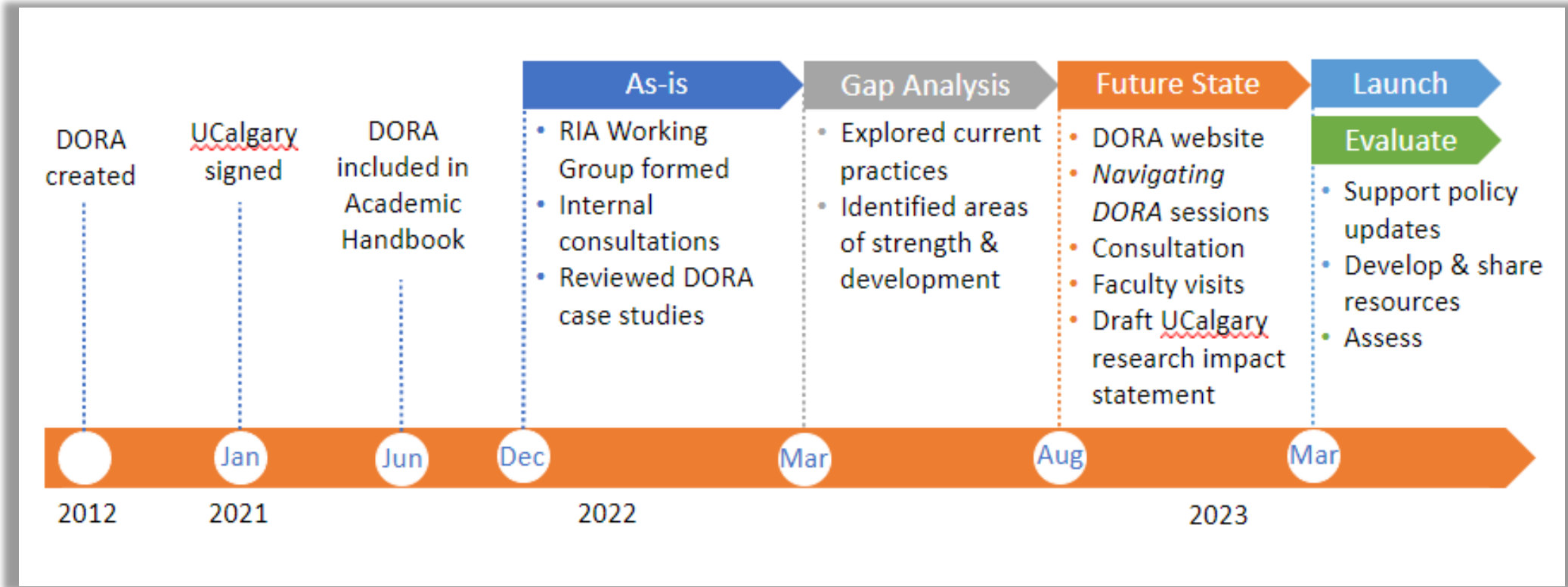


Action Plan –  
Two Concurrent Streams



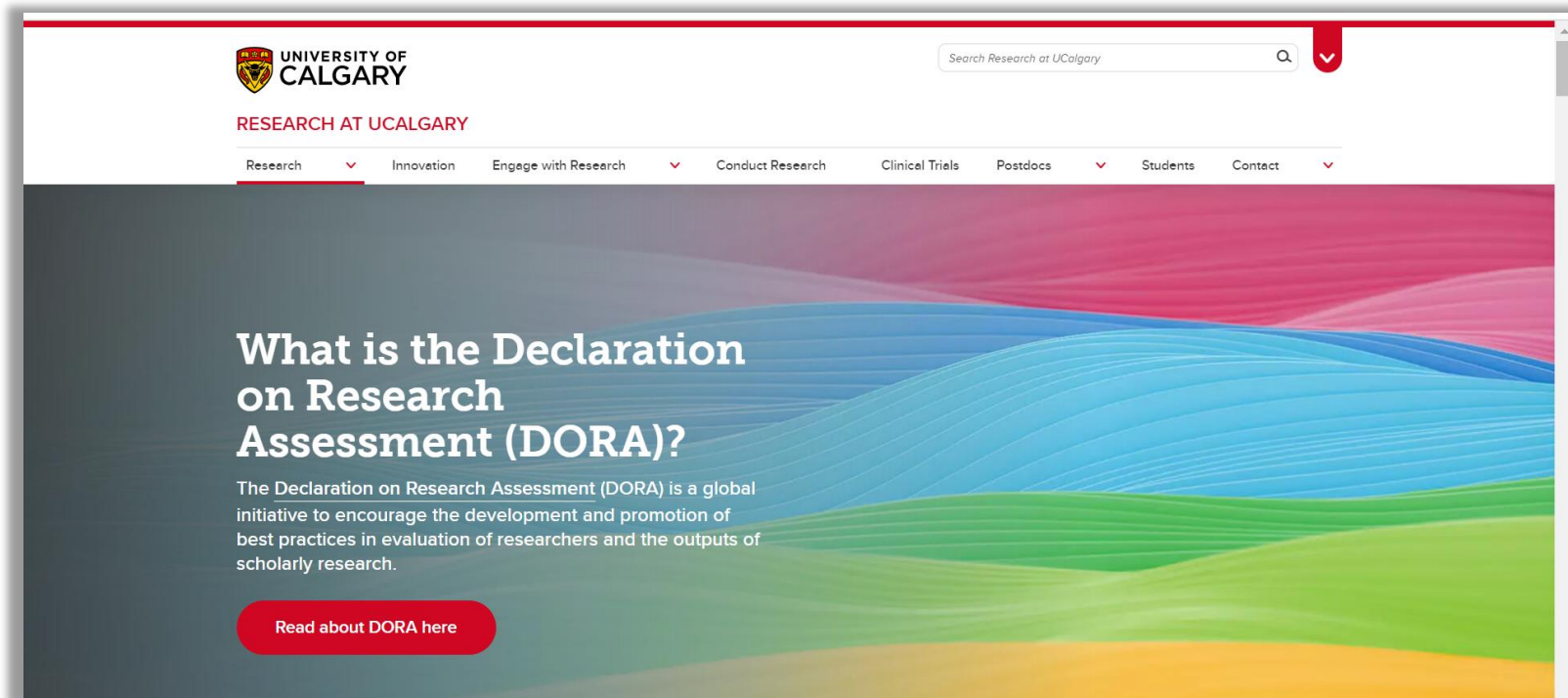


# Implementing DORA Guidelines



# DORA Tool Box

DORA website: [research.ucalgary.ca/DORA](https://research.ucalgary.ca/DORA)



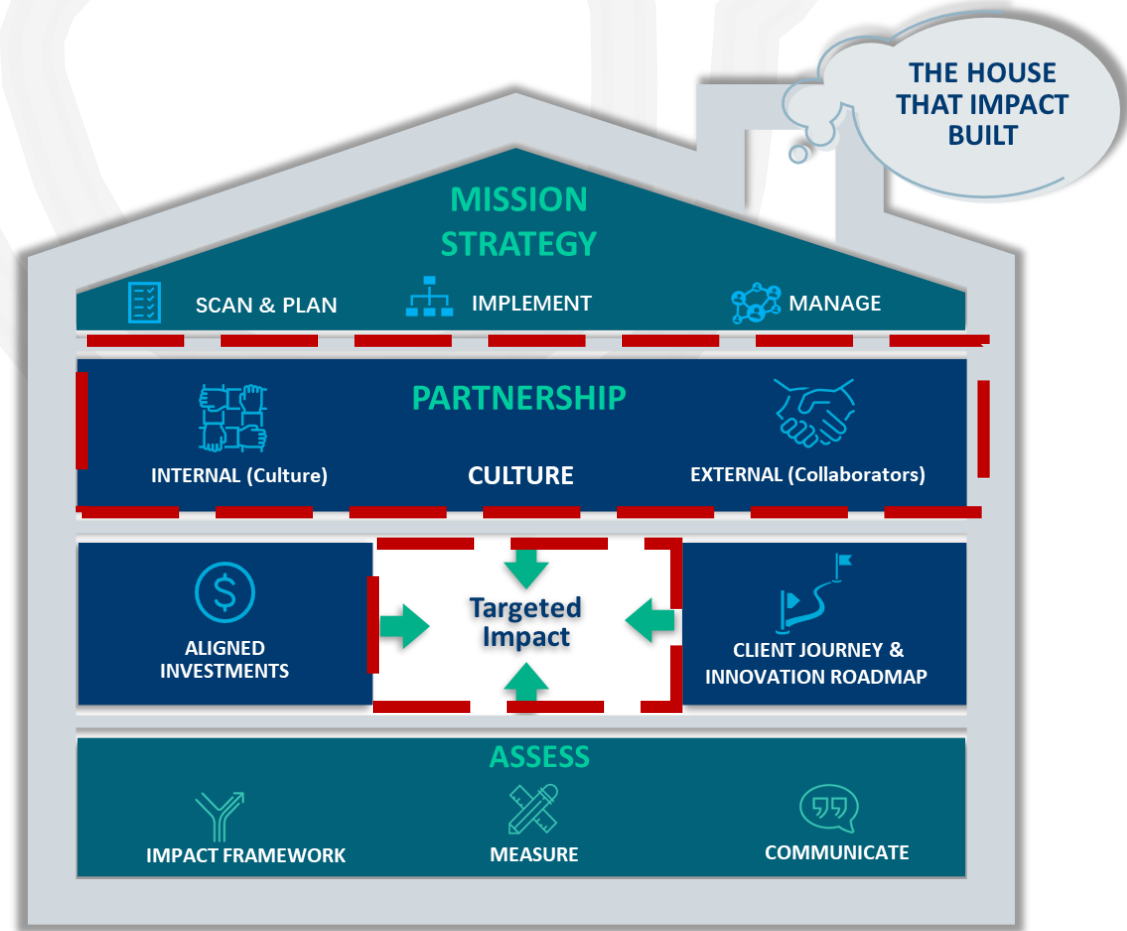
- About DORA
- UCalgary approach
- FAQs
- Helpful resources







# 3. WHAT ARE THE SKILLS SETS NEEDED TO ADVANCE SOCIETAL IMPACT?



**Continuously IMPROVE & ADAPT**



# TEAMSET for Making an Impact

## *Leading and Managing Complex Change*



Adapted from Knoster, T. (1991) Presentation in TASH Conference. Washington, D.C. Adapted by Knoster from Enterprise Group, Ltd.

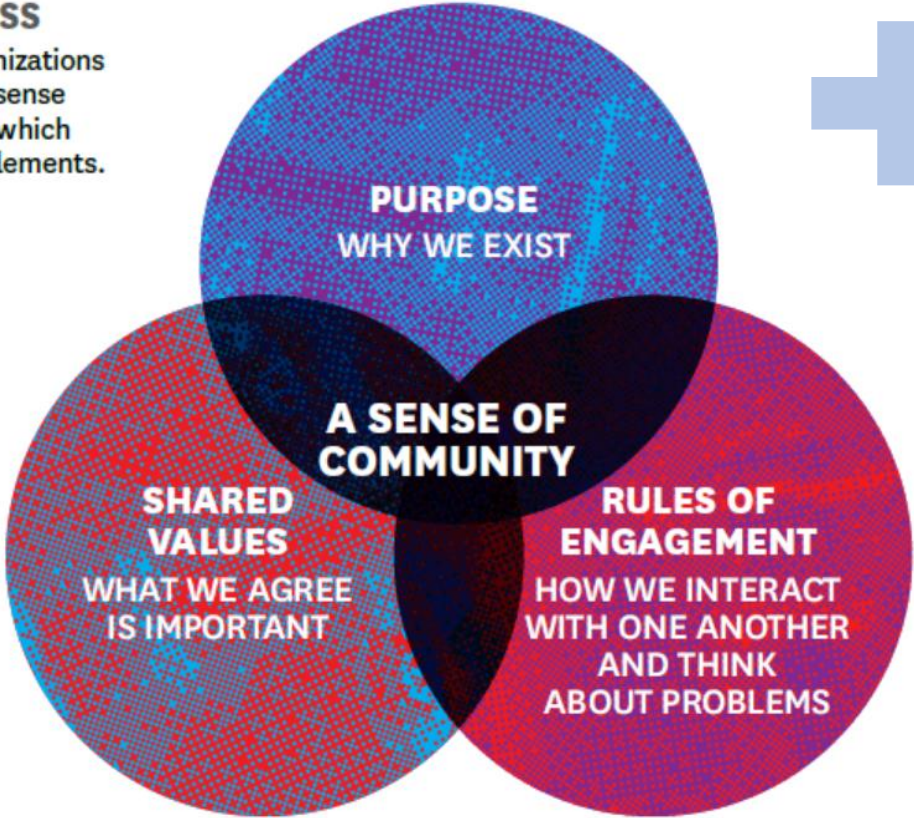
# Team-Based Innovation

## Collective Genius

No longer casting themselves as solo visionaries, smart leaders are rewriting the rules of innovation. By Linda A. Hill, Greg Branstetter, Emily Truelove, and Kent Lineback

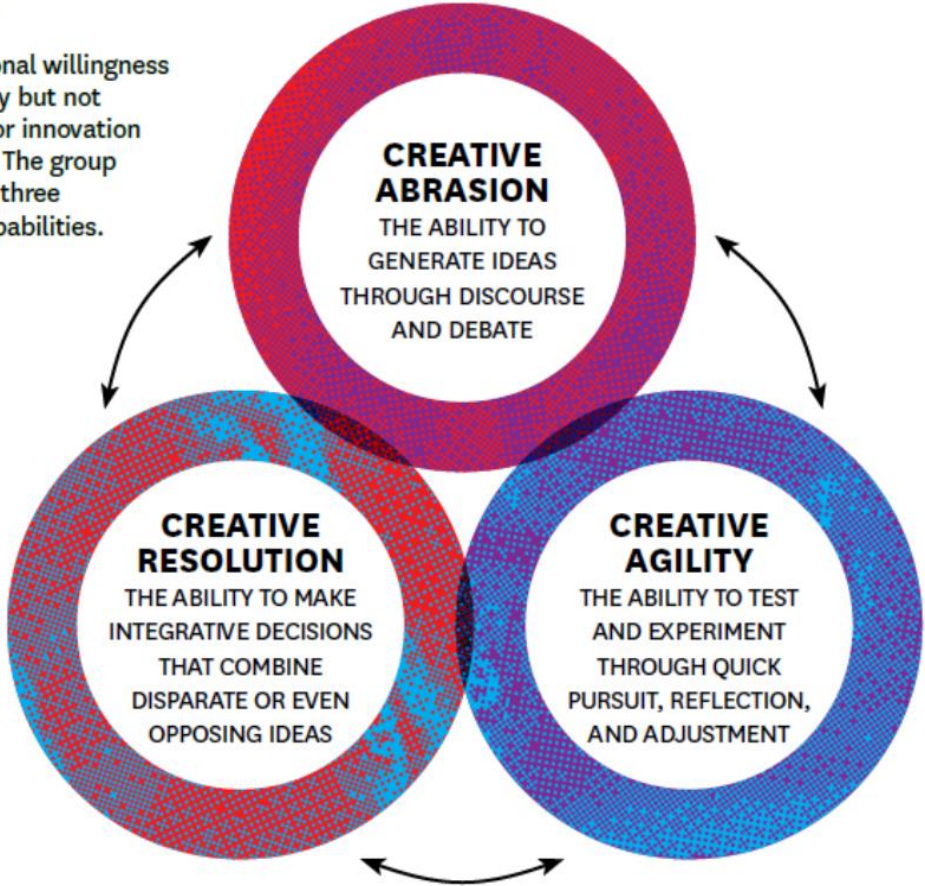
### WILLINGNESS

Innovative organizations must nurture a sense of community—which rests on three elements.



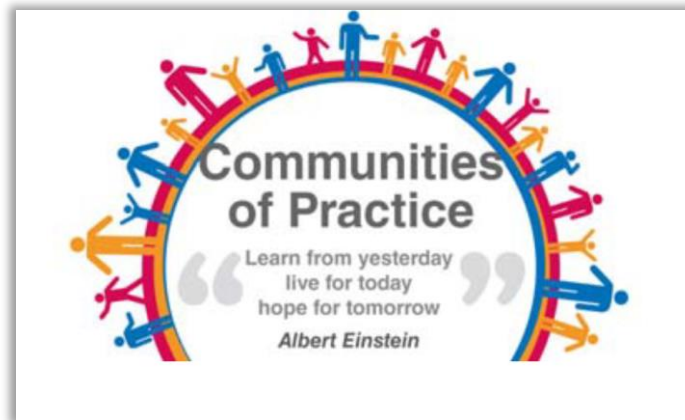
### ABILITY

Organizational willingness is necessary but not sufficient for innovation to flourish. The group also needs three specific capabilities.



# Impact Action Lab – Lessons Learned

*Vision: collaborate globally for excellence in research and innovation impact across all fields of science to address local needs*



**EMPOWER** participants on how to assess, make and optimize impact  
**ADVANCE** impact evidence to inform better policy and practice decisions  
**BUILD** collaborative capacity and networks with the community

# Accelerating Impact: Impact Action Lab Future Direction

STRATEGIC ECOSYSTEM  
PARTNERSHIPS

IMPACT CONSULTING  
SERVICES

IMPACT TRAINING  
& OUTREACH

THOUGHT  
LEADERSHIP

- Interdisciplinary network of experts
- Pragmatic approach to implementation in real time
- Provide wrap around services to cohort of participants
- Access to mentors and coaches
- Collaborative impact platform

# CIHR Health System Impact Fellowship Program

## Objectives: The Health System Impact Fellowship



1

### Support Impact-Oriented Career Paths

- Elevate PhD trainees' and post-doctoral fellows' career readiness and ability to make an impact in a broader range of employment sectors.

2

### Expand and Enrich the Traditional Training Environment

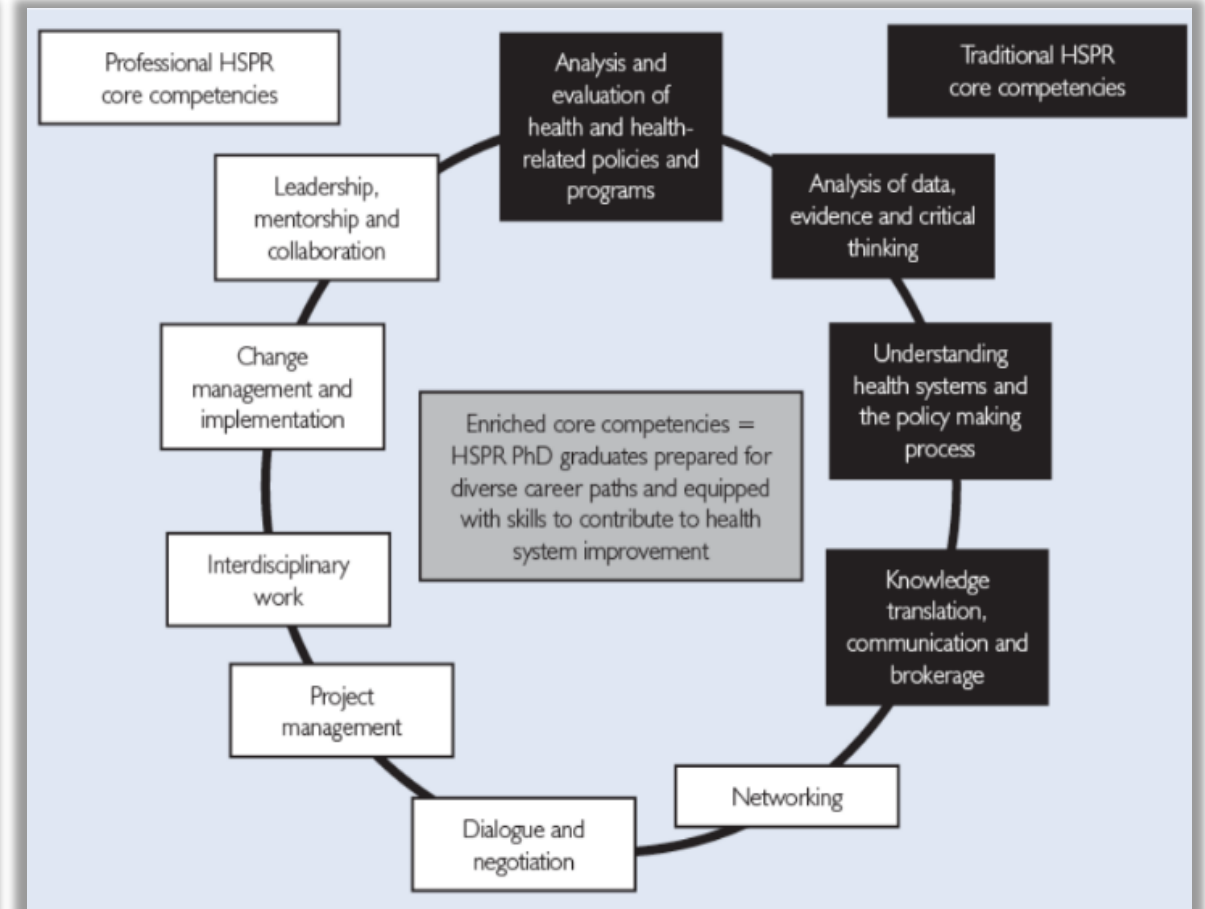
- Engage health system and related organizations in preparing a cadre of promising PhD-trained individuals for successful, impactful careers.

3

### Increase Research Capacity within Health System Organizations

- Provide health system organizations with direct opportunities to realize and harness the benefits that PhD-trained individuals can bring to such organizations.

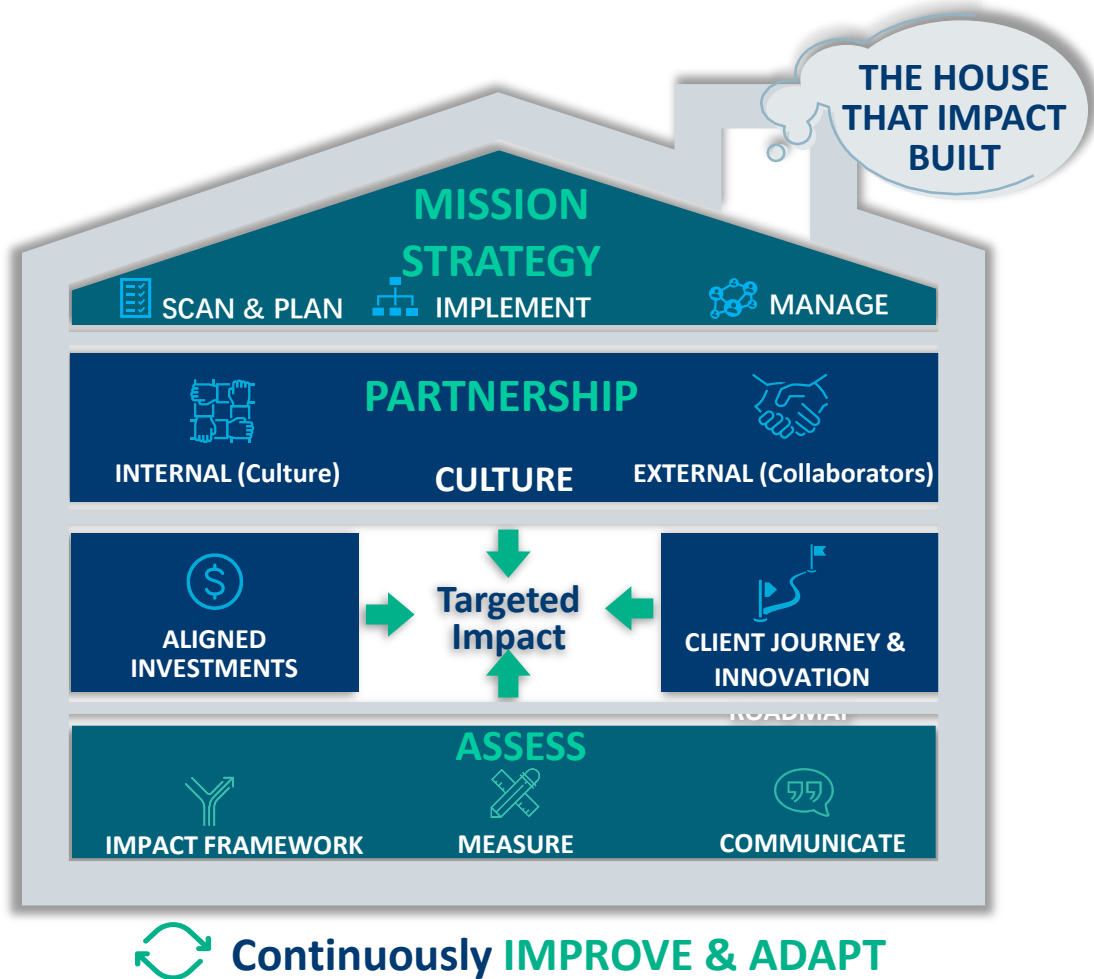
**Our goal: Prepare the next generation of health services and policy PhD graduates with the professional skills, competencies, experiences and networks to make meaningful and impactful contributions throughout their careers, within and outside of academia.**



**Key message: The HSI Fellowship provides an opportunity to develop the full suite of enriched core competencies, particularly in competency domains that are not currently emphasized in HSPR doctoral curriculum. An updated analysis using 3 years of data is underway.**



# Key Messages



Source: Alberta Innovates Impact Framework 3.0

Don't underestimate the change management effort....

## Impactset

- Frameworks can help organize impact information & concepts
- Need to fit or tailor framework to context and measuring impact

## Mindset

- Leadership to foster an impact culture
- Realigning incentives to recognize societal impact

## Teamset

- Interdisciplinary and cross sector teams
- Training to support the development of impact skills for tomorrow

## Toolset

- Practical tools to implement
- Pathways to impact help link process to results





**THANK YOU!**

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IMPACT

Ideas.  
Insights.  
Impact.

ACTION

LAB



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# APPENDIX



# KEY READING AND RESOURCES

Wilsdon J, et al. 2015. [\*The metric tide: Report of the independent review of the role of metrics in research assessment and management.\*](#) HEFCE.

Graham KE, et al. 2018. [\*Assessing Health Research and Innovation Impact: Evolution of a Framework and Tools in Alberta, Canada.\*](#) *Frontiers in Research Metrics and Analytics*, 3:25.

Ling T. & Villalba van Dijk, L. 2009. [\*Performance Audit Handbook: Routes to effective evaluation.\*](#) RAND Europe.

Grant J. (2021). [\*Academic incentives and research impact: Developing reward and recognition systems to better people's lives.\*](#) Horizon Scan. AcademyHealth

Adam P, et al. (2018). [\*ISRIA statement: ten-point guidelines for an effective process of research impact assessment.\*](#) *Health Research Policy and Systems*, 16, 8.

VSNU, NFU, KNAW, NWO and ZonMw. (2019). [\*Room for everyone's talents. Towards a new balance in the recognition and reward of academics\*](#)

Wellcome Trust (2020). [\*What Researchers Think About the Culture They Work In.\*](#) Wellcome Trust, London. [Available from <https://wellcome.org/reports/what-researchers-think-about-research-culture>, accessed November 2020]

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