Changing the Culture for more Impact and Innovation (Room 0.47)

Speakers:

Frank Zwetsloot (Chair)

Gabriele Permoser

Astrid Wissenburg

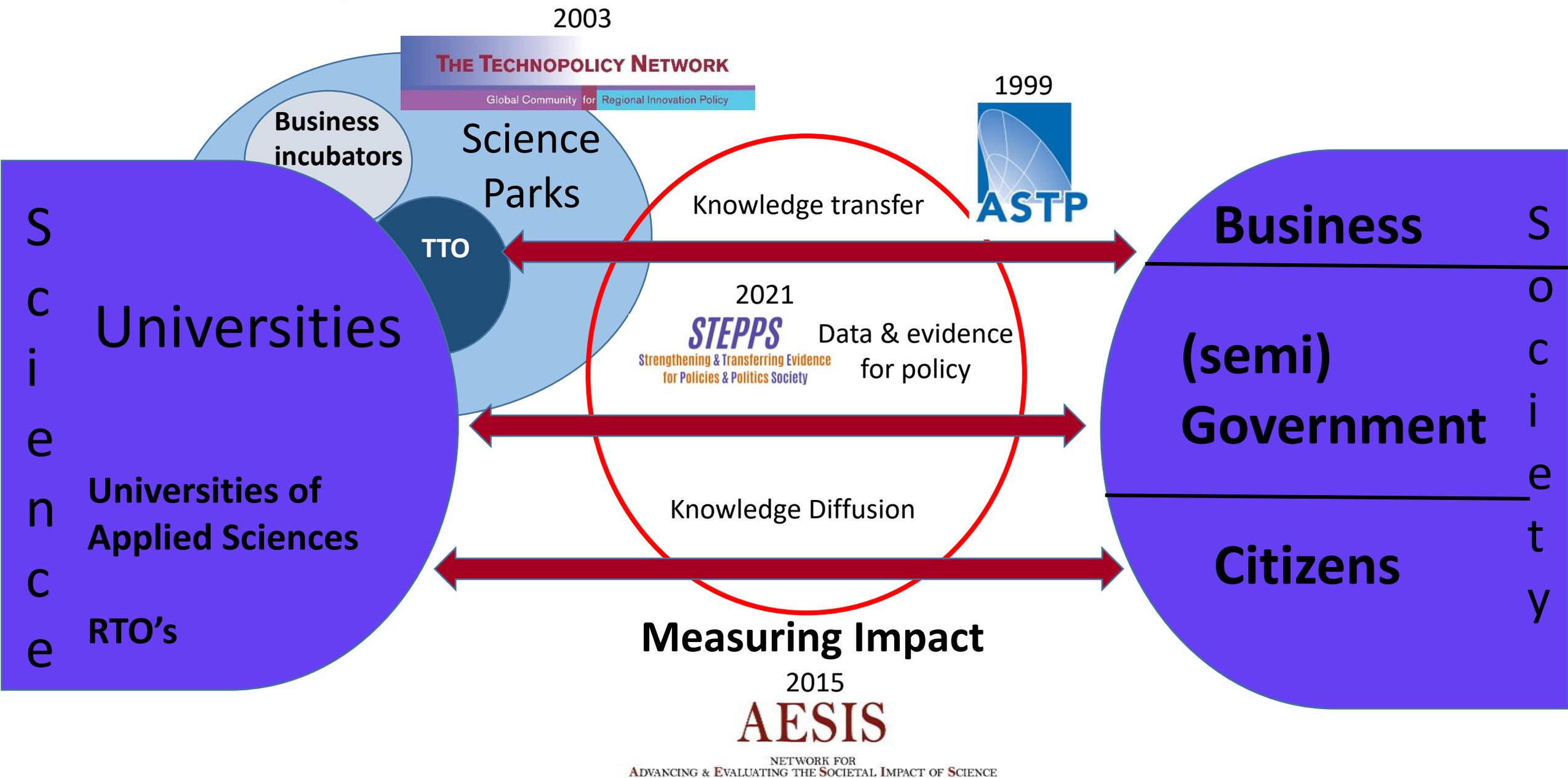Katy Elliott

Changing the Culture for more Impact and Innovation

Frank Zwetsloot (Chair)

Founder & CEO, ScienceWorks, The Netherlands

Frank Zwetsloot
CEO ScienceWorks

Asessing and Stimulating Societal Impact of SSH

ScienceWorks
Connecting Science & Society

Positioning of our mission and the international networks we have founded

Science

Universities

Universities of Applied Sciences

RTO's

Business incubators

Science Parks

TTO

THE TECHNOPOLICY NETWORK
Global Community for Regional Innovation Policy

2003

1999

ASTP

Knowledge transfer

2021

STEPPS
Strengthening & Transferring Evidence
for Policies & Politics Society

Data & evidence for policy

Knowledge Diffusion

Measuring Impact

2015

AESIS
NETWORK FOR
ADVANCING & EVALUATING THE SOCIETAL IMPACT OF SCIENCE

Business

(semi) Government

Citizens

Society

A short history of Impact

	80's	90's	00's	10's
Goals	Birth of the start-up culture	University Entrepreneurship	3rd mission	Impact
Instruments	TTO's	Holdings Incubators	Valorisation Strategies	National Policies & KEO's
Visibility	Start-ups	Scienceparks	Soc. Challenges Reg. ecosystems	Unicorns & SDG's
Involvement	Technology & Industry	Innovation clusters	University management	Including all stakeholders

ScienceWorks
Connecting Science & Society

Evaluating your impact
Internally & externally
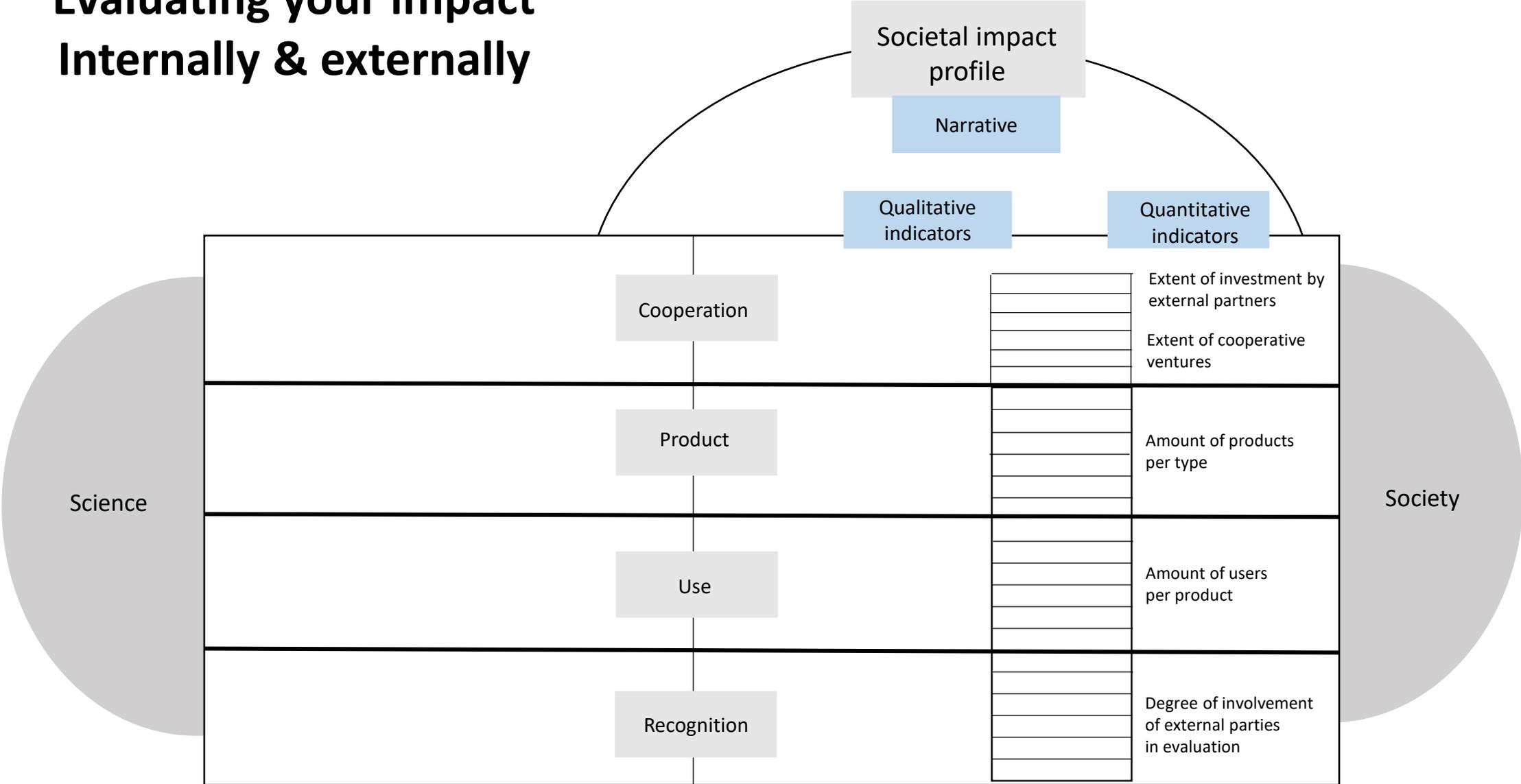
Thanks for your attention!

Changing the Culture for more Impact and Innovation

Gabriele Permoser

Managing Director E³UDRES² and Head of Service

Unit for Research and Knowledge Transfer, St. Pölten

University of Applied Sciences, Austria

AESIS

#SSHA23

E³ = **E**NGAGED, **E**NTREPRENEURIAL & **E**UROPEAN

S² = **S**MART AND **S**USTAINABLE REGIONS

Map labels

Jyväskylä University of Applied Sciences – Finland **9**

Vidzeme University of Applied Sciences – Latvia

Saxion University of Applied Sciences* – The Netherlands

1

Fulda University of Applied Sciences* – Germany **7**

St. Pölten University of Applied Sciences (Lead) – Austria

UC Leuven-Limburg University of Applied Sciences – Belgium **6**

8

2

3

Hungarian University of Agriculture and Life Sciences – Hungary

Politehnica University Timișoara – Romania **4**

Polytechnic Institute of Setúbal – Portugal **5**

*joining E³UDRES² from Autumn 2023

E³UDRES²

Partner list

› **St. Pölten University Of Applied Sciences (Lead)**
https://fhstp.ac.at/

› **Politechnic Institute of Setúbal**
https://www.ips.pt/

› **Hungarian University of Agriculture and Life Sciences***
https://www.uni-mate.hu/

› **UC Leuven-Limburg UAS**
https://www.ucll.be/

› **Politehnica University Timișoara**
http://www.upt.ro/

› **Vidzeme University of Applied Sciences**
https://va.lv/

› **Fulda University of Applied Sciences**
https://www.hs-fulda.de

› **Saxion University of Applied Sciences**
https://saxion.edu

› **Jyväskylä University of Applied Sciences**
https://jamk.fi/

Impact of Universities?

Future Universities?
Impact on (Higher) Education?

www.bodie.com

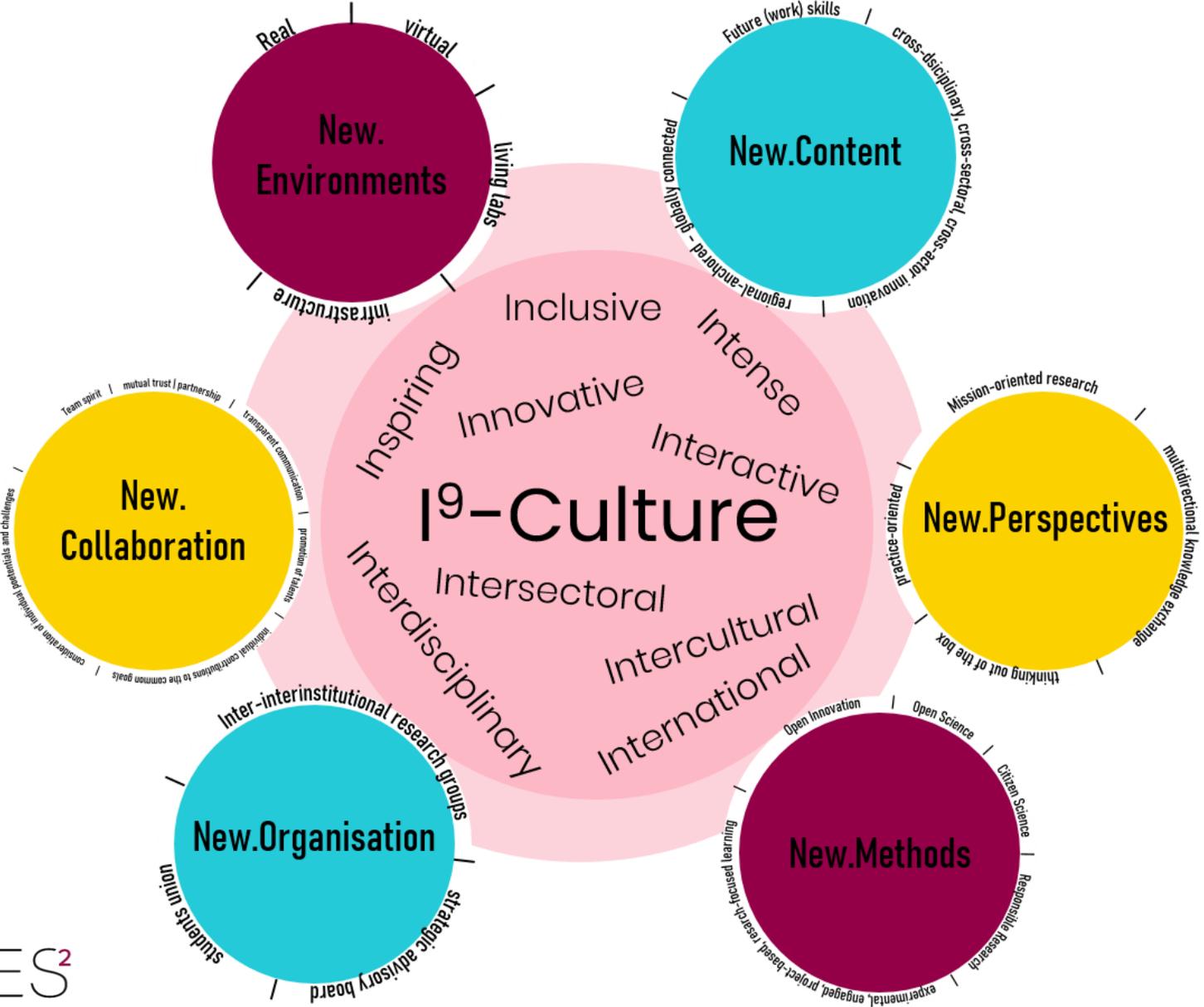**Impact on Innovation Ecosystems?**

**IMPACT ON SMART AND SUSTAINABLE EUROPEAN REGIONS
AS AN ENGAGED & ENTRPRENEURIAL EUROPEAN UNIVERSITY**

FUTURE UNIVERSITIES NEED A NEW ACADEMIC CULTURE

INCENTIVES TO SUPPORT SOCIETAL IMPACT AND INNOVATION

E³UDRES²

Engaged and Entrepreneurial European University as Driver for European Smart and Sustainable Regions

AWARENESS

E.I.N.S.* TESTIMONIALS – TESTIMONIAL TUESDAY
E.I.N.S. INSPIRING CHATS

E.I.N.S. Testimonial | Loonity

https://www.eudres.eu/eins
https://eudres.eu/eins-testimonials
https://www.eudres.eu/eins-inspiring-chat

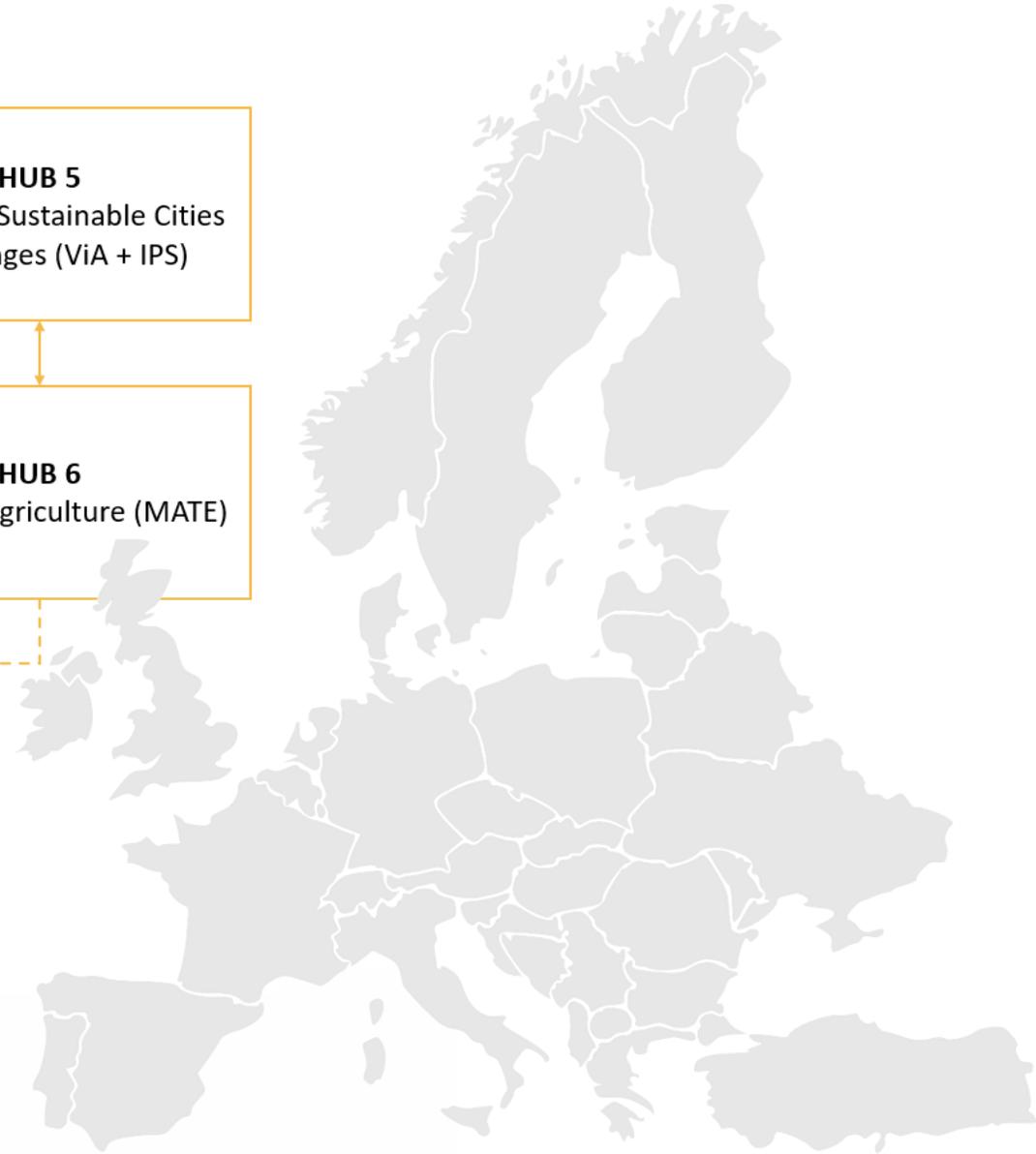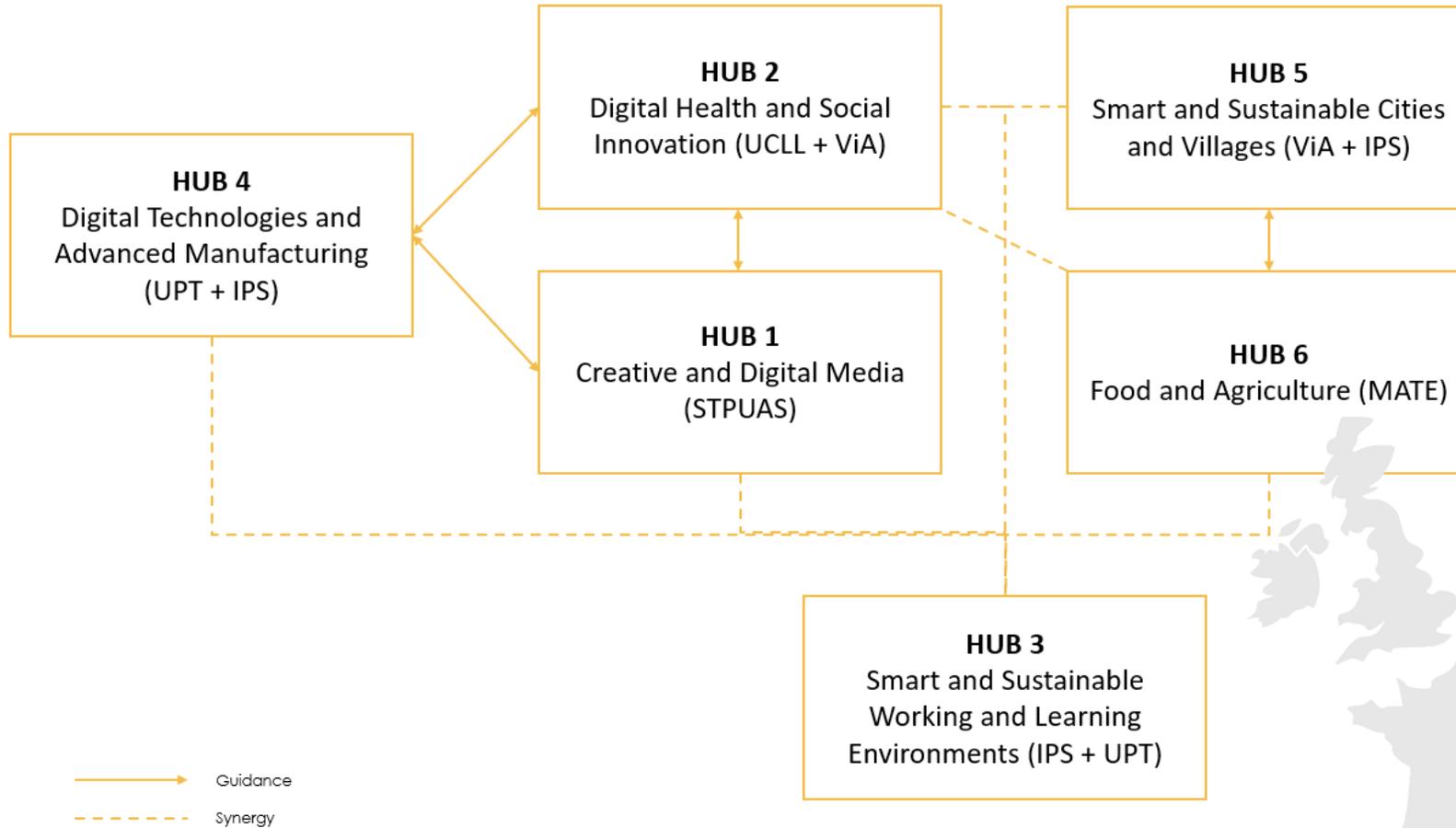*E³UDRES² **E**ntrepreneurship and **I**nnovation **N**etwork for **S**mart and Sustainble Regions

E³UDRES²

Engaged and Entrepreneurial European University as Driver for European Smart and Sustainable Regions

NETWORKS

E³UDRES²

Engaged and Entrepreneurial European University as Driver for European Smart and Sustainable Regions

PARTICIPATION

Hackathons

International student teams come up with a concept draft for a challenge by researching and brainstorming together - the twist: they only have 36-48 hours for this task!

Bootcamps

On-site co-creation format where students and experts from E³UDRES² partner universities come together for five days in international teams to develop common solutions for current regional challenges

iResidencies

on-site format in the local communities where students, researchers and staff from E³UDRES² partner universities come together for at least 1 week to develop common solutions to the rural community challenges.

I Living Labs

Student teams work on real-life challenges over the course of various weeks, supported by Educational Entrepreneurs (coaches) and the Challenge-Owners

E³UDRES² also promotes innovation in **3 Research Networks**

9 Higher Education Institutions in E³UDRES²

100.000+ students

10.000+ staff

www.eudres.eu

E³UDRES² European University
Innovation for European regions & citizens

800+ students
engaged in E³UDRES² events like Bootcamps or I Living Labs

I Living Labs, iResidencies, Bootcamps and more
bring together students, university staff, regional authorities and entrepreneurs to exchange ideas and work on real-life challenges

200+ stakeholders
engaged in E³UDRES² events like the annual Bootcamps or Regional Stakeholders Forum

80+ real-life regional challenges
tackled in E³UDRES² formats for students and staff

Challenge submission
open 24/7 for anyone through the E³UDRES² website

Engaged and Entrepreneurial European University as Driver for European Smart and Sustainable Regions

Shaping the E³UDRES² research and Innovation strategy!

https://www.entrenovators.eu/

Survey addressed to external stakeholders and citizens to contribute to the new E³UDRES² research and innovation strategy!

Aligning inside and outside perspectives on collaboration with higher education institutions!

Survey open from end of October 2023 on.

E³UDRES² CURRENT STAGE: RESULTS

- **800+ students actively contributing to regional challenges**:

- **250+ ent-r-e-novators** (educators, entrepreneurs, researchers, innovators) co-creating E³UDRES² related activities

- **35+ senior managers** (rectors, vice-rectors, faculty-heads,…) actively engaged in E³UDRES²

- **200+ stakeholders** engaged in challenge formulations & events including:
  - 60 providing challenges

- **80+ regional challenges** addressed

- **20+ start-ups benefiting** from E³UDRES² activities

- **1000+ citizens** participating in, contributing to, benefiting from or following E³UDRES² related activities

E³UDRES²

Impact @ E³UDRES²? ...

- Focus on **Talents, Strength & Opportunities** rather than on Barriers and Problems
- **Collaborate, Join Forces &** Learn from/with each other rather than compete
- **Enable Creative Ideas** rather than Enforce Academic Performance
- **Interact Engaged & Entrepreneurial** with various Stakeholders within Open Innovation Ecosystems

E³UDRES²

Engaged and Entrepreneurial European University as Driver for European Smart and Sustainable Regions

Gabriele Permoser

gabriele.permoser@fhstp.ac.at / +43-676-847228-286

🌐 www.eudres.eu

📷 @eudres_european_university

f E³UDRES²

in E³UDRES² European University

▶ EUDRES European University

Changing the Culture for more Impact and Innovation

Astrid Wissenburg

Director of Research Services, University of Exeter,

United Kingdom

Changing the culture for more impact and innovation.
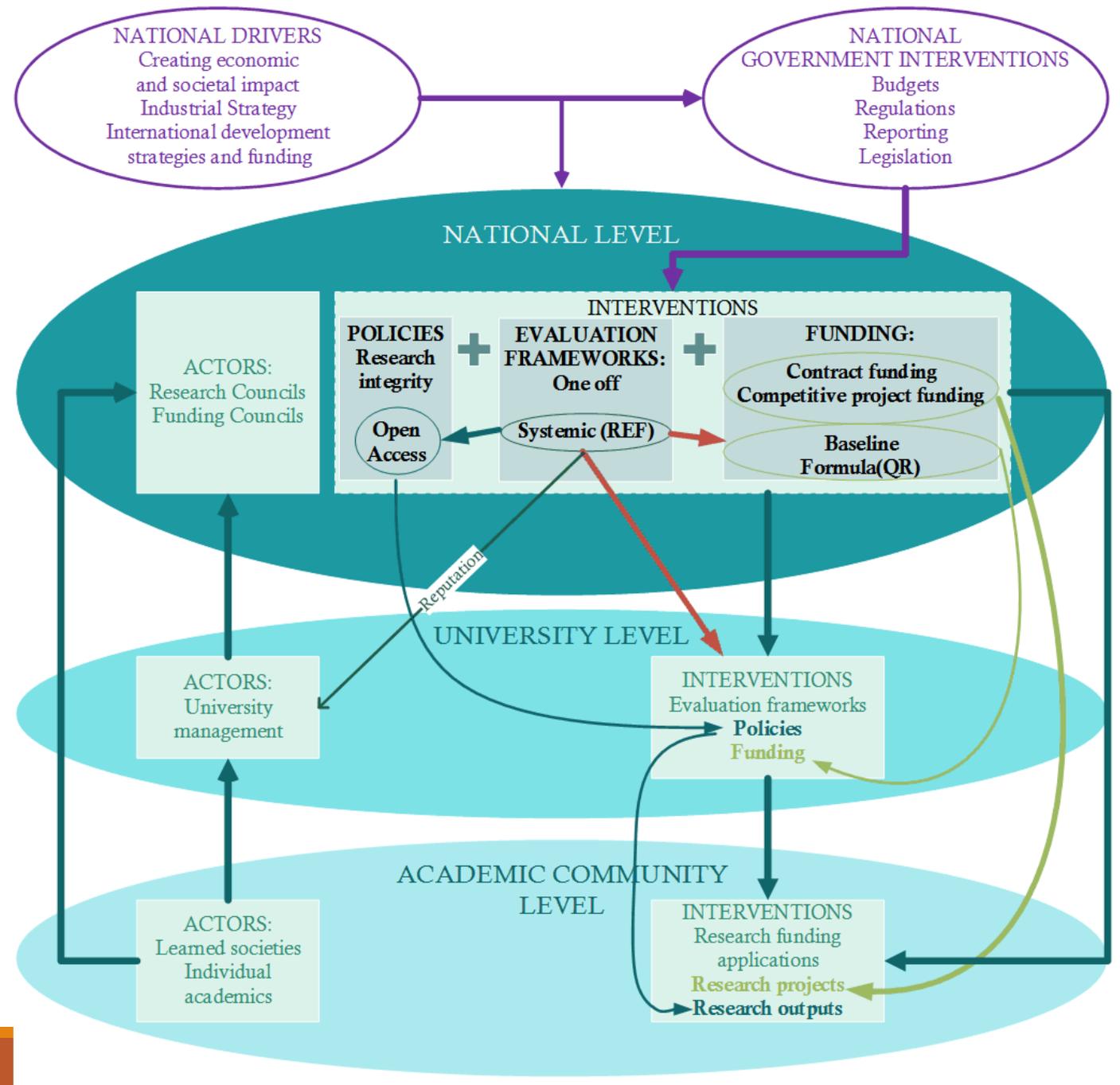# An university (and personal) perspective

DRS. ASTRID WISSENBURG

AESIS 2023

A systems approach

- Strong UK national (and international) focus on impact and innovation culture for about two decades
- Main 'actors' are research funders who influence through
  - Expectations (policies)
  - Money (project and block funding)
  - Evaluation and monitoring (e.g. Research Excellence Framework)

NATIONAL DRIVERS
Creating economic and societal impact
Industrial Strategy
International development strategies and funding

NATIONAL GOVERNMENT INTERVENTIONS
Budgets
Regulations
Reporting
Legislation

NATIONAL LEVEL

ACTORS:
Research Councils
Funding Councils

INTERVENTIONS

POLICIES
Research integrity

EVALUATION FRAMEWORKS:
One off

FUNDING:
Contract funding
Competitive project funding
Baseline Formula(QR)

Open Access

Systemic (REF)

Reputation

UNIVERSITY LEVEL

ACTORS:
University management

INTERVENTIONS
Evaluation frameworks
Policies
Funding

ACADEMIC COMMUNITY LEVEL

ACTORS:
Learned societies
Individual academics

INTERVENTIONS
Research funding applications
Research projects
Research outputs

Academic impact culture shaped by

- Institutional cultures and norms
- Disciplinary norms
  - Reputation: is impact valued?
  - External funding: is research and is impact funded?
  - Academic autonomy: who decides on focus of research
- Individual drivers
  - Personal motivations
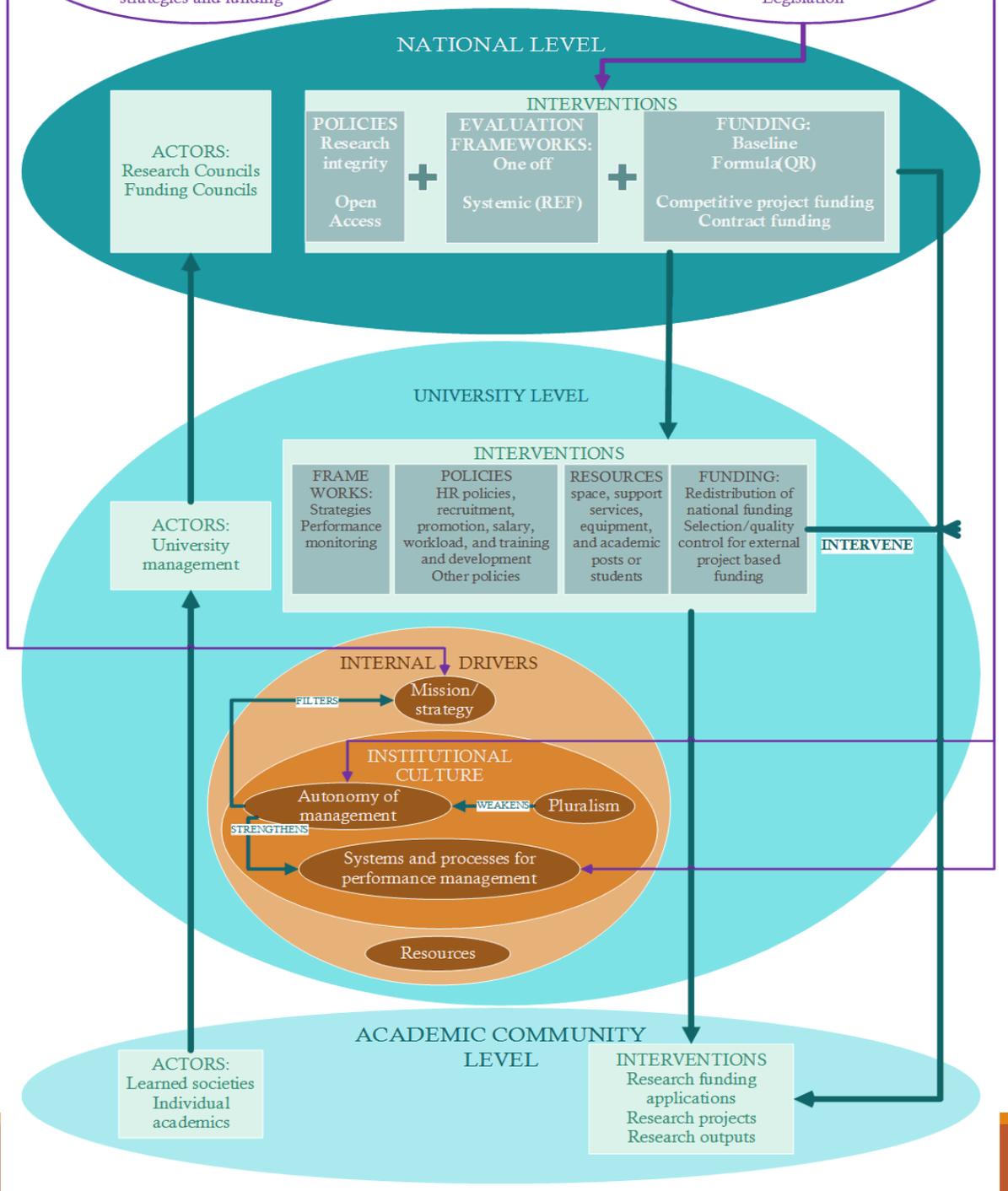 - Career stage
  - Time, resources, rewards
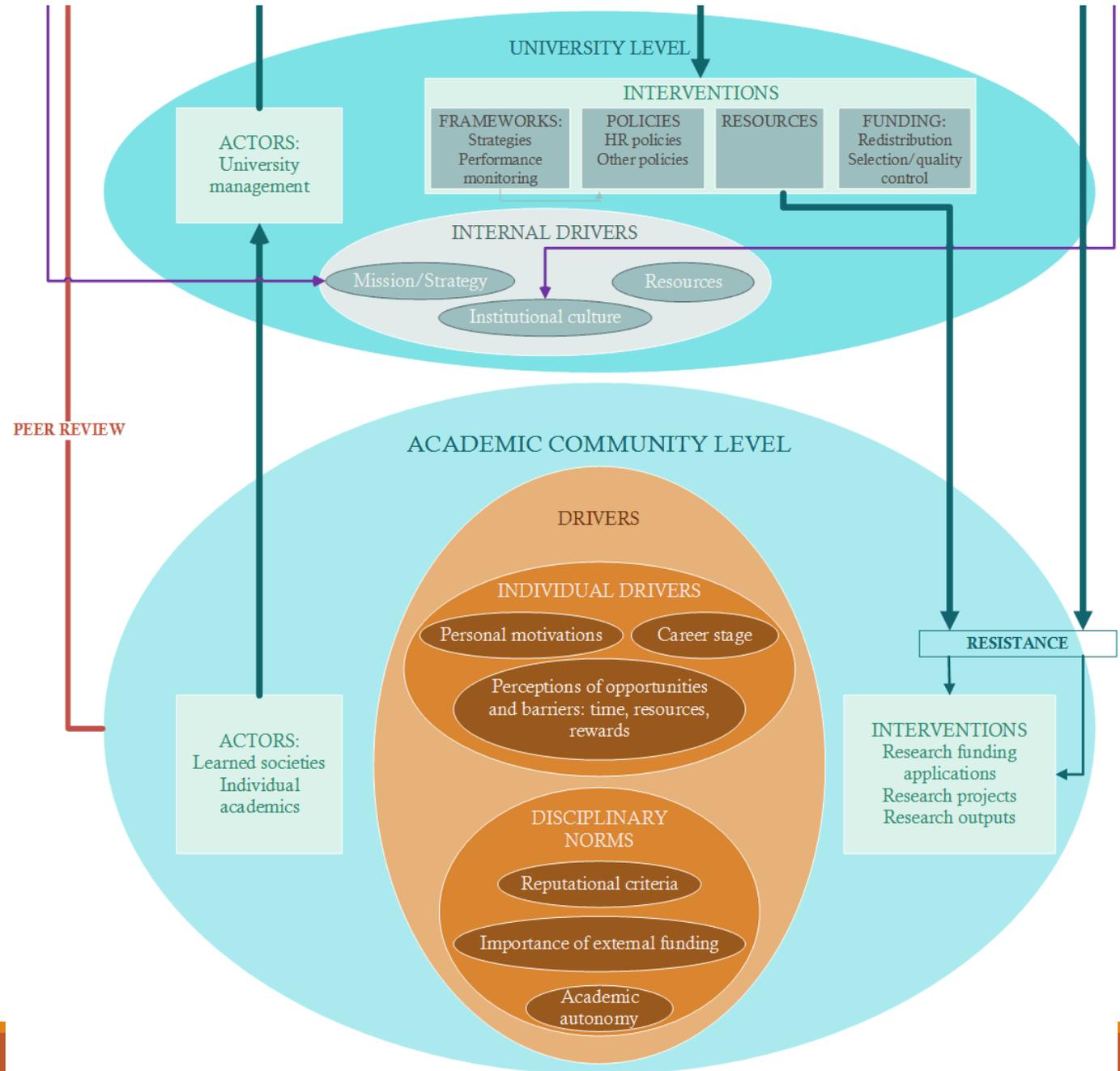
- Academic community driven by individual drivers and disciplinary norms

University interventions:
- Strategies
  - Include impact as strategic objective at all organisational levels and across breadth of academic endeavour
  - Focus on interdisciplinarity and engaged research
- Performance expectations and monitoring – collectively and individually
- Enabling policies, e.g. promotion criteria, workload management
- Resources -people, tools – to deliver and monitor impact
- Funding to support impact activities alongside external funding, filling gaps and providing coherence

NATIONAL LEVEL

ACTORS:
Research Councils
Funding Councils

INTERVENTIONS
POLICIES
Research integrity
Open Access
+
EVALUATION FRAMEWORKS:
One off
Systemic (REF)
+
FUNDING:
Baseline Formula(QR)
Competitive project funding
Contract funding

UNIVERSITY LEVEL

ACTORS:
University management

INTERVENTIONS
FRAME WORKS:
Strategies
Performance monitoring

POLICIES
HR policies, recruitment, promotion, salary, workload, and training and development
Other policies

RESOURCES
space, support services, equipment, and academic posts or students

FUNDING:
Redistribution of national funding
Selection/quality control for external project based funding

INTERVENE

INTERNAL DRIVERS
FILTERS
Mission/ strategy

INSTITUTIONAL CULTURE
Autonomy of management
WEAKENS
Pluralism
STRENGTHENS
Systems and processes for performance management

Resources

ACADEMIC COMMUNITY LEVEL

ACTORS:
Learned societies
Individual academics

INTERVENTIONS
Research funding applications
Research projects
Research outputs

- Funders thinking about the collective impact of their interventions on universities and academic communities: the direct route isn't always the most effective
- Understand university internal drivers and priorities
    - Wider context: identity, mission and strategy can be very specific and research will play different roles in different institutions
    - Management structures and support structures – engage beyond the academic (management) community

- Trust and simplicity
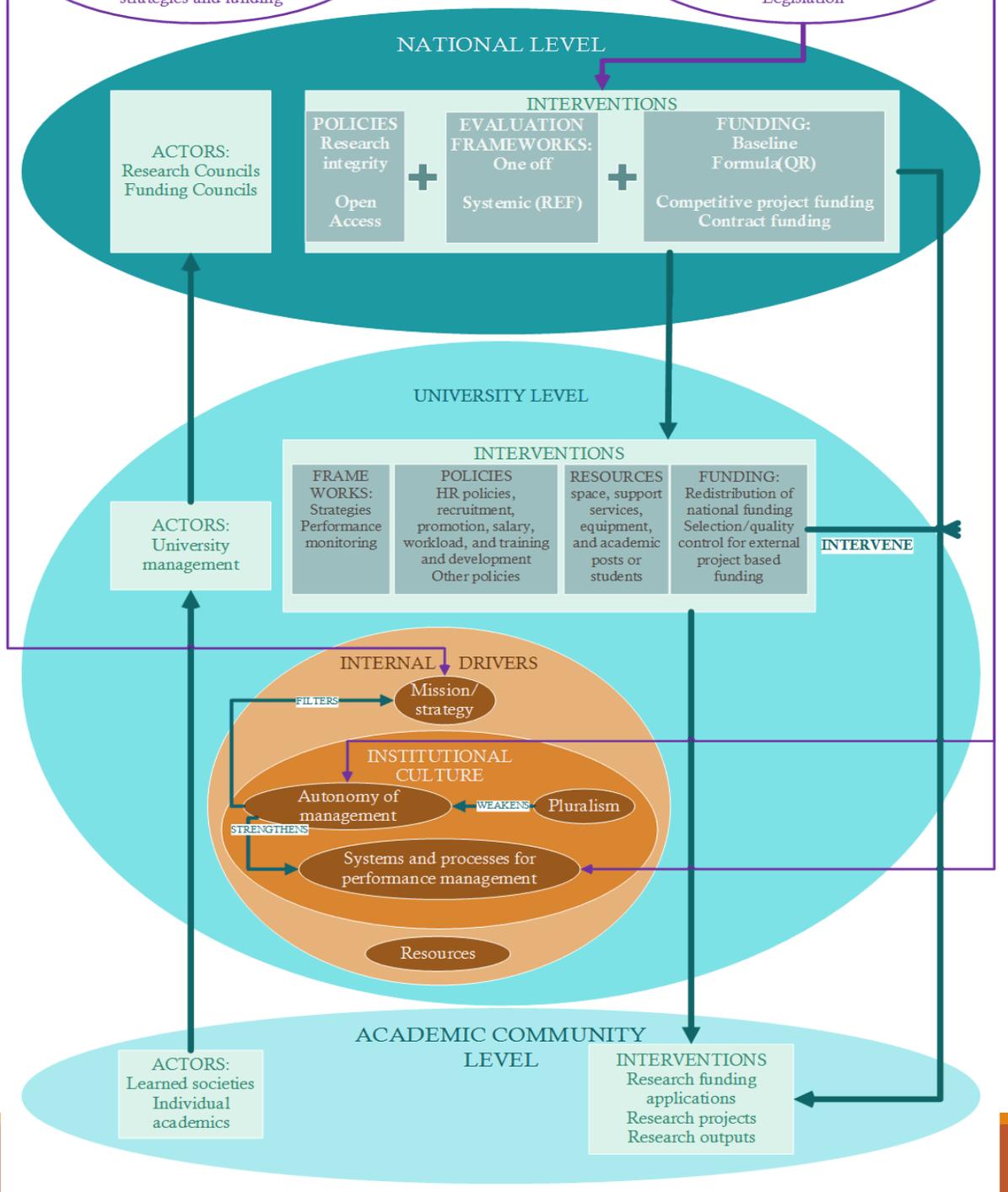
Changing the Culture for more Impact and Innovation

Katy Elliott

Senior Account Executive, Researchfish, Elsevier,

United Kingdom

Changing the Culture for more Impact and Innovation

AESIS 2023 – Societal Impact of Social Sciences, Humanities, and Arts

Katy Elliott
Researchfish

Hello!

Working with technology for 10+ years
Networking with the research impact community, for 7 years, hearing the typical challenges

Researchfish is a platform that aims to track research outcomes, outputs and impacts, to support research evaluations and impact assessment

We aim to collect outcome data that demonstrates 'wider world' impact, and look beyond bibliometrics

Katy Elliott

Account Executive

Researchfish

ELSEVIER

How to change the culture for more impact and innovation

…Who for? And Why?

…

| Informing Strategy	Identify and maximise social and economic contribution	Stakeholder and Community Relationships
Are we addressing our mission? Can we identify what we are doing right?	Are we making a difference to society/community? Are we valued and engaged?	Are we combining resources? Can we secure funding?

Researchfish
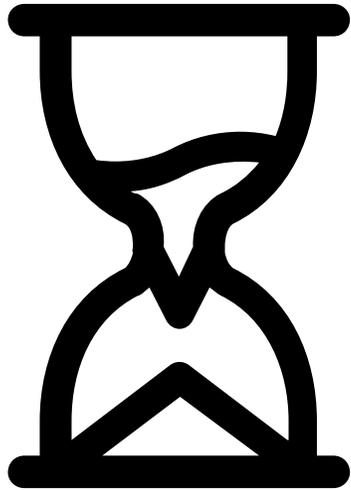
- Data everywhere - struggle to map it (RIMs, Libraries, Departments)

- Paper based, siloed or complicated

- Unclear and unconnected impact data points, no way to flag impact or visibility of impact analysis

- Door knocking exercises/Telephone interviews

Researchfish
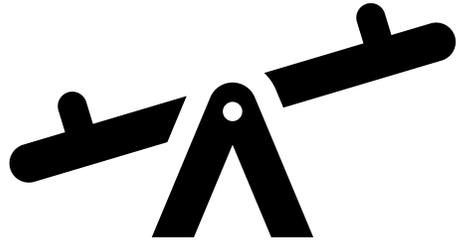
- Publications/Bibliometrics reduced in comparison to STEM; not always possible to use traditional academic measurements.

- Expectation of researcher reporting – high burden, doesn't see the value

- Common definition of 'what is impact'.

Researchfish

Competition for Funds
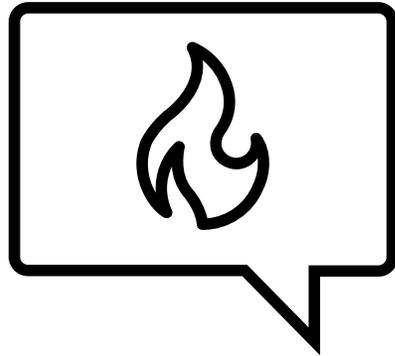
- Advocating for SSHA funds in a competitive environment

- Increase in research investment (great!) means more increased demand and competition

- Greater demand for assessment – ever growing scrutiny of ROI

Researchfish

What do you consider to be your biggest culture challenge, when it comes to demonstrating impact?
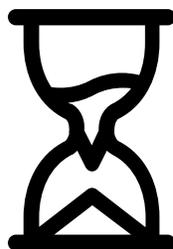
Slido.com
#4920 497

Researchfish

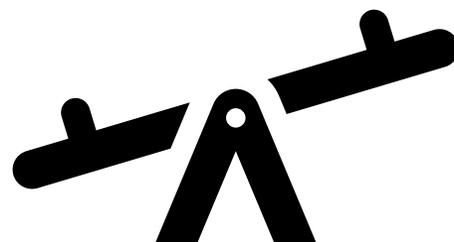How to change the culture for more impact and innovation…
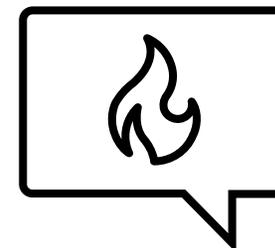
Evidencing Impact to shape the culture:

UK in particular, made some fundamental shifts…

Time/Resources

Status Quo

Competition for funds or attention

Researchfish

What typically demonstrates or evidences impact in someway?

- Think about non standard or non traditional outputs...

- Is there commonality across programs or projects - can we standardise our approach?

- Can we re-use and re-shape for different purposes?

Publications	Collaboration	Engagement Activities	Further Funding
Next Destination & Skills	Research Databases & Models	Research Tools & Methods	IP & Licensing
Awards & Recognition	Artistic & Creative Products	Software & Technical Products	Influence on Policy, Practice & the Public
Spinouts	Other Outputs and Knowledge	Medical Products & Clinical Trials	Use of Facilities & Resources

Researchfish

What typically demonstrates or evidences impact in someway?
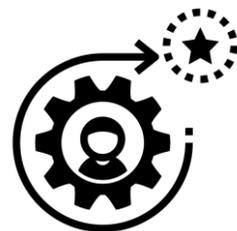
The outcomes and outputs identified, need to be:

Consistent

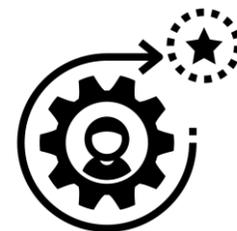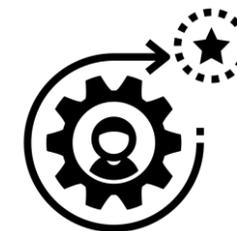**Semi-structured & Standardised**

Re-usable

Include longitudinal view

Connected

Researchfish

What typically demonstrates or evidences impact in someway?

"

"What collaborative networks are taking place in [enter local area or country]"

"Are we increasing interactions in the [private] sector?"

"Which other funders are funding "our" researchers?"

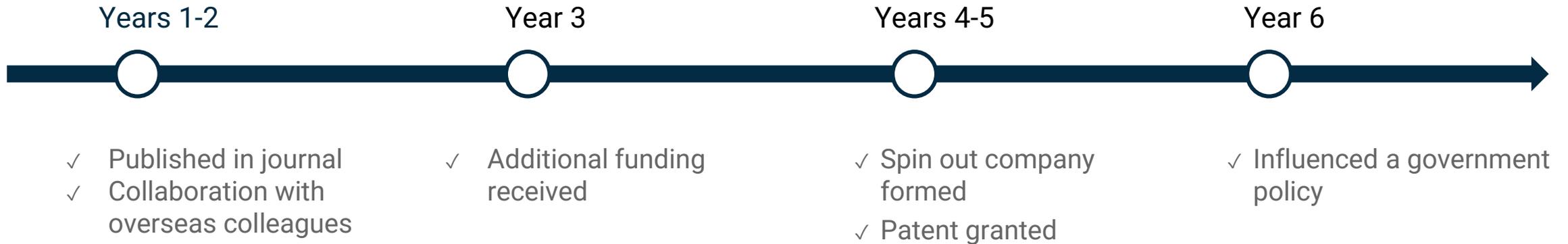*"Do PHD students go on to continue research? Or move to another sector?"*

"

Researchfish

SLIDO TIME

What would you consider "Non Traditional" Outputs?

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Researchfish

A Longitudinal view is needed

Years 1-2

✓ Published in journal
✓ Collaboration with overseas colleagues

Year 3

✓ Additional funding received

Years 4-5

✓ Spin out company formed
✓ Patent granted

Year 6

✓ Influenced a government policy

"How long does it take for projects/programmes to produce different outcomes/impact?"

"Do schemes to promote public engagement do more activities quicker and/or more activities overall?"

"If we evaluate this now, can we predict what will be missing?"

Researchfish

Evidence the holistic impact of research - think about non standard outputs

New knowledge

- Publications
- Research Tools and methods
- Research Databases and Models

Knowledge transfer and exchange

- IP and licencing
- New products (medical, software, artistic etc.)
- Spin Outs

Wider Engagement

- Influence on policy, practice and the public
- Engagement activities

Research ecosystem development

- Next destination and skills
- Awards and recognition
- Use of facilities and resources

Further research and collaborations

- Further funding
- Collaborations and partnerships

Social Innovation

- Collaborators
- Financial Contributors
- Local Income?

ELSEVIER

Researchfish

How to change the culture for more impact and innovation

…Who for? And Why?

- What can you do to change the status quo?
- Identify your wider impact characteristics or indicators
- Review the data you depend on

Could Researchfish help you?

- **ResearchFish data collection tool**
  - **Impact reporting**
- **Consultancy & Impact Training**

Come say hello!

katy.elliott@interfolio.com

Researchfish

Recommendation

Parallel session: Changing the Culture for more Impact and Innovation (Room 0.47)

Recommendation: "For a change in culture towards more Impact, the most effective change would be to integrate the User in the research programming, the research funding programs and the evaluation of research. In order to facilitate this, internal support at the universities is needed."