

Integrating Impact in an Institutional Strategy (Room in Building TRH)

Speakers:

Wilfred Mijnhardt (Chair)

Genevieve Simpson

Esther de Smet

Anne Sofie Laegran

Integrating Impact in an Institutional Strategy

Wilfred Mijnhardt (Chair)

Policy Director, Rotterdam School of Management,

Erasmus University, The Netherlands

Integrating Impact in an Institutional Strategy

AESIS23 Societal Impact of Social Sciences, Humanities & Arts, 2023

Cardiff, 18 Oct

Wilfred

Erasmus University Rotterdam



Our panel for today



Anne-Sofie Laegran

Head of Research
Impact, The University
of Edinburgh,
Scotland



Genevieve Simpson

Director, Planning &
Development,
National Research
Foundation, South
Africa



Esther de Smet

Senior Research
Policy Advisor,
Ghent University,
Belgium



Wilfred Mijnhardt

Policy Director,
Rotterdam School of
Management,
Erasmus University,
The Netherlands



Agenda for today

Introduction: Wilfred Mijnhardt – 10/15 minutes

Speaker 1: Genevieve Simpson - 15 minutes

Speaker 2: Esther de Smet - 15 minutes

Speaker 3: Anne Sofie Laegran - 15 minutes

General discussion and Q&A led by the chair - 15/20 minutes

Introduction to the track

Erasmus University Impact journey 2019-2023

From Incremental via Intentional to
Responsible impact

Wilfred Mijnhardt



EUR 2019 - 2023: Impact becomes Engagement; focus on the Impact process

2019

Impact in EUR

mission



2023

Impact becomes Engagement



CREATING POSITIVE SOCIETAL IMPACT
THE ERASMIAN WAY
Strategy 2024



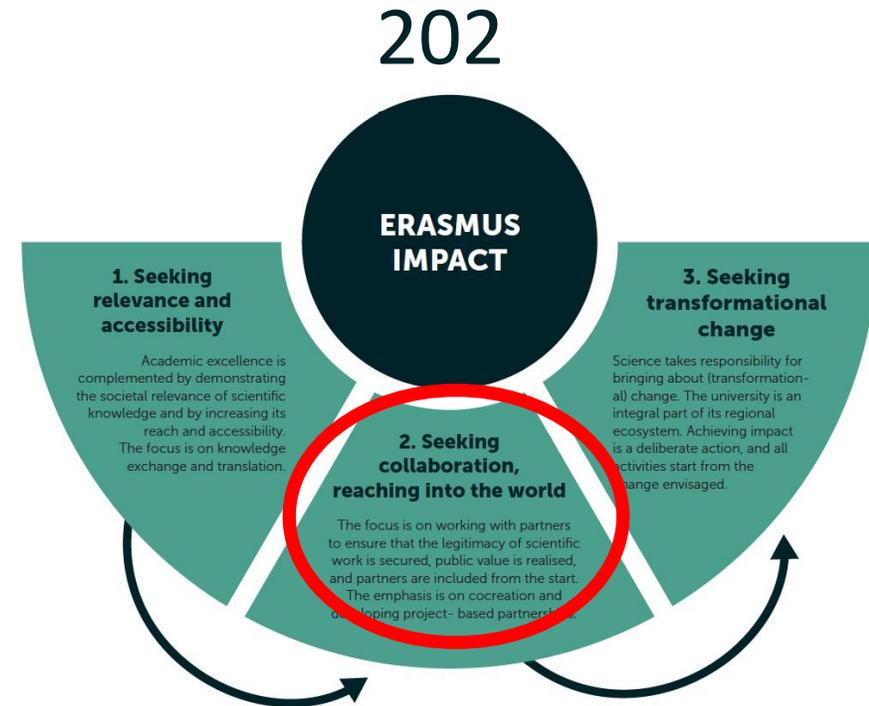
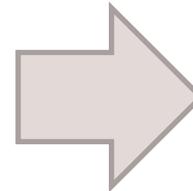
EUR 2023 - 202X: From “Positive Change” to “Transformational Change”

Engagement at the core of the impact strategy: “Theory of change” needs “Theory of engagement”



Focus on “What”

“We seek positive societal impact through outputs and outcomes”



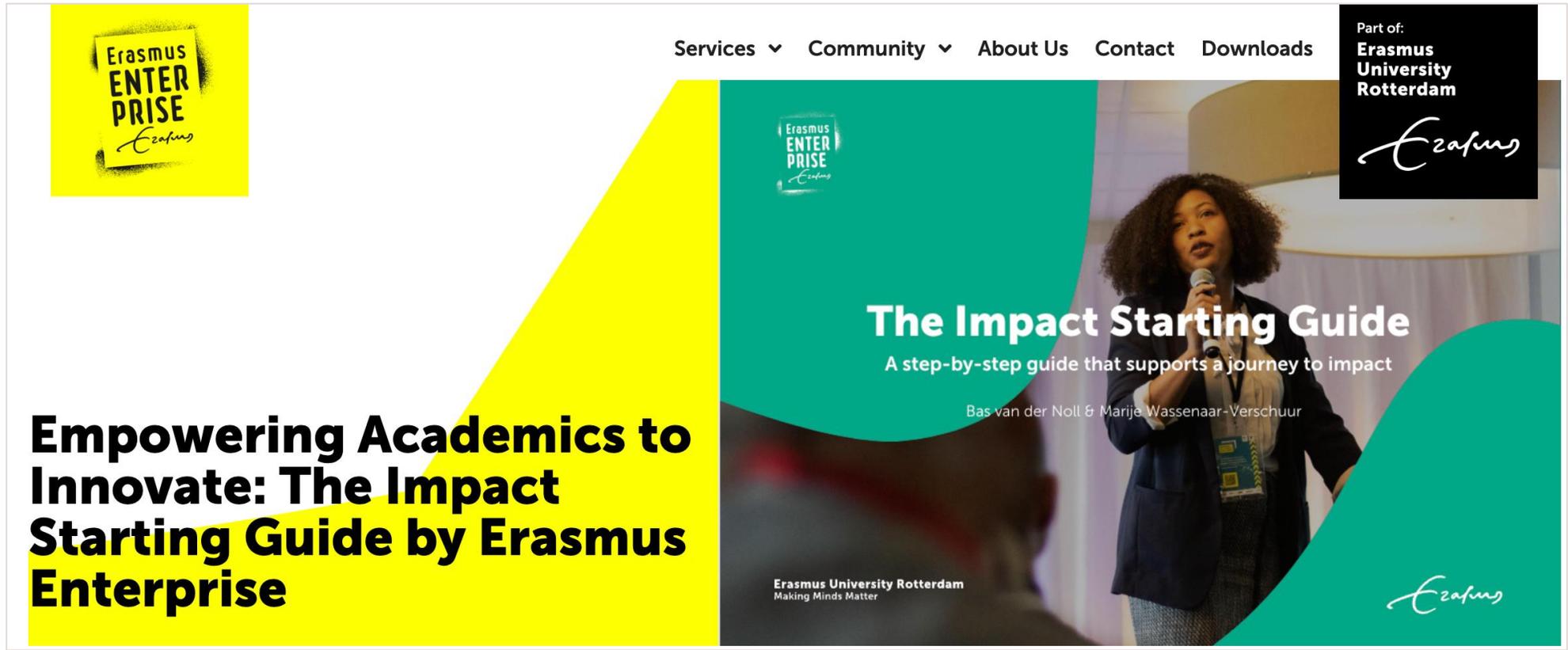
Focus on “How”

“We seek transformational change through collaboration”



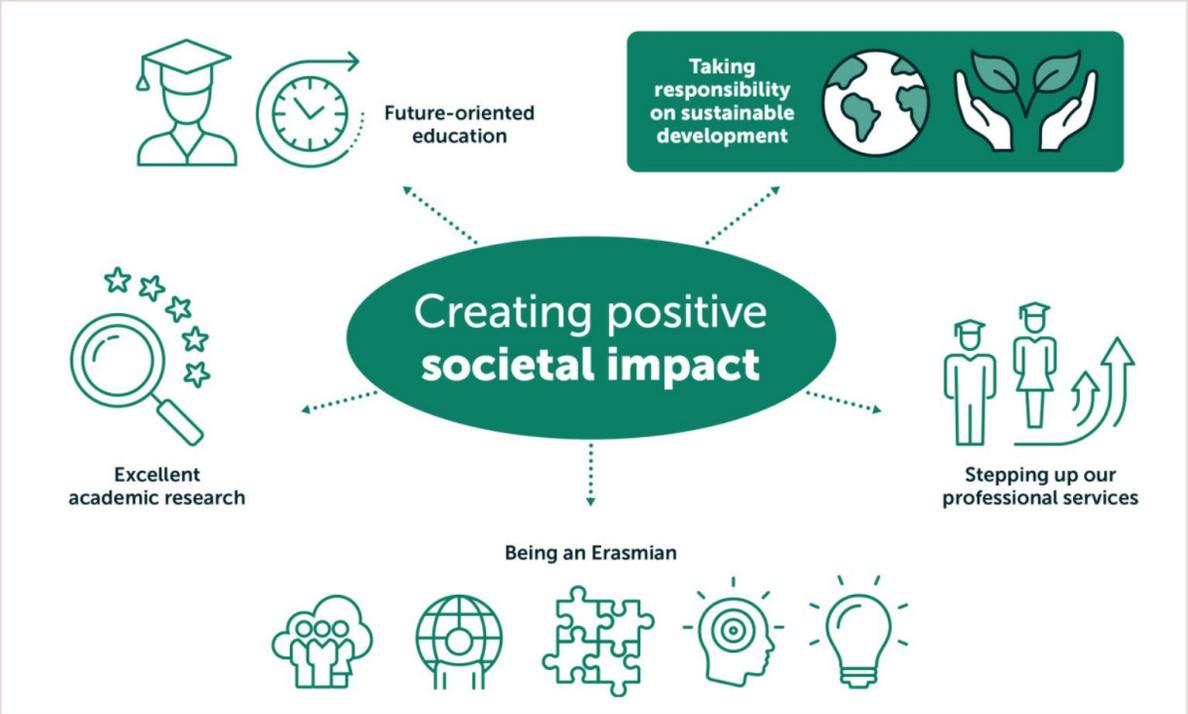
2023: EUR Engagement praxis with focus on innovation

EUR “impact starting guide” for faculty & students

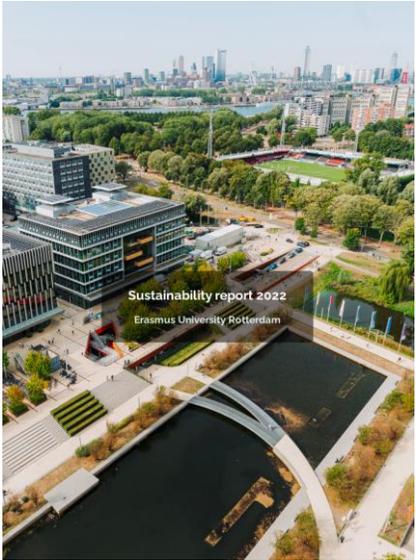


2023: Engagement, Innovation & Sustainability as “Responsible Impact”

“ Sustainability should become part of our DNA.

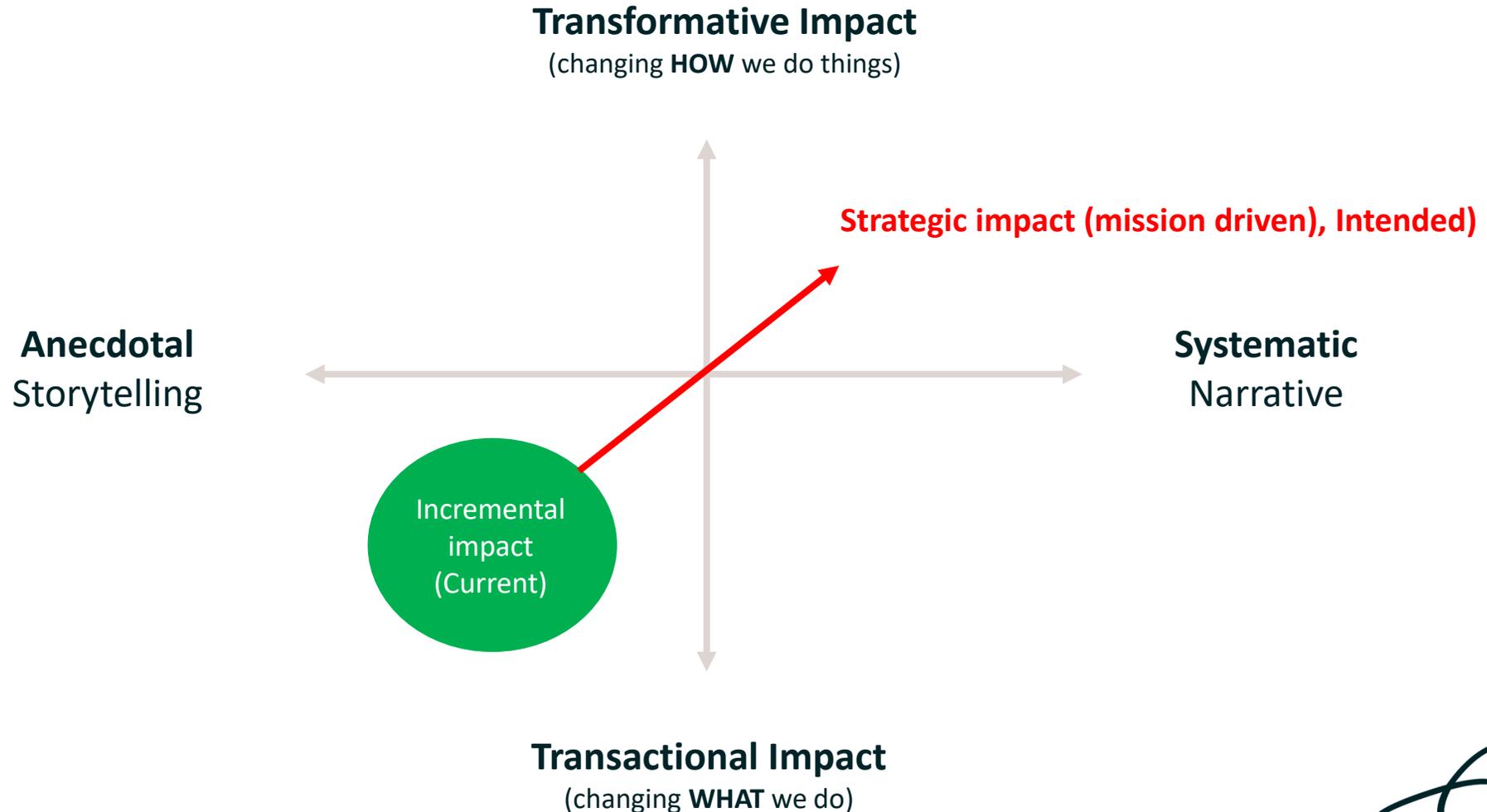


Sustainability report 2022



Institutionalization of impact; refocus towards strategic impact

Universities need to move from an incremental to a strategic impact approach

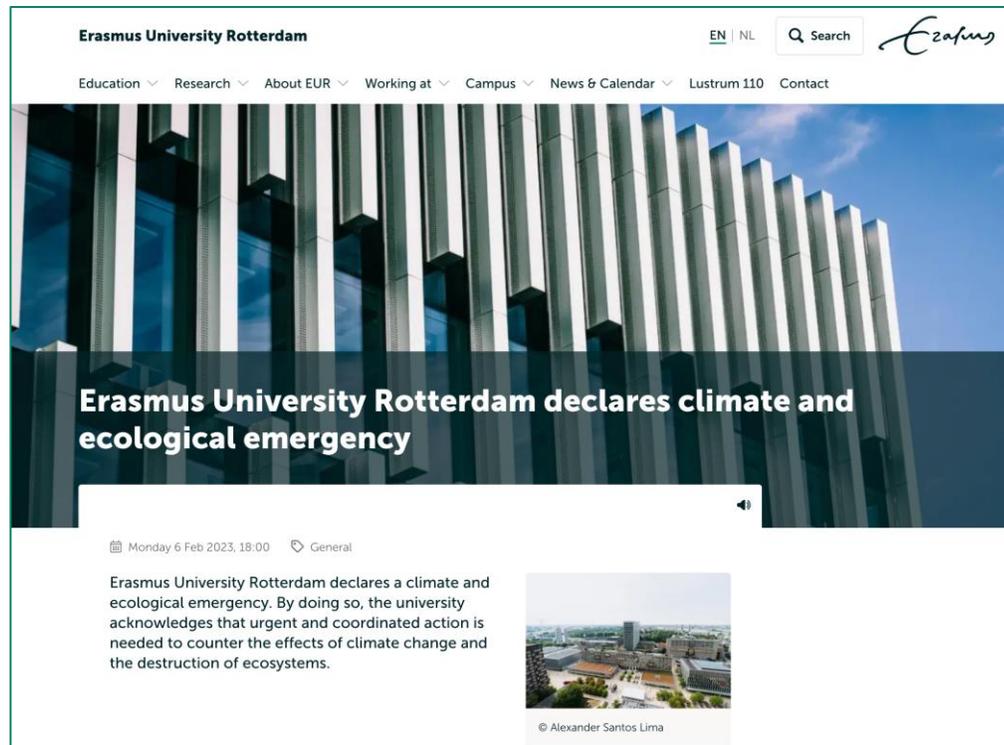


1

1

From intentions to actions: Initiating the “Erasmus Industry Engagement Monitor”

The Executive Board of EUR has decided to start to map and monitor engagements with organisations that have a significant impact on climate and ecosystems. This intention has been formulated as part of a climate and environmental emergency declaration covering several initiatives (dd. 6 Febr. 2023).



“ Guidelines for relationships with industry

The university will structurally map relationships with organizations that have a major impact on climate and ecosystems.

To this end, a project group will be formed in the first quarter to work with faculties to establish the process for monitoring this information.

The first report is expected in the third quarter.

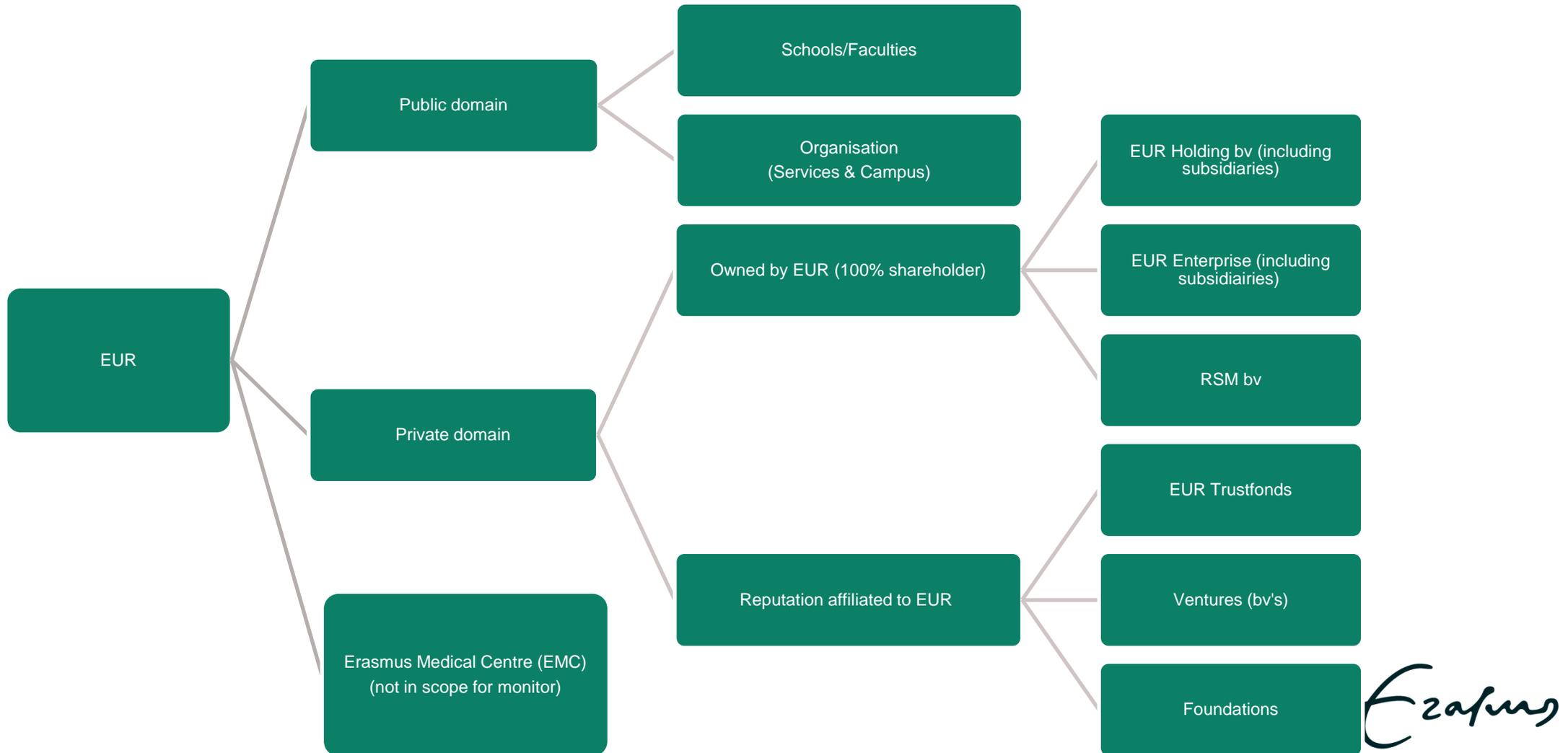
Thereafter, this will be reported on periodically.”

What questions do we focus on for the engagement monitor?

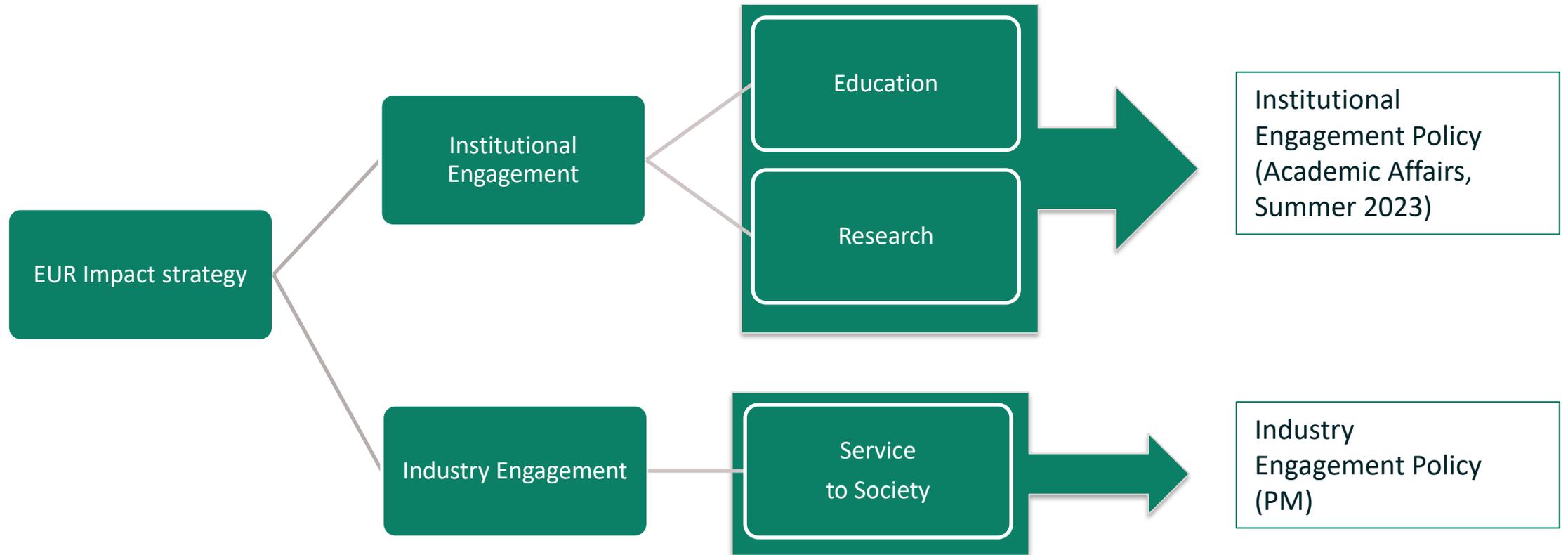
1. With whom do we have financial transactions?
2. With whom do we have tenders for the purchase of goods?
3. With whom do we collaborate in grants?
4. Whom are the contracted partners for EUR projects?
5. Whom are the employers of our alumni?

The Erasmus logo, featuring the word "Erasmus" in a stylized, cursive script.

Who is “we”? Erasmus University as ecosystem: Defining Public and private domains



Differentiating Institutional Engagement and Industry Engagement



Erasmus

Engagements categories for EUR Engagement monitor

Engagements	Direct	Indirect
Formal	Activities & (financial) transactions by divisions of the EUR (public and 100% EUR owned private entities) based on legal contracts for which EUR is contractual/legal responsible	Activities by EUR (public and 100% EUR owned private entities) with third parties in a partnership consortium agreements, without a direct 1-on-1 legal relationship between the third party and EUR
Informal	Academic or organizational activities without legal contracts or financial transactions.	EUR Reputation related activities by: <ol style="list-style-type: none"> 1. Non EUR-owned or partly EUR-owned private entities like Erasmus Trustfonds Spinout/startup companies by EUR enterprise, 2. Foundations for study and student-organizations or topics like Erasmus Sports, 3. Foundations for professorial appointments 4. Alumni employers



Definition “Organizations that have a major impact on climate and ecosystems”



Hey BARD, Give me a list of examples of "organizations that have a major impact on climate and ecosystems"



Answer BARD: Here is a list of examples of organizations that have a major impact on climate and ecosystems:

1. **Fossil fuel companies:** extract, produce, and sell fossil fuels, which are the primary source of greenhouse gas emissions that are driving climate change.
2. **Transportation companies:** operate vehicles that emit greenhouse gases, and they also build and maintain the infrastructure that supports transportation, such as roads, airports, and seaports.
3. **Industrial companies:** use fossil fuels to generate electricity and power their operations, and they also produce a wide range of products that can have a negative impact on the environment, such as chemicals and plastics.
4. **Agricultural companies:** produce food and other agricultural products, and their activities can lead to deforestation, water pollution, and greenhouse gas emissions.
5. **Deforestation companies:** clear forests for logging, agriculture, and other purposes. Deforestation is a major contributor to climate change, as trees absorb carbon dioxide from the atmosphere.
6. **Government agencies:** policies and regulations. For example, governments can set limits on greenhouse gas emissions, promote renewable energy, and protect forests.
7. **Environmental groups:** promote sustainable practices. They advocate for policies that reduce greenhouse gas emissions, protect biodiversity, and conserve natural resources.

Definition “Fossil industry ecosystem”: not simply the big oil companies



Hey BARD, give me a good framing of what is included in the fossil industry ecosystem



Answer BARD: “The fossil industry ecosystem is a complex and interconnected system that includes all the companies, organizations, and individuals involved in the **extraction, production, transportation, refining, distribution, and consumption of fossil fuels**. The fossil industry ecosystem is also closely linked to other industries, such as the automotive industry, the aviation industry, and the manufacturing industry. These industries rely on fossil fuels to power their operations and produce their products.”

Upstream

1. **Exploration:** search for and extract fossil fuels from the ground.
2. **Oilfield services:** provide a wide range of services such as drilling, well completion, and well maintenance.
3. **Equipment and technology:** design and manufacture the equipment and technology used to extract, produce, and transport fossil fuels.

Midstream

1. **Pipelines:** transport fossil fuels from the point of extraction to refineries and other processing facilities.
2. **Storage:** store fossil fuels in underground reservoirs or above-ground tanks.
3. **Processing:** refine fossil fuels into products such as gasoline, diesel, and jet fuel.

Downstream

1. **Marketing and distribution:** transport and distribute fossil fuel products to consumers and businesses.
2. **Retail:** These companies sell fossil fuel products to consumers through gas stations and other retail outlets.
3. **Industrial users:** These are businesses that use fossil fuels to generate electricity, power machinery, and produce goods.

Scoping industry engagement ecosystem: Building the Industry mapping list

Outside in approach: Authority lists

In order to identify the "organisations that have a significant impact on climate and ecosystems", we carried out a scoping exercise by reviewing several "authority lists". These are publicly available on the internet and are published by reputable agencies that focus on climate and ecosystems. The overall list contains appr 1900 organizations.

Dual perspective: ESG related impact

We composed two lists of organizations: one containing organizations with two types of "Environmental, Social, and Governance (ESG)" related impact: "ESG negative" impact (calling them "Red-labelled") and one containing organizations with "ESG positive" impact (calling them "Green-labelled").



Scoping industry engagement ecosystem: National & international "authority" sources

1: **Carbon Underground 200.**

The top 200 coal and oil/gas reserve owners in the world

2: **Global Oil & Gas Exit List**

900 oil & gas companies operating in the upstream and/or midstream subsector

3: 4: **Princeton Fossil Fuel Dissociation**

90 companies that focus on the most-polluting segments of the industry

4: **Diana den Held Excluded companies list**

322 governments and companies Diana excluded from collaboration

5: **Clean 200:** (editions 2021,2022,2023)

The Clean200 lists the 200 major corporate players from 35 countries at the forefront of transition.

6: **VPdelta+ klimaatbestendige startups**

Portfolio of appr. 95 startups focused on SDG related business

7: **Best For The World B Corps in Environment**

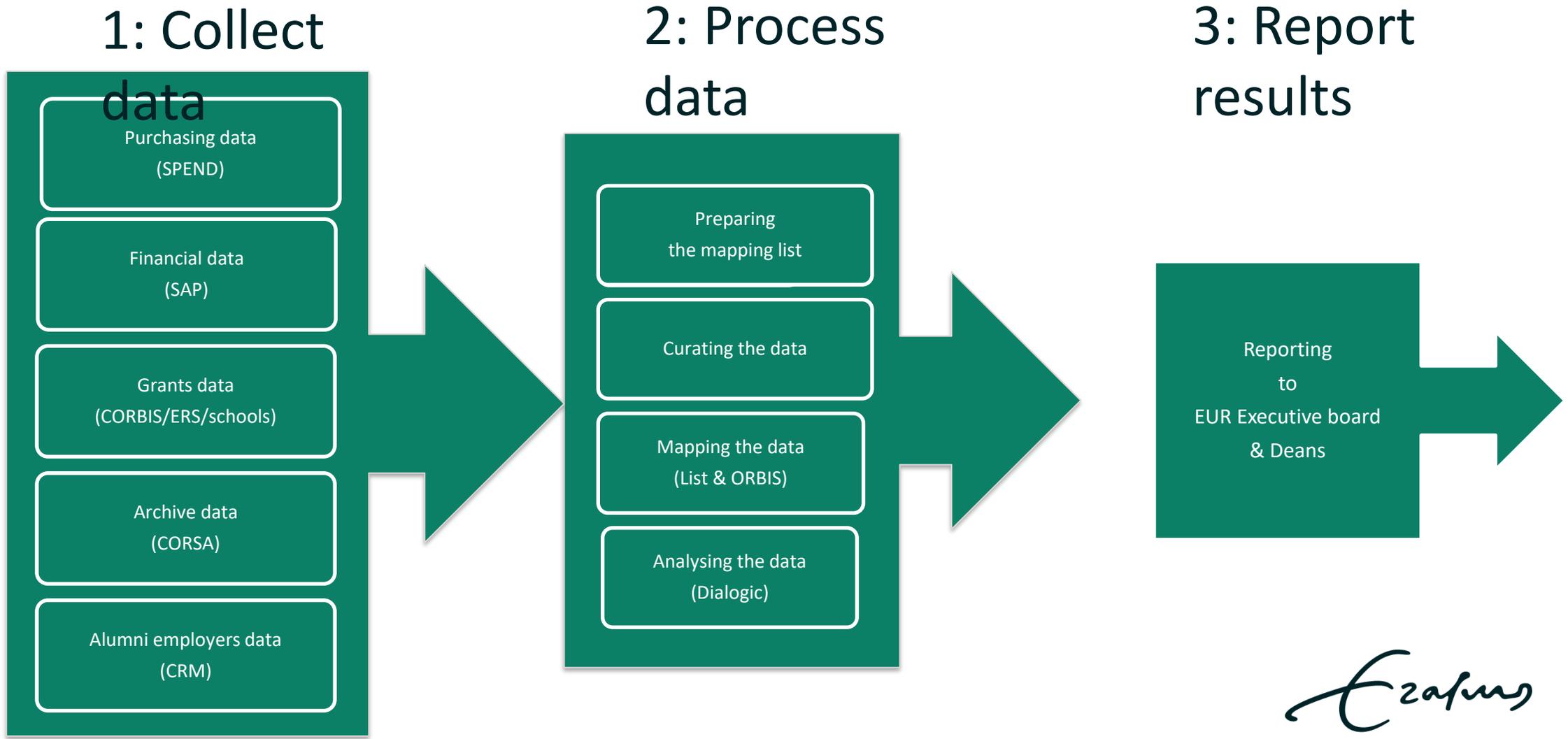
Taking bold action to preserve our most precious resources with planet-friendly practices and environmental initiatives

ESG-Negative impact
"Red labelled-lists"

ESG-Positive impact
"Green labelled-lists"



Building the Industry Engagement Monitor: 3 steps



Erasmus

Results Industry Engagement Monitor 1: Red-labelled vs Green-labelled analysis

1. On the basis of the available data (73.609 records over 2018-2022), we conclude that engagements with organizations listed on the selected red-labelled and green-labelled authority lists are fractional for all domains of EUR
2. The ratios for the EUR private domain are slightly higher on both lists.
 - Public domain: R = 0.02% / G = 0.08%
 - Private domain: R = 0.09% / G = 0.27%
 - Grants: R = 0.04% / G = 0.09 %
3. For grants, the ratios are the lowest on both lists for both EUR public and EUR private domain

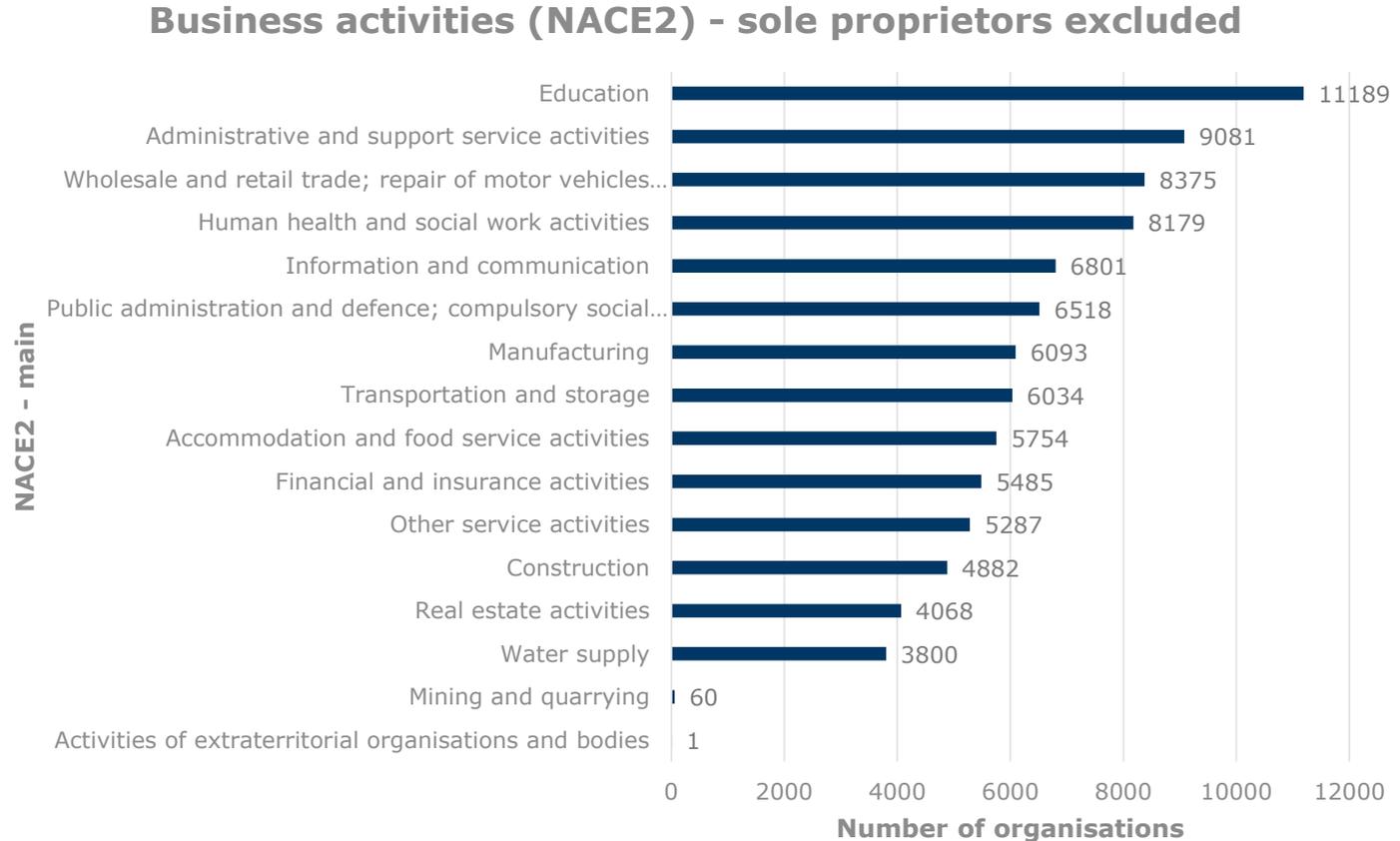
Domain	Red-Labeled Engagements		Green -labeled Engagements		Total # engagements per domain and EUR overall 2018-2022
	#	Ratio	#	Ratio	
Public domain EUR	7	0.02%	31	0.09%	33,911
Private domain: Owned by EUR	24	0.11%	67	0.31%	21,856
Grants by EUR public and private domain	2	0.04%	5	0.09%	5,626



Results Industry Engagement Monitor 2: Industry sector analysis

(for all engagements where we could trace the KvK identifier, that are not sole proprietor)

1. Although only a part of the ID's of all legal entities could be "KvK identified", the mapping of engagements using ORBIS and NACE2 industry classification revealed a diverse pattern of engagements over different industries.
2. This analysis can be further optimized using ORBIS and other research databases, in particular ESG related data-sources from research databases such as Datastream and WRDS are promising for further optimization of the method.
3. The developed data mining and enrichment model was effective but time-consuming due to the lack of KvK identifiers in the EUR management systems.



Integrating Impact in an Institutional Strategy

Genevieve Simpson

Director, Planning & Development, National Research

Foundation, South Africa



Advancing Research Impact

Genevieve Simpson
National Research Foundation
South Africa

NRF Vision 2030

- The South African NRF is both a researcher funder and research performer, through its National Research Facilities.
- Our Vision 2030 is developed around four pillars to be advanced across all areas of our work:
 - T – Transformation
 - I – Impact
 - E – Excellence
 - S – Sustainability
- Our Vision 2030 is: ***Research for a better society***
- Our Mission is ***To enable and facilitate the contribution of knowledge and scientific research to national development***
- Frameworks and strategies have been developed in this regard and we are now focusing on implementing these in an integrated way.
- One of these is our Impact Framework.

The NRF's Impact Framework



- The NRF's Framework to Advance the Societal & Knowledge Impact of Research outlines how the NRF, through its core mandate areas, can best advance the impact of research.
- It provides:
 - A context-relevant interpretation of impact.
 - High-level impact pathways.
 - Types of assessment (*ex-ante* and *ex-post*) at a conceptual level.

The NRF's Impact Framework

- Benefits of introducing an impact agenda:
 - Advocacy: making the case for public investment in research
 - Analysis and learning: understanding research and its impact
 - Accountability: reporting on the use of public funds
 - Allocation: incentivising our priorities
- Alignment with national policy documents: National Plan, WP STI, Decadal Plan priorities. They emphasise science's role in contributing to society and to national development priorities.
- Impact definition:

*A beneficial change in **society or knowledge advancement**, brought about as a direct or indirect result of the NRF's research support interventions, whether planned or unintended; immediate or long-term.*

Impact: Assumptions & Principles

- Transformation is a critical element and desired outcome of the impact agenda.
- Research impact cannot always be predicted or guaranteed, is not time-bound, and is not achieved through a sequential process.
- Scientific rigour remains fundamental.
- Engaged and collaborative research are key enablers.
- Research impact will be pursued across all fields and disciplines and research methods, different impact expected.
- Assessment will rely on various approaches, taking into account Responsible Research Assessment.
- The nature of impact can differ over time and *ex-post* assessment can only be carried out after a sufficient amount of time has passed for impact to be realised.

INPUTS

- People (NRF and NSI)
- Facilities and Equipment
- Research infrastructure
- Financial resources
- National policies and strategies
- NRF policies and strategies

ACTIVITIES

- Granting
- Partnerships and networking
- Reviews & Evaluation
- Research & Development
- Infrastructure development and provision
- Science engagement
- Human Capacity Development
- Transformation initiatives

OUTPUT

- Publications
- Postgraduates
- Prototypes
- New methods and processes
- Community engagement events & interactions

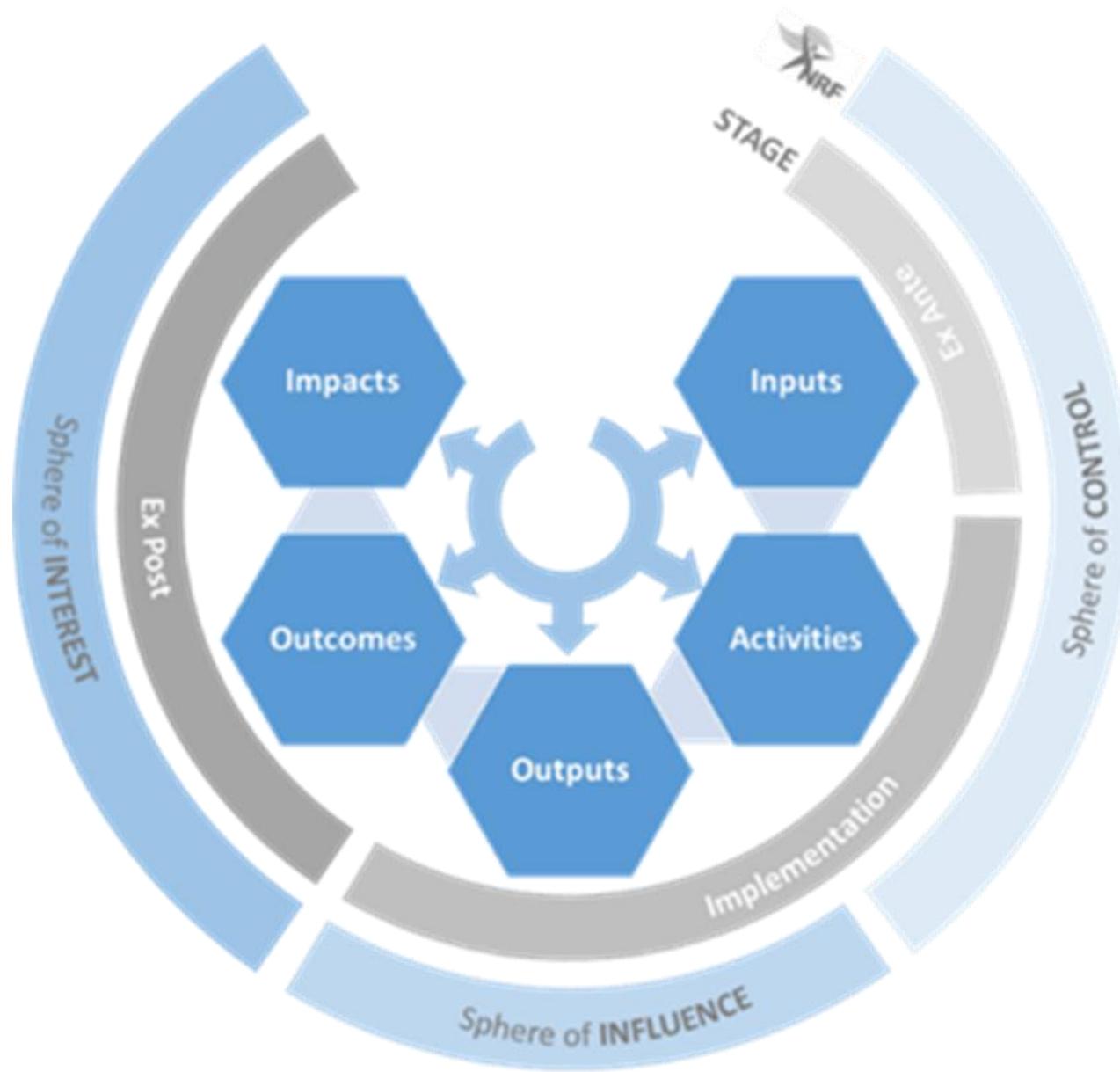
OUTCOMES

- Cited outputs
- Transformed researcher cohort
- Postgraduates employed in NSI
- Innovations
- Products and services
- Uptake of outputs
- Research applied in society
- Public support for & participation in science

IMPACT

- Social
- Economic
- Environmental
- Knowledge
- Policy and Innovation





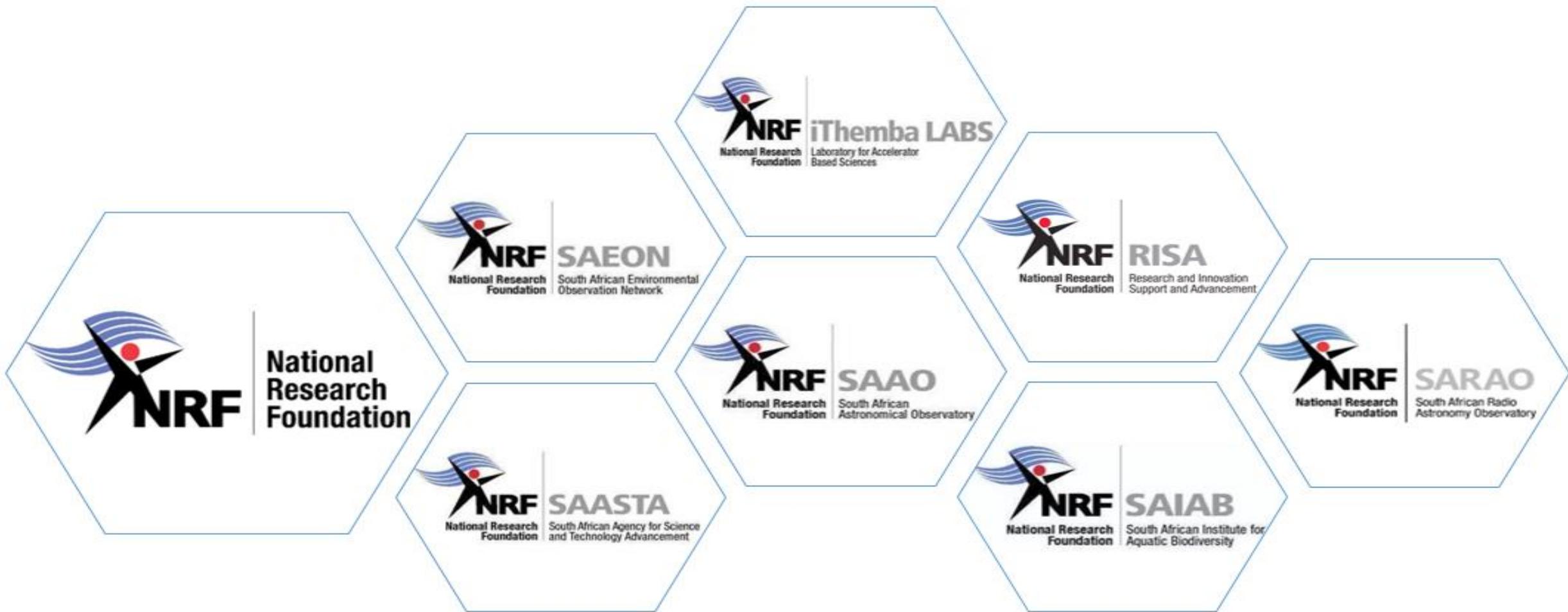
Approaches to implementation

- **Advance policy coherence:** NRF policies and strategies to consider impact, potential impact, and advancing impact.
- **Develop and improve impact literacy:** In the NRF, researchers, NSI.
- **Introduce impact promoting rewards, incentives and recognition:** Include access to funding (Assessment criteria *ex-ante*), access to equipment, NRF Rating, and rewards.
- **Encourage research methodologies that advance research impact, such as:**
 - Mission-oriented research
 - Engaged and partnered research
 - Interdisciplinary research
- **Introduce appropriate impact assessment *ex-ante* and *ex-post*:**
 - This includes considerations for funding instruments and for funding proposals.
 - Assess impact in own proposals and those that want to use infrastructure/ data, project level assessment.

Implementation and Challenges

- Advancing literacy and buy-in across the research enterprise.
- *Ex-ante assessment*. Proposal development stage:
 - Researchers to imbed pathways to impact in research design and provide statement of potential impact, with assessment. Training for researchers and increasing impact literacy.
 - Co-creation requires interaction with end-users in the proposal development stage. How will this be supported?
- Evaluation panels and peer review:
 - Composition: EDI, end-users, transdisciplinary panels. (Training. Possible payment.)
 - Evaluation: matrix of criteria, Research opportunity, 2-stage review.
- Activities, Outputs, Outcomes and Impact assessment:
 - Monitoring along pathways and Post-grant reporting requirements.
 - Partnerships outside of sphere of control.
 - Capability for in depth impact reviews.

*Enkosi, Thank you,
Re a leboga, Siyabonga, Dankie*



Integrating Impact in an Institutional Strategy

Esther de Smet

Senior Research Policy Advisor,

Ghent University, Belgium

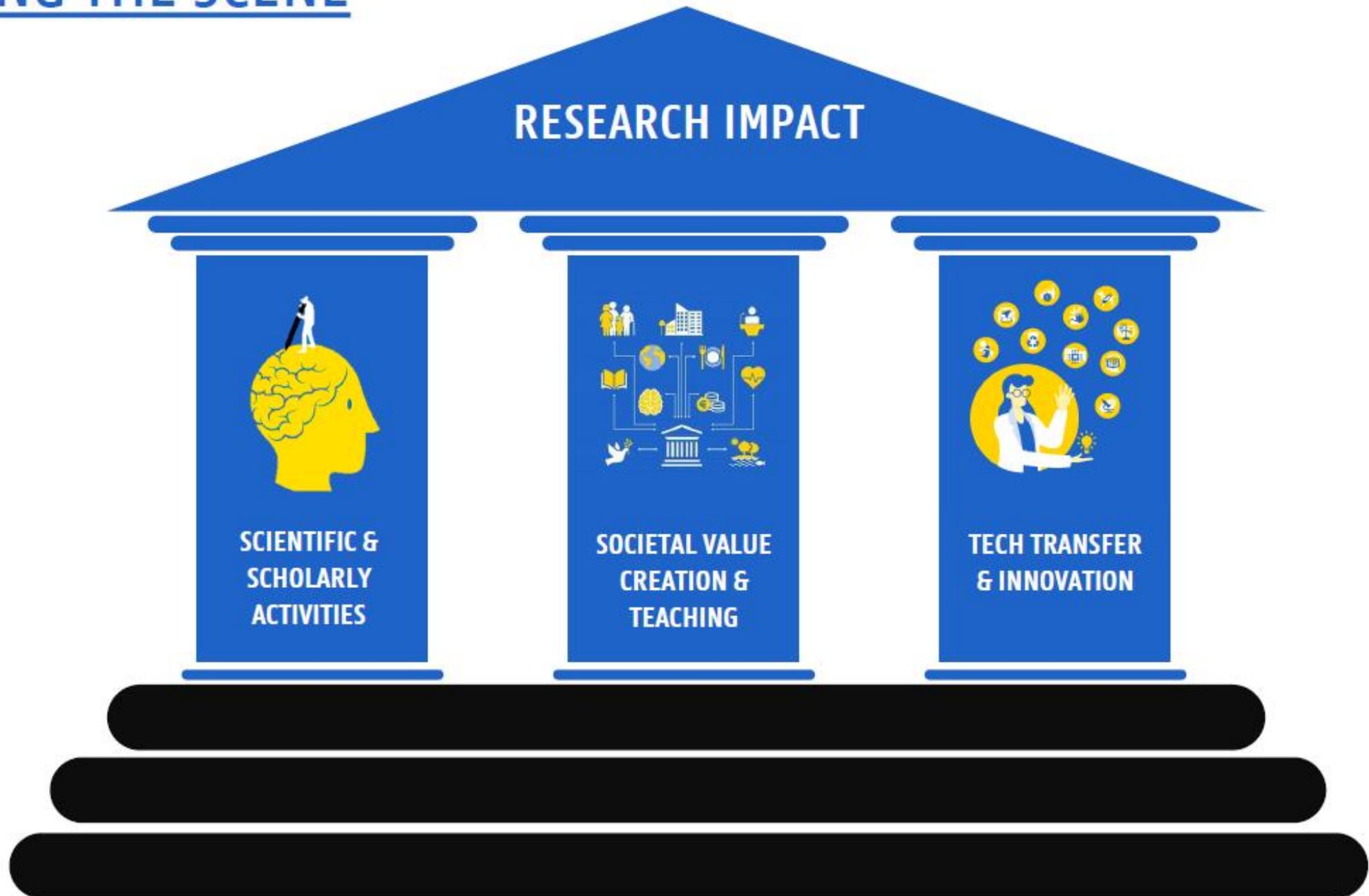
HERDING CATS - LEADING HORSES TO WATER -
MOHAMMED MUST COME TO THE MOUNTAIN -
AND MANY OTHER ARDUOUS METAPHORS

Creating a supportive impact culture at Ghent University

AESIS Impact of SSH Conference – 18 October 2023

Esther De Smet

SETTING THE SCENE



SETTING THE SCENE

- ✓ No top-down driver (except maybe EU funding)
- ✓ Institutional policy plan (May 2015) but no funds or staff
- ✓ Decentralized university with fragmented policy & support
- ✓ Metrics crazy
- ✓ Problematic mental wellbeing of (young) researchers
- ✓ New leadership

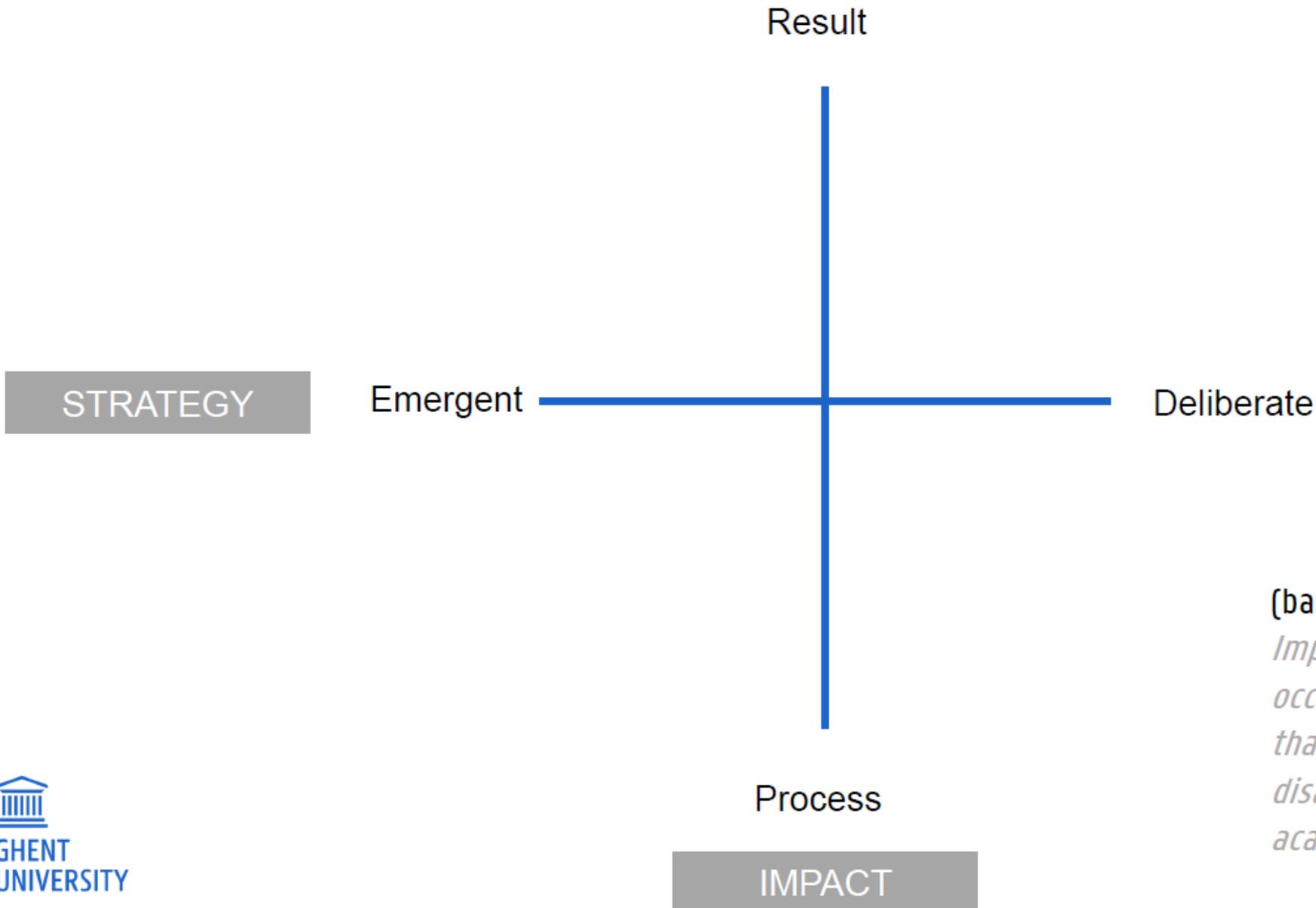
SETTING THE SCENE



“THE SECRET OF
CHANGE IS TO FOCUS
ALL OF YOUR ENERGY,
NOT ON FIGHTING THE
OLD, BUT ON BUILDING
THE NEW.”
— *SOCRATES*

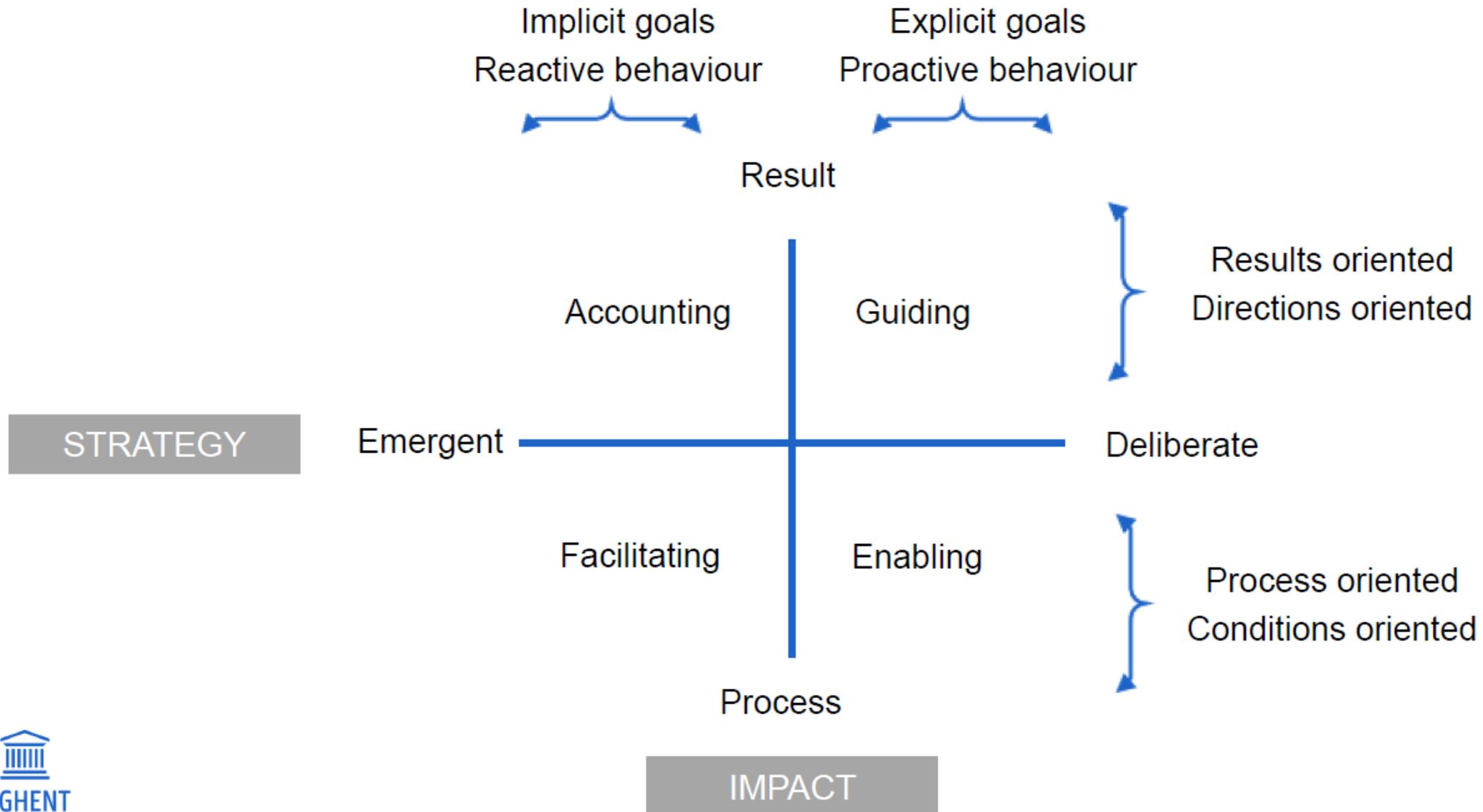


SO WHAT'S YOUR INSTITUTIONAL CONTEXT?



(based on work by Stefan de Jong)
Impact (processes) do(es) not occur in isolation but in a context that provides enabling and disabling conditions – to which academics respond...

SO WHAT'S YOUR INSTITUTIONAL CONTEXT?



SO WHAT'S YOUR INSTITUTIONAL CONTEXT?

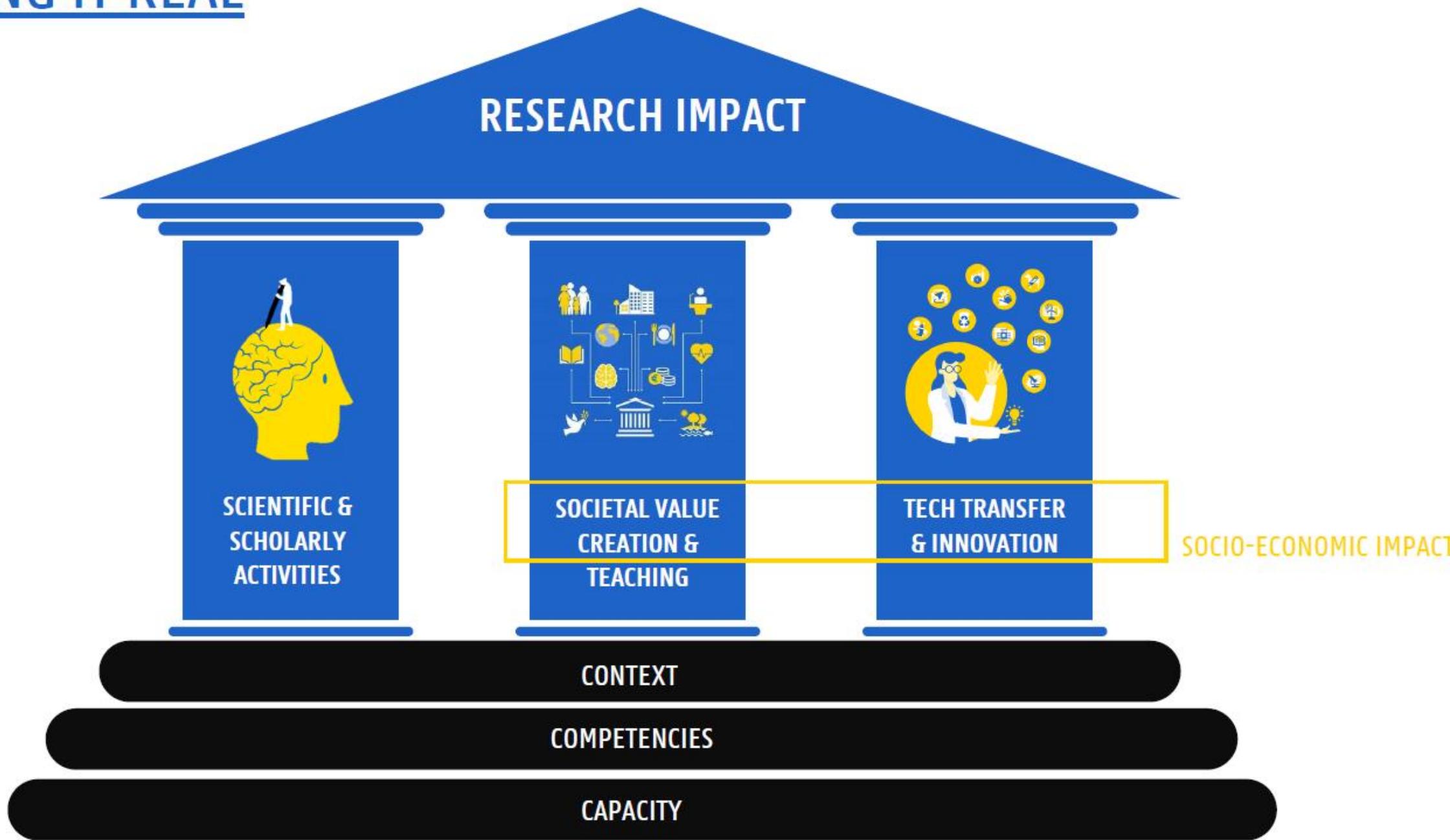
<https://impact.enlight-eu.org/self-assessment>



What is the organisational DNA?

Within the external context of government, funders, society...

MAKING IT REAL



SOCIO-ECONOMIC IMPACT



Impact is the effects of research in the 'real' world. Impact is the changes we can see (demonstrate, measure, capture), beyond academia (in society, economy, environment) which happen because of research (caused by, contributed to, attributable to).

Impact may look and operate slightly differently across disciplines, and for fundamental vs. applied research, but ultimately is about connecting academic research to changes in the world.

MAKING IT REAL

Clarifying scope, terminology, and methods

'Integrated' approach

Research(er) assessment

- Holistic
- Quality
- Responsible use of metrics

(Signatory of DORA/COARA)



Focus on process

Group level

Qualitative: narratives / case studies

Incentives & rewards

Societal value creation of research

[Bekijk Nederlandstalige versie](#)

To achieve impact with your research, you can undertake various value creation activities. Societal value creation focuses on the process of creating added value outside the scientific realm and is aimed at societal target groups.

Determine your impact strategy and become impact literate

- [Plan your societal impact via pathways to impact](#)
- [Identify and engage your stakeholders](#)
- [Develop a fitting communication strategy](#)
- [Evaluate](#)
- [Discover Altmetric](#)
- [Register your societal value creation activities in GISMO](#)

Funding & advice

- [Societal Value Creation Fund \(Special Research Fund\)](#)
- [Dealing with an impact paragraph](#)
- [Ethics and other considerations for societal value creation activities](#)
- [Sustainable Development Goals in the context of research](#)
- [Knowledge brokers for impact \(IDC\)](#)
- [Some impact success stories](#)

A whole range of value creation activities

- [Research communication](#)
- [Contribution to the public debate](#)
- [Policy advice](#)
- [Service to society](#)
- [Participatory research](#)
- [Technology transfer](#)

Extra resources

- [Training to become impact literate](#)
- [Repository of \(online\) resources](#)
- [39, reach out!](#) (podcast on impact by Department of Public Health and Primary Care)
- [Scholarly impact](#)
- [Economic impact and techtransfer](#)



MAKING IT REAL

- ✓ What did researchers want?
- ✓ What did my institution do?
- ✓ What could I have done differently?
- ✓ What does society want?

Esther De Smet
Senior Research Policy Advisor
@ResearchUGent

<https://www.ugent.be/en/research/soc-impact.htm>

Integrating Impact in an Institutional Strategy

Anne Sofie Laegran

*Head of Research Impact, The University of
Edinburgh, Scotland*

Integrating Impact in an Institutional Strategy (Room in Building TRH)

Q&A DISCUSSION

Integrating Impact in an Institutional Strategy (Room in Building TRH)

Parallel session: Integrating Impact in an Institutional Strategy (Room in Building TRH)

Recommendation: “Institutions are in a long-term pathway for building “institutional impact capabilities and impact culture”, which means the focus of the institutional impact agenda is predominantly moving towards a process model, “organizing, supporting and enabling impact”.

Reflection: what about Impact leadership?”