

ACCESS TO EU RESEARCH FUNDING BY STIMULATING AND DEMONSTRATING SOCIETAL IMPACT

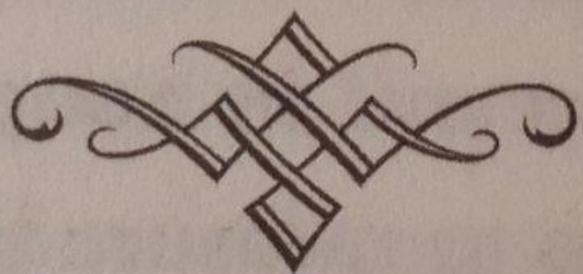
Esther De Smet - Senior Research Policy Advisor @ResearchUGent

8 December 2021

PART 1 - TRAINING RESEARCHERS TO BECOME IMPACT LITERATE



IMPACT & OUTREACH



Impact in academia is like sex: everyone is talking about it, but few are having it. Or at least not as regularly and as intensely as they'd like. We all want more of it, and many of us are obsessively measuring and analysing it.*

3+1 TOPICS ON THE AGENDA

✓ SCOPE

- Definitions & lingo, institutional context

✓ DECISIVE DUO

- Stakeholder analysis, communication strategy

✓ STRUCTURED APPROACH

- Impact planning (flipping your approach), specificity & feasibility

✓ EU FUNDING

1. SCOPE

Demonstrable effects of research in the non-academic world

✓ DEFINITIONS & FUNDERS' LINGO

- Is it all impact?
- Is it a broad definition of impact?
- Most important tip: identify what is process (**pathway to impact**) and what is effect/result?
- What is being rewarded?



Impact may be big or small, local or global, instrumental (direct change) or conceptual (ideas, feelings), quantitative or qualitative

There is no single type of impact.

1. SCOPE – EXAMPLE REF DEFINITIONS

From: REF 2014

Guidelines

Architecture, Built Environment and Planning
Geography, Environmental Studies and Archaeology
Economics and Econometrics
Business and Management Studies
Law
Politics and International Studies
Social Work and Social Policy
Sociology
Anthropology and Development Studies
Education
Sport and Exercise Sciences, Leisure and Tourism

Impacts on creativity, culture and society:

Impacts where the beneficiaries are individuals, groups of individuals, organisations or communities whose knowledge, behaviours, practices, rights or duties have been influenced

- Enhancements to heritage preservation, conservation and presentation; the latter including museum and gallery exhibitions.
- Production of cultural artefacts, including for example, films, novels and TV programmes.
- Public or political debate has been shaped or informed; this may include activity that has challenged established norms, modes of thought or practices.
- Improved social welfare, equality, social inclusion; improved access to justice and other opportunities (including employment and education).
- Improvements to legal and other frameworks for securing intellectual property rights.
- Enhancements to policy and practice for securing poverty alleviation.
- Influential contributions to campaigns for social, economic political and/or legal change.
- Enhanced cultural understanding of issues and phenomena; shaping or informing public attitudes and values.

Economic, commercial, organisational impacts:

Impacts where the beneficiaries may include new or established businesses, or other types of organisation undertaking activities which create wealth

- Changed approach to management of resources has resulted in improved service delivery.
- Development of new or improved materials, products or processes.
- Improved support for the development of 'small scale' technologies.
- Improved effectiveness of workplace practices.
- Improvements in legal frameworks, regulatory environment or governance of business entities.
- Better access to finance opportunities.
- Contribution to improved social, cultural and environmental sustainability.
- Enhanced corporate social responsibility policies.
- More effective dispute resolution.
- Understanding, developing and adopting alternative economic models (such as fair trade).

From: REF 2014 Guidelines

Impacts on the environment:

Impacts where the key beneficiaries are the natural, historic and/or built environment, together with societies, individuals or groups of individuals who benefit as a result

- Specific changes in public awareness or behaviours relevant to the environment.
- Improved management or conservation of natural resources or environmental risk.
- Improved management of an environmental risk or hazard.
- Operations or practice of a business or public service have been changed to achieve environmental objectives.
- Improved design or implementation of environmental policy or regulation.
- Changed conservation policy/practice or resource management practices.
- Changes in environmental or architectural design standards or general practice.
- Influence on professional practice or codes.
- Changes in practices or policies affecting biodiversity.

Health and welfare impacts:

Impacts where the beneficiaries are individuals and groups (human or animal) whose quality of life has been enhanced (or harm mitigated) or whose rights or interests have been protected or advocated

- Development or adoption of new indicators of health and well-being.
- Development of policy and practice with regard to medical ethics, health services or social care provision.
- Influence on CPD.
- Influence or shaping of relevant legislation.
- Influencing policy or practice leading to improved take-up or use of services.
- Improved provision or access to services.
- Development of ethical standards.
- Improved standards in training.
- Improved health and welfare outcomes.

Impacts on practitioners and professional services:

Impacts where the beneficiaries may include organisations or individuals involved in the development and/or delivery of professional services and ethics

- Changed practice for specific groups (which may include cessation of certain practices shown to be ineffective by research).
- Influence on professional standards, guidelines or training.
- Development of resources to enhance professional practice.
- Use of research findings in the conduct of professional work or practice.
- Influence on planning or management of services.
- Use of research findings by professional bodies to define best practice, formulate policy, or to lobby government or other stakeholders.
- Practitioner debate has been informed or stimulated by research findings.
- Research has challenged conventional wisdom, stimulating debate among stakeholders.

1. SCOPE – EXAMPLE REF DEFINITIONS

From: REF 2021

Guidelines

Impacts on public policy, law and services

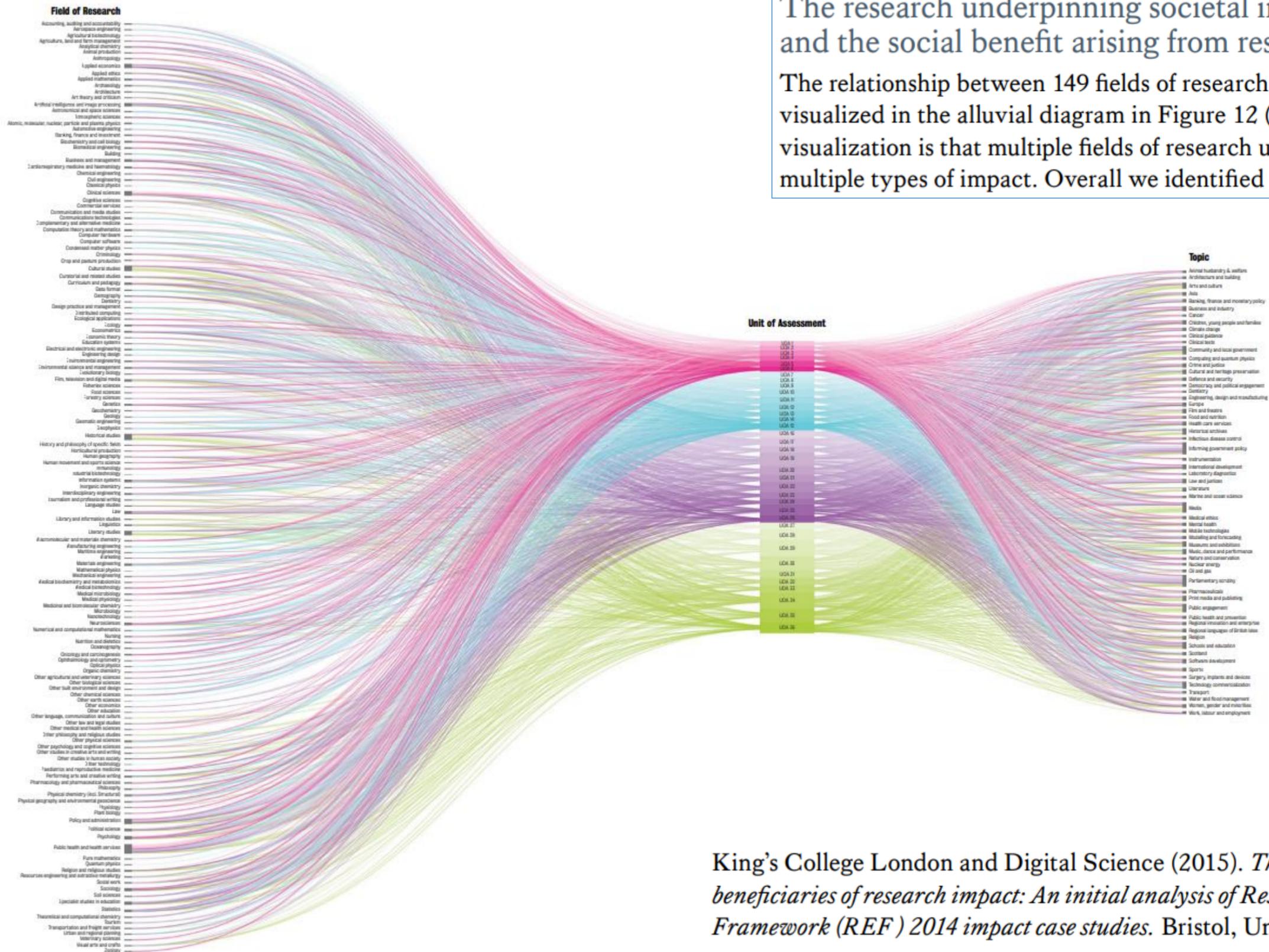
Impacts where the beneficiaries are usually government, non-governmental organisations (NGOs), charities and public sector organisations and society, either as a whole or groups of individuals in society, through the implementation or non-implementation of policies, systems or reforms.

- Policy debate has been stimulated or informed by research evidence, which may have led to confirmation of policy, change in policy direction, implementation or withdrawal of policy.
 - Policy decisions or changes to legislation, regulations or guidelines have been informed by research evidence.
 - A policy has been implemented (including those realised through changes to legislation) or the delivery of a public service has changed.
 - In delivering a public service, a new technology or process has been adopted or an existing technology or process improved.
 - The quality, accessibility, acceptability or cost-effectiveness of a public service has been improved.
 - (Sections of) the public have benefited from public service improvements.
 - Risks to the security of nation states have been reduced.
 - The work of an NGO, charitable or other organisation has been influenced by the research.
 - Legislative change, development of legal principle or effect on legal practice.
 - Research is used by parliamentarians to develop proposals for new legislation through Private Members' Bills, or to assist scrutiny of legislation and inform amendments to other bills such as those introduced by government.
 - Research recommendations are taken up by policymakers through membership of a government advisory committee.
 - Policymakers make use of research-based critical evidence synthesis in developing policy.
 - Government analysts adopt innovative methodological or
- Documented evidence of use in policy debate (e.g. at a parliamentary Select Committee, material produced by NGOs).
 - Citation in a public discussion, consultation document or judgement.
 - Evidence of citation in policy, regulatory, strategy, practice or other documents.
 - Direct citations of research in parliamentary publications such as Hansard, committee reports, evidence submissions, or briefings.
 - Acknowledgements to researchers on webpages, in reports or briefings.
 - Evidence of influence on a debate in public policy and practice through membership of or distinctive contributions to expert panels and policy committees or advice to government (at local, national or international level).
 - Quantitative indicators or statistics on the numbers of attendees or participants at a research event, or website analytics for online briefings.
 - Qualitative feedback from participants or attendees at research events.
 - Data to show close working relationships with members or staff. For example, the number of meetings held, minutes from these meetings, membership of working groups, co-authoring of publications.
 - Testimonials from members, committees or officials, where available.

From: REF 2021
Guidelines

Areas of impact	Types of impacts	Indicators of reach and significance
	<p>approach-based advice from researchers.</p> <ul style="list-style-type: none"> • Forms of regulation, dispute resolution or access to justice have been influenced. • Research is used to change current processes or services, or identify new services to be provided. • Research into the languages and cultures of minority linguistic, ethnic, religious, immigrant, cultures and communities used by government, NGOs, charities or private sector to understand and respond to their needs. • Research helps to highlight issues of concern to parliamentarians and contributes to new analysis of existing issues. • Research helps parliamentarians and staff to identify inquiry topics, shape the focus of inquiries, inform questioning of witnesses, and underpin recommendations. • Research equips parliamentarians, their staff, and legislative staff with new analytical or technical skills, or refreshes existing ones. • International policy development has been influenced by research. • Allocation and/or distribution of Official Development Assistance (ODA) has been influenced by research. • Policy and practice of international agencies or institutions have been influenced by research. • Research stimulates critical public debate that leads to the non-adoption of policy. 	<ul style="list-style-type: none"> • Documented evidence of influence on guidelines, legislation, regulation, policy or standards. • Documented evidence of changes to public policy, legislation, regulations or guidelines. • Analysis by third-party organisations of parliamentary proceedings or processes, for example studies of the passage of particular pieces of legislation. • Documented evidence of changes to international development policies. • Evidence of use of process/technology. • Measures of improved public services, including, where appropriate, quantitative information; such information may relate, for example, to the quality, accessibility or cost-effectiveness of public services. • Measures of improved inclusion, welfare or equality. • Satisfaction measures (e.g. with services). • Formal partnership agreements or research collaboration with major institutions, NGOs and public bodies. Consultancies to public or other bodies that utilise research expertise. • Evidence of engagement with campaign and pressure groups and other civil organisations (including membership and activities of those organisations and campaigns) as a result of research. • Documented evidence of changes to international development policies. • Measures of improved international equality, food security, welfare or inclusion.

1. SCOPE - PATHWAYS



The research underpinning societal impacts is multidisciplinary, and the social benefit arising from research is multi-impactful

The relationship between 149 fields of research, 36 UOAs and 60 impact topics is visualized in the alluvial diagram in Figure 12 (page 39). What is evident from this visualization is that multiple fields of research underpin the case studies, leading to multiple types of impact. Overall we identified 3,709 unique pathways to impact.

King's College London and Digital Science (2015). *The nature, scale and beneficiaries of research impact: An initial analysis of Research Excellence Framework (REF) 2014 impact case studies*. Bristol, United Kingdom: HEFCE.

1. SCOPE

→ adapt your support/language to context
(what does impact signify with a specific funder?)



1. SCOPE

✓ INSTITUTIONAL CONTEXT

<https://www.emeraldpublishing.com/wordpress/wp-content/uploads/Emerald-Resources-Institutional-Healthcheck-Workbook.pdf>

- Commitment: strategy, incentives & rewards, funding & support
- Connectivity: connected teams, co-ordinated activities
- Co-production: support for partnerships & engagement, knowledge on co-creation
- Competencies: available expertise, training
- Clarity: transparent strategy, transparent support, responsibilities, transparent evaluation

→ context influences how you support researchers, how you have conversations with them

 → what in-house services/support/platforms are available? (makes for more feasible proposals)

1. SCOPE

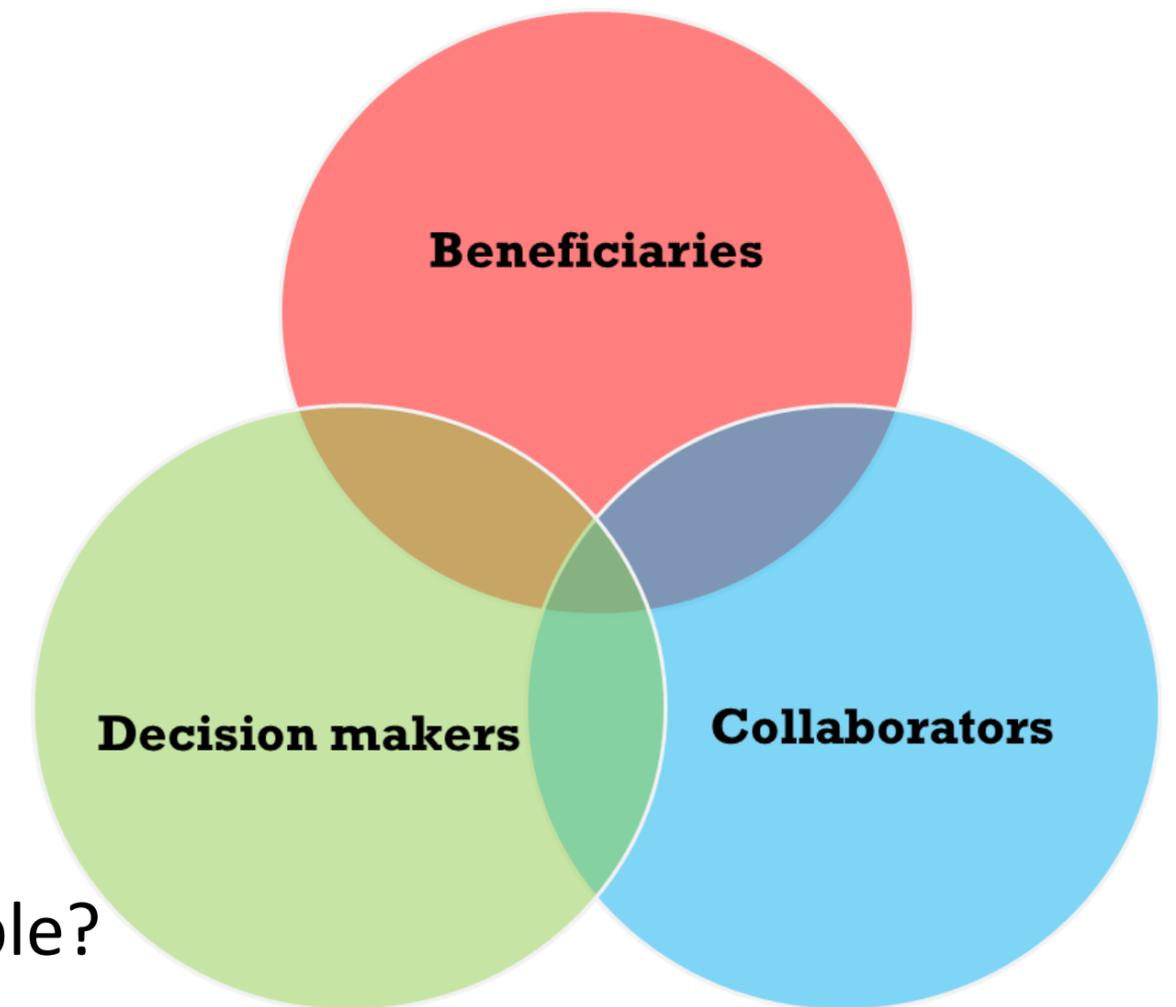
✓ SOME CHARACTERISTICS to complicate the conversation:

- Non-linear – iterative – throughout research lifecycle
- Relationships rather than demonstrable effect? ('productive interactions')
- Timelag – attribution
- Planable versus serendipity & context-dependent

2. DECISIVE DUO

✓ STAKEHOLDER ANALYSIS:

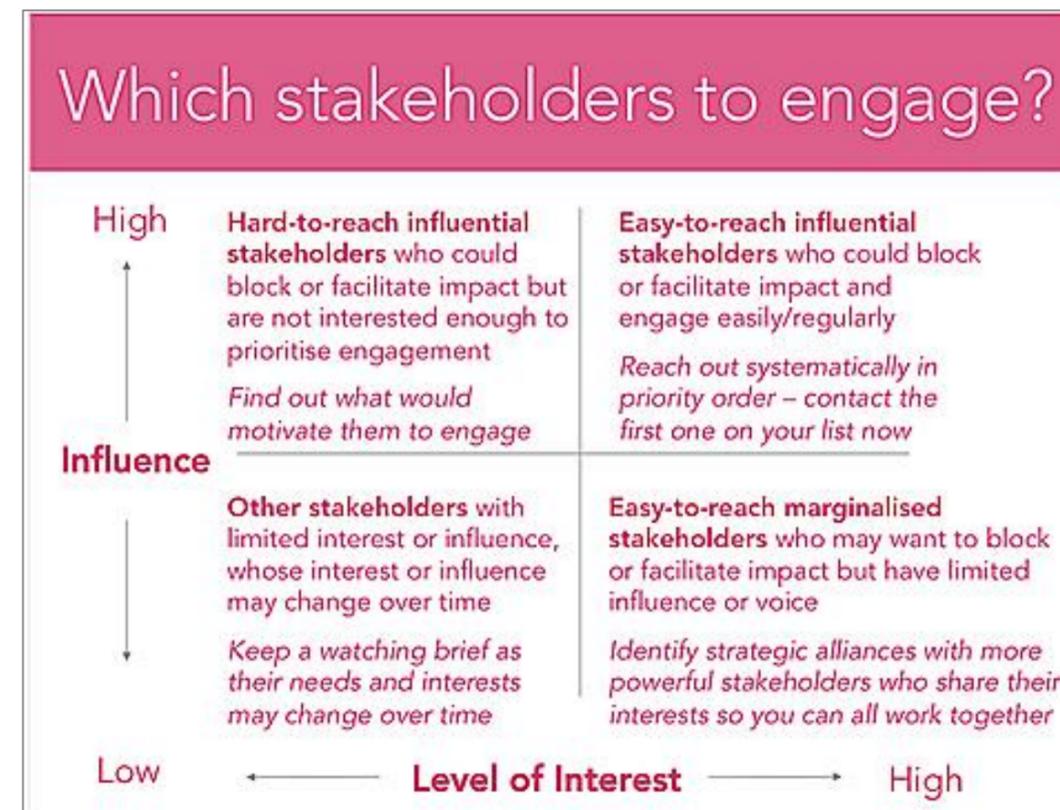
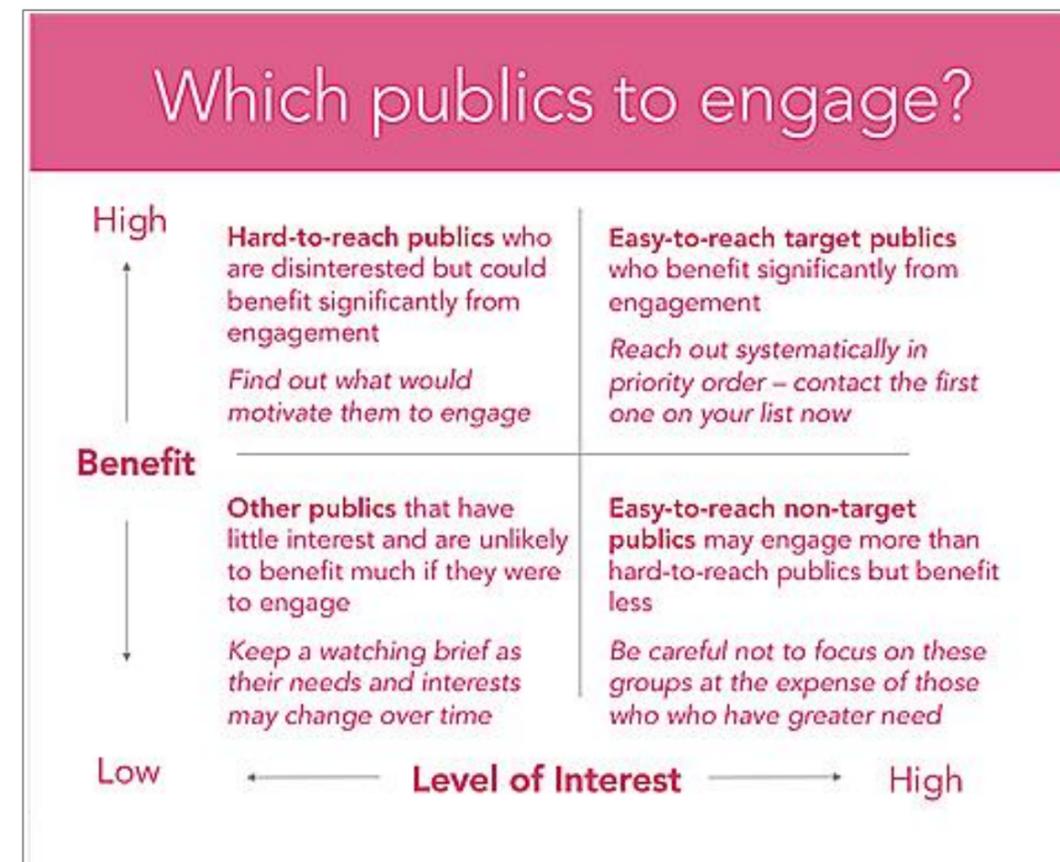
- Who has an interest in the research?
 - Help frame the problem/research question
 - Co-produce the research
 - Help communicate the work
 - Provide data
 - Benefit from the work
 - Use the work (end-user)
- How and when are you going to engage these people?
- Be specific!



2. DECISIVE DUO

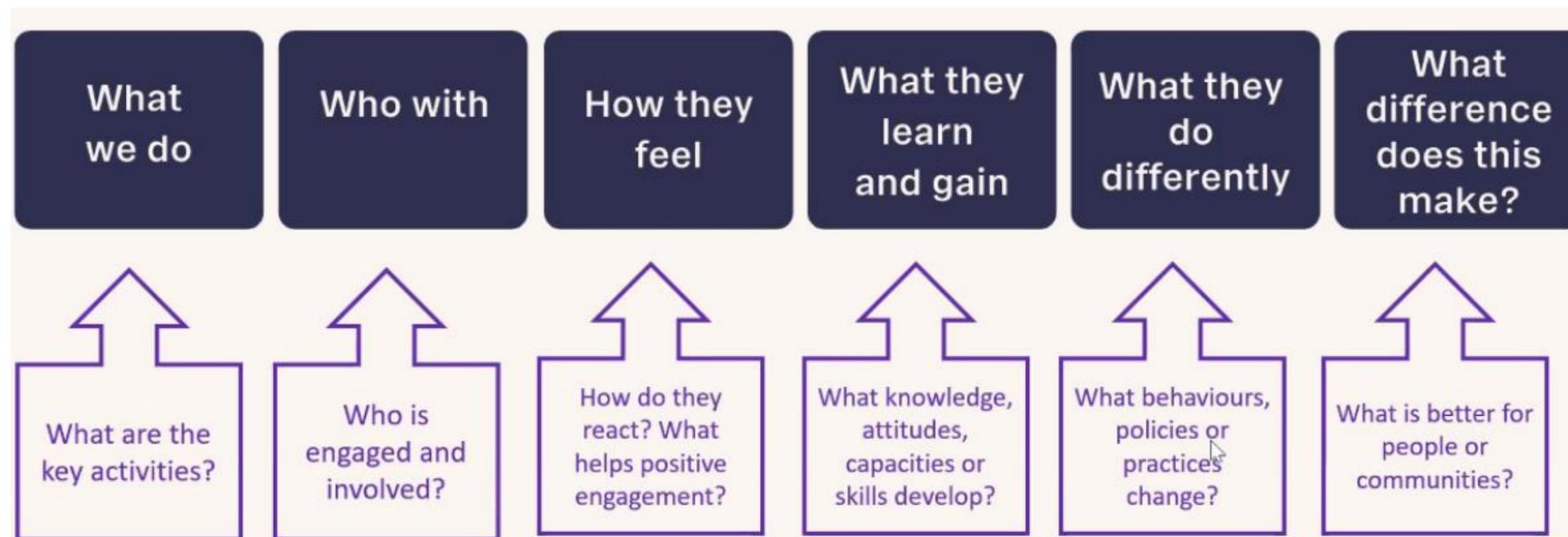
✓ COMMUNICATION STRATEGY:

- Linked to stakeholders
 - What is relevant for them?
 - How can they help?
 - Public or stakeholder?
- What platforms/support is available in-house?
- Storytelling
- Attention and reach is NOT impact



2. DECISIVE DUO

- ✓ **RESPONSIBILITIES & COMPETENCIES:**
 - Who has the impact?
 - What skills do you need to make the impact happen?
 - Do not forget about ethical and legal issues
 - What challenges are you or your stakeholders likely to experience?



3. STRUCTURED APPROACH

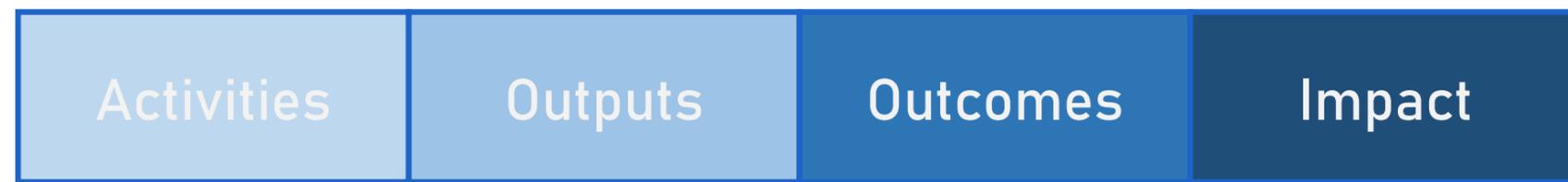
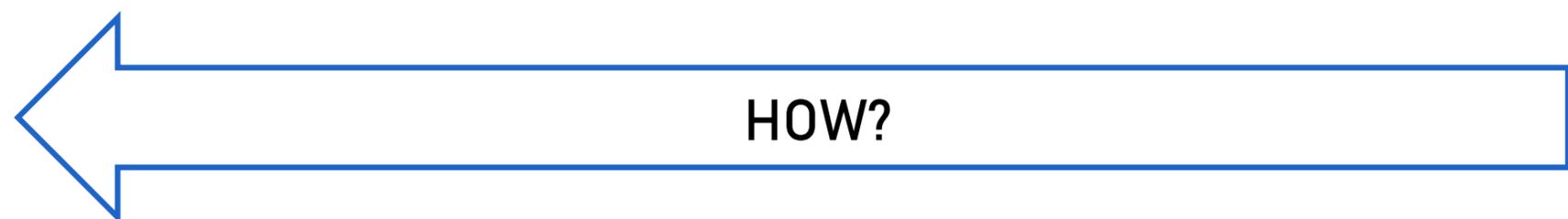
✓ PLANNING FOR IMPACT:

- All of the above
- Define your pathway(s): choose a model
- (allow for opportunities along the way: leaky pipeline of impact planning)

3. STRUCTURED APPROACH

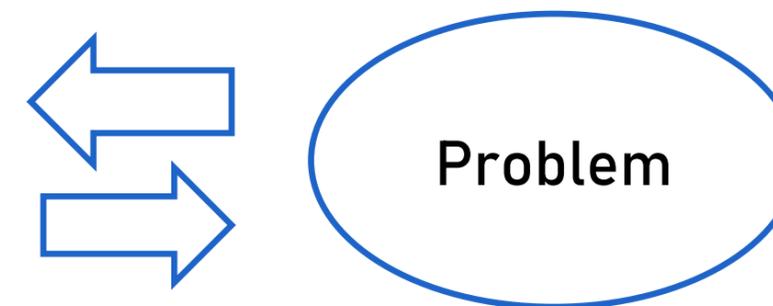
✓ Choose a model to help you out

FLIPPING YOUR APPROACH



✓ OTHER POSSIBILITIES

- Theory of Change
- Logic model
- ...



3. STRUCTURED APPROACH

✓ IMPACT PLAN:

- All of the above
- Define your pathway(s): choose a model > FLIP YOUR APPROACH
- (allow for opportunities along the way: leaky pipeline of impact planning)

✓ FEASIBLE & SPECIFIC

- More about the 'how'
- Do not overlook the realities of implementation and context

✓ WHAT IS SUCCESSFUL?

3. STRUCTURED APPROACH

✓ Frame the problem

- 2 levels: the overall problem + specific part of this problem you are focused on

✓ Frame the impact by flipping the problem

✓ Identify indicators & evidence

- What changes, how will you know, how can you demonstrate it?

✓ Identify stakeholders & beneficiaries

- Who – be specific. Why are they important? What role do they play in your research/impact?

✓ Co-produce impact



- When do these stakeholders need to be involved (research, dissemination, uptake, implementation)?

3. STRUCTURED APPROACH

- ✓ **IMPACT PLANNING: Impact Literacy Workbook** (Julie Bayley & David Phipps - Emerald Publishing)

<https://www.emeraldgrouppublishing.com/sites/default/files/2020-06/Impact%20Literacy%20Workbook%20Final.pdf>

SOME OTHER RESOURCES

- ✓ Accomplish Impact Planning Guide: https://3db107a1-4dca-4f9e-9ea7-b7db9e04fa9e.filesusr.com/ugd/35d470_62deffc170834b35987d4fc0ee5e08a8.pdf
- ✓ NABI Guiding principles: https://broaderimpacts.net/wp-content/uploads/2016/05/nabi_guiding_principles.pdf
- ✓ Fast Track Impact: <https://www.fasttrackimpact.com/>

IMPACT ASSESSMENT CHECKLIST

1. Overall: In your impact strategy are:

- Activities are clearly described and support an identified impact framework³ (i.e. logic model) that connects the steps from research to impact?
- Audiences/End Users clearly described?
- Project partners, roles and a plan for communication between research and partners clearly described?
- Timeframe and milestones clearly identified?
- Anticipated benefits to the audience(s) or society clearly described?
- Indicators and data sources to evaluate the impact of knowledge mobilization plan clearly described?
- Budget and other resources sufficient for this strategy?

2. Goal(s) of your impact strategy.

- Describe what you are hoping to accomplish / what change you are hoping to see because of your impact strategy.

3. Rationale for the activities in the impact strategy

- The steps (research->dissemination->uptake->implementation->impact) in a pathway from research to impact are identified with reference to an impact framework³
- Activities respond to a demonstrated economic, social, health, environmental and/or cultural need.
- Evidence of need as provided by engaging with end users and end beneficiaries.
- Activities leverage the identified resources and strength of partners.
- Clear explanation of how dissemination and engagement activities are targeted to the identified audience(s) is provided
- Activities are creative and original.
- The proposed impact strategy is grounded in relevant literature.
- Strategies to engage with end users throughout the project and solicit their feedback/involvement are clearly described.

IMPACT ASSESSMENT CHECKLIST

- 4. The impact strategy is realistic and measurable**
 - Short term outcomes are SMART- Specific, Measurable, Achievable, Relevant and Time-bound
 - Anticipated long term impacts are clearly identified
 - The evaluator or evaluation expertise who will conduct the evaluation is identified and the evaluation method is clearly defined.
 - Evaluator has demonstrated expertise in this or similar knowledge mobilization/impact strategies
 - Measurable indicators for success and unintended consequences during (formative) and at the end (summative) of the project are identified.
 - Data sources are confirmed and accessible when you need the data for evaluation.

- 5. The PI and project team are qualified to do the proposed impact strategy.**
 - The team members' (including partners') credentials and competencies are clearly described, gaps addressed.
 - The PI, team and partner(s) have appropriate experience to undertake this impact strategy.
 - Supports for knowledge mobilization and impact are clearly described to fill any gaps in experience⁴.
 - Impact strategy provides experience of relevant prior success, including a history of existing partnership if relevant.
 - Trainees/HQP are included (if necessary)

- 6. The budget is sufficient.**
 - There is a clear and realistic budget for the impact, stakeholder engagement and evaluation activities.
 - The budget justification provides reviewers with the information necessary to assess budget and strategy. (activities are mapped onto budget line items)
 - Internal resources and infrastructure provided by the applicant's institution and/or partners are clearly described.
 - Partner support and in-kind contributions of time, resources or expertise are clearly described in letters of support and proposal.

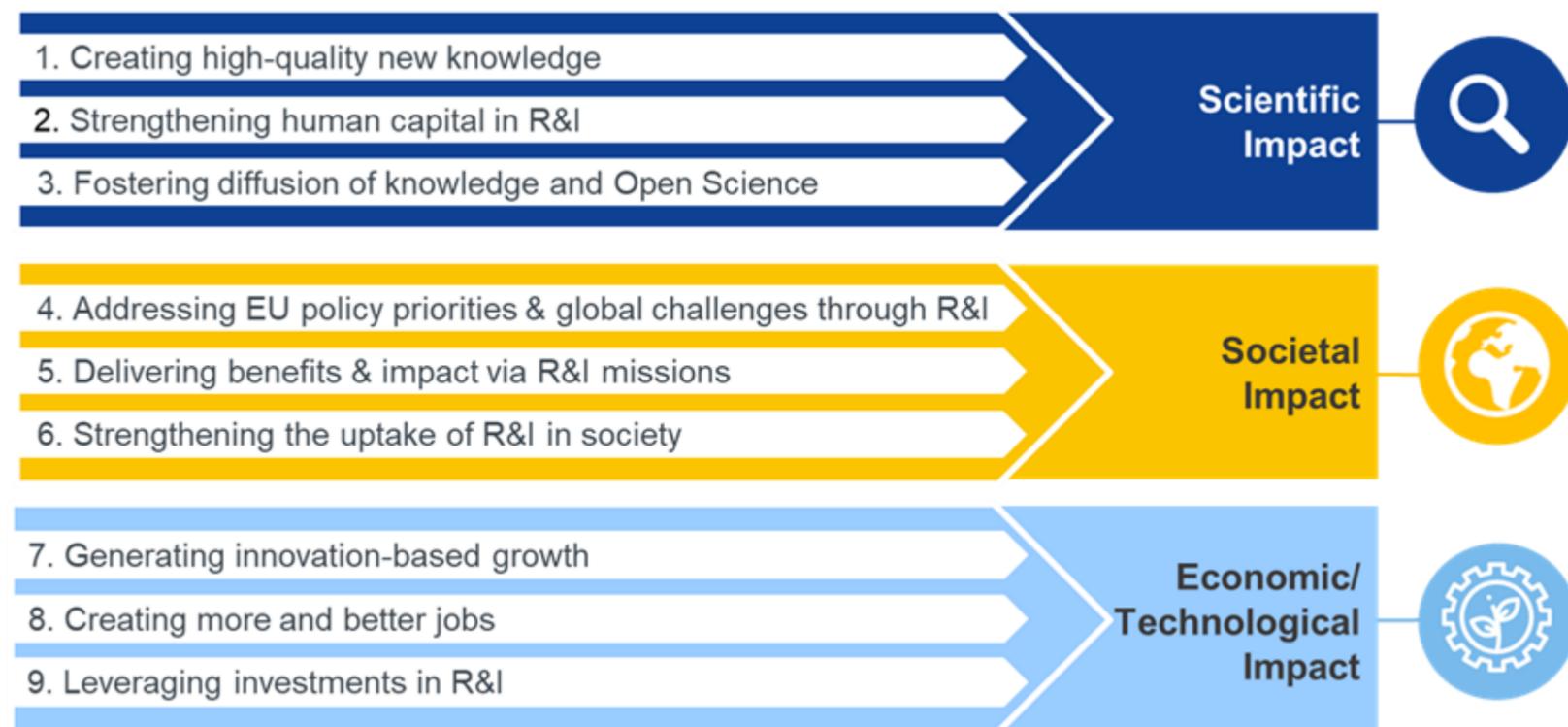
+1 EU FUNDING

Horizon Europe seeks out novel and groundbreaking research projects that truly tackle global challenges. For this reason, they should have profound value (=impact).

In order to assess the project's value, focus on answering questions such as:

- What will happen after we reach our target and have results?
- What will happen once the project is through?
- What may be the next steps which extend beyond the project's scope?
- What will be the project's 'heritage'?

Horizon Europe has defined 3 types of impacts, tracked with key Impact Pathways (KIP).



+1 EU FUNDING

The impact section in the Horizon Europe proposals consists of 3 sub-sections:

2.1 Project's pathways towards impact

2.2 Measures to maximise impact

2.3 Summary canvas

THINGS TO WATCH

Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions due to the project.

Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities

How to deal with results, output, outcomes and impact in your project

Using the definitions above, it might help to plot a timeline for your project:

1. Research activities lead to research results and research outputs. These are more often than not within your control, as they are linked to the specific objectives of your project, and are part of a well-thought-out implementation plan, supported by measures to mitigate unforeseen situations.
2. Outcomes occur on the short-to-medium term after the project, and although these are not fully within your control, you can influence them by taking the right measures, such as IP protection, dissemination and exploitation measures.
3. Impact occurs on the mid- to long-term after your project and refers to the intended benefit or societal change (although impact can also be negative). While you also depend on external factors to reach the expected impact (e.g. political, legal, societal), strong project proposals contain a credible and well-thought-out pathway to this impact in which reaching out and even collaborating beyond the own project community is essential.

Research activities --> Research results (IP) --> Management and protection (IPR) --> Dissemination & communication --> Exploitation --> Outcomes --> Impact

+1 EU FUNDING

- What the European Commission is looking for is a specific contribution of your specific project to the topic's expected outcomes and the Destination's and Work Programme's wider, expected impacts. When approaching the actual writing of the 'Impact' section, consider starting with sub-section 2.3 – Summary canvas. Pinpointing the most important messages you wish to convey in this section can assist you later on to flesh them out into a robust, coherent narrative, as requested in sub-section 2.1 (“project's pathways towards impact”).
- To score highly on this section you will need to include baselines, benchmarks and assumptions showing where we are now and where we will be at the end of the project and beyond. You are also expected to identify possible barriers arising from factors beyond the scope and duration of your project that may determine whether the desired outcomes and impacts are achieved. You will then need to provide suggestions for the possible mitigation of these barriers.

+1 EU FUNDING

- Write a narrative (avoid using tables)
- Consider how each of the expected outcomes is addressed in your project. You should foresee project activities linked to each of the expected outcomes. The results of your project will have to directly link with the expected outcomes. Evaluators consider these outcomes to be critical to contribute to the longer term impact as described in the Destination of the work programme. The call text defines the expected outcomes and impact, but not the way to reach these. It is up to you as researcher and innovator to propose the best solution, and to describe this “pathway to impact” in this section. Describe

 how you will contribute to the expected outcomes, as well as the expected impact on the longer term.

- Writing this section requires thinking ahead. What will happen after the end of a project in terms of sustainability?
- Before writing this section, make a **grid** in which you link project activities, results (key exploitable results), exploitation routes, outcomes and impact. It is recommended to prepare section 2.1 combined with section 2.2 to ensure a good match between the project’s pathway to impact and the proposed dissemination, communication, and exploitation strategy. Avoid overlap between the two sections.
- Consider that impact can happen in several areas (scientific, economical/technological and/or societal/cultural). Add these elements to the grid.
- Consider who will benefit from your ‘innovation’ (target users or beneficiaries). Also add this information to the grid.

PART 2 – INSTITUTIONAL INFRASTRUCTURE AND SUPPORT

ROLE FOR RESADMIN

✓ INSTITUTIONAL CONTEXT

<https://www.emeraldpublishing.com/wordpress/wp-content/uploads/Emerald-Resources-Institutional-Healthcheck-Workbook.pdf>

- Commitment: strategy, incentives & rewards, funding & support
- Connectivity: connected teams, co-ordinated activities
- Co-production: support for partnerships & engagement, knowledge on co-creation
- Competencies: available expertise, training
- Clarity: transparent strategy, transparent support, responsibilities, transparent evaluation

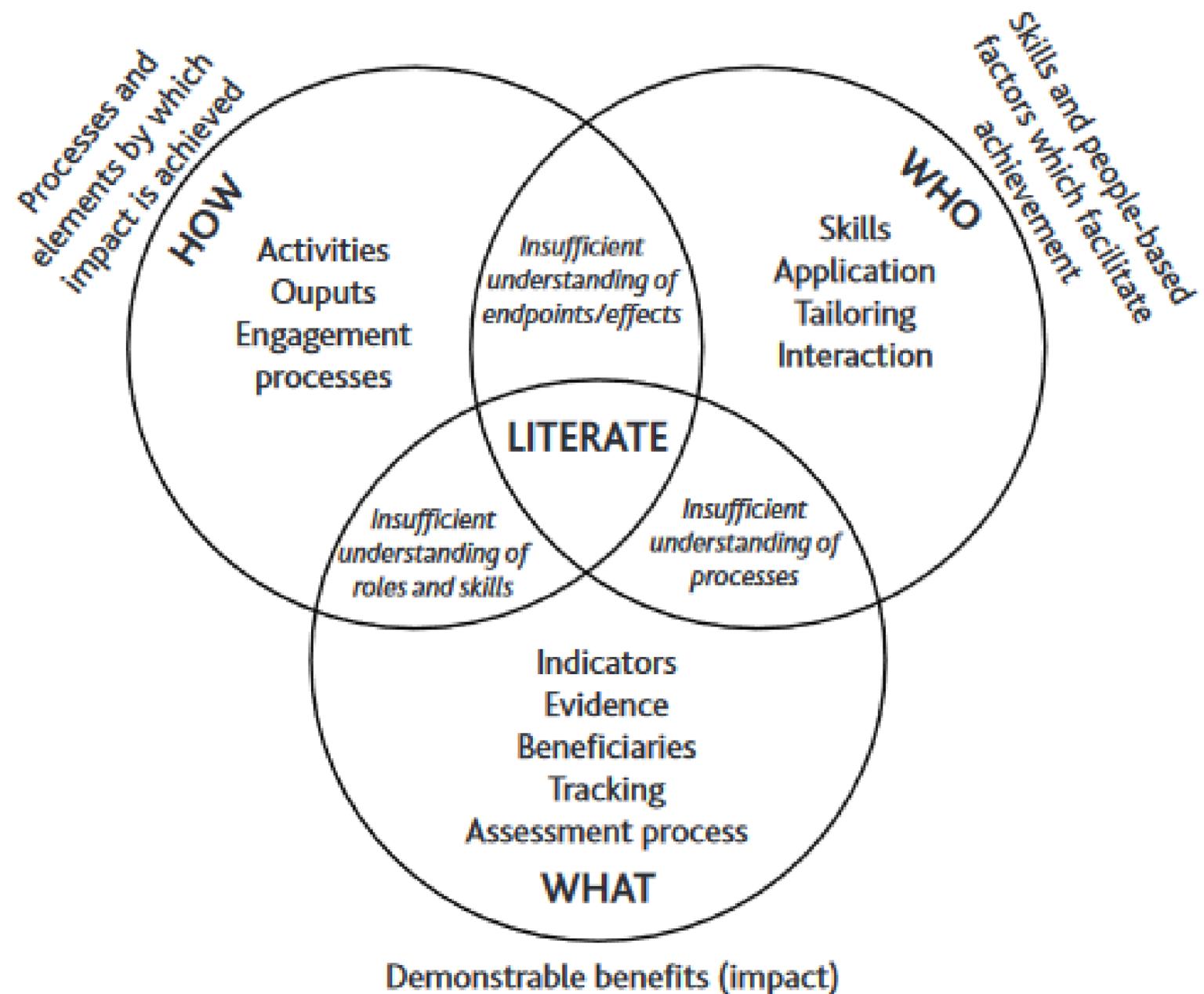
→ context influences how you support researchers, how you have conversations with them

 → what in-house services/support/platforms are available? (makes for more feasible proposals)

ROLE OF RESADMIN

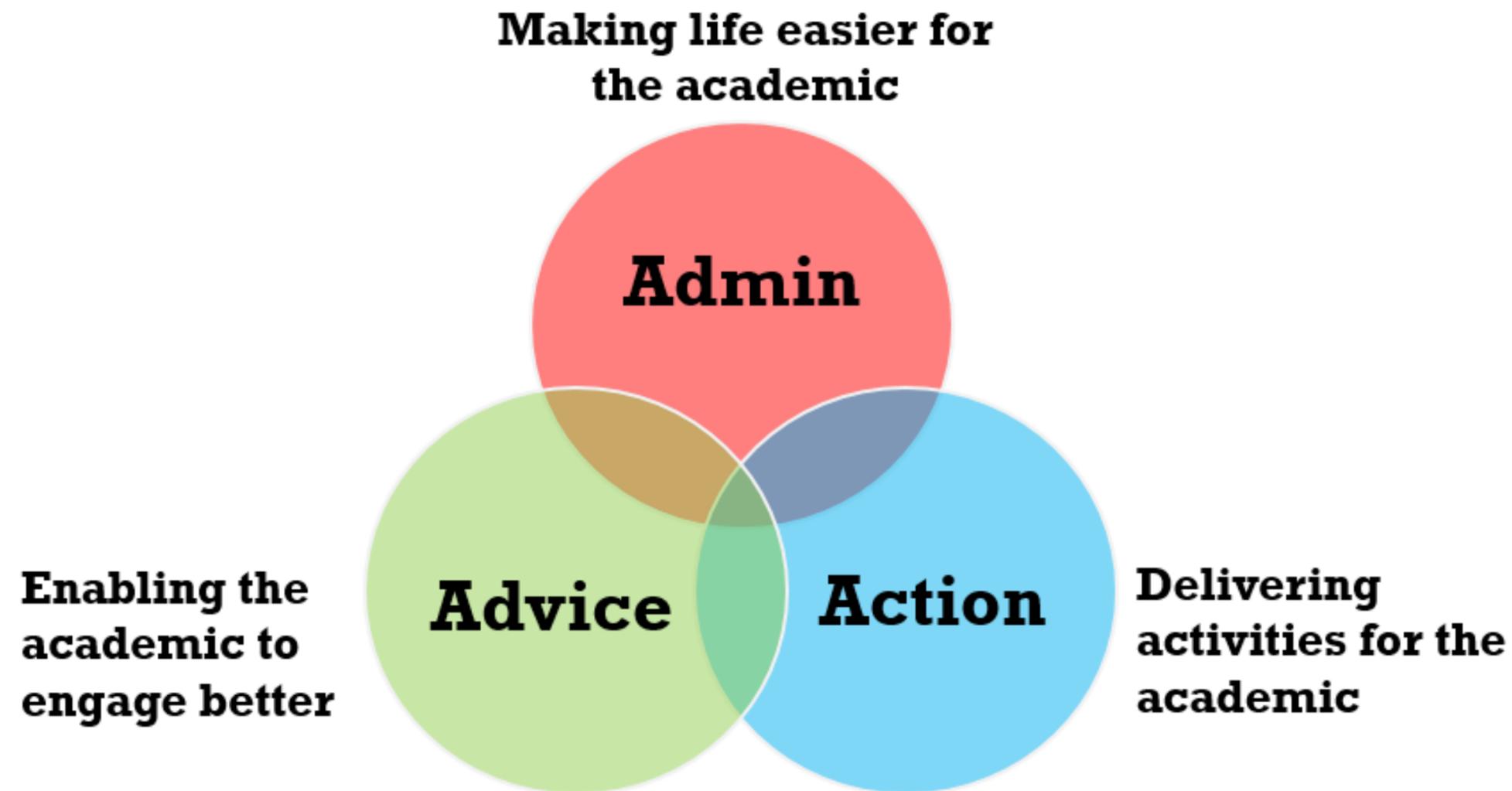
✓ Building impact literacy

(Phipps & Bayley)



ROLE OF RESADMIN

- ✓ Building impact literacy
- ✓ Know your place





GHENT UNIVERSITY

© UGent, Jonas Vandecasteele en Yentl Vandendriessche



GHENT UNIVERSITY

- Top 100 university
- Since 1817
- 11 faculties



BELGIUM

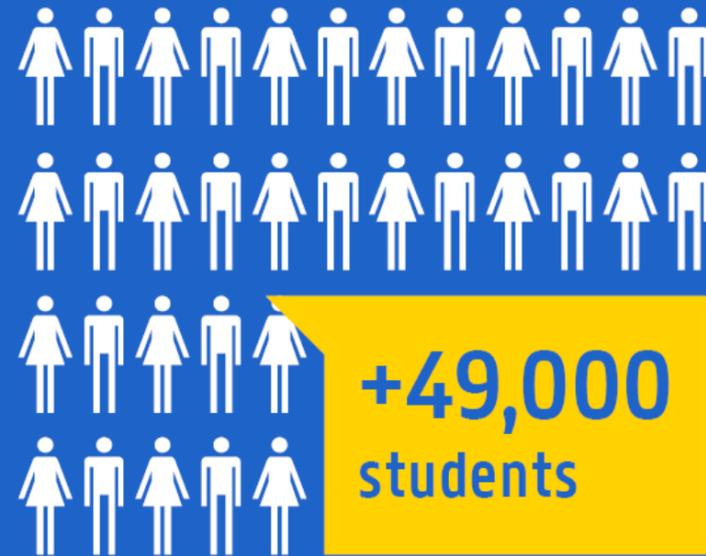


SOUTH KOREA



The 1st European university in Korea.

 **+200** programmes



64 English-taught master's programmes

2,000 Ghent University students abroad

6,000 Foreign students at Ghent University (including exchange students)



DARE TO THINK

Our credo: critical and independent minds.



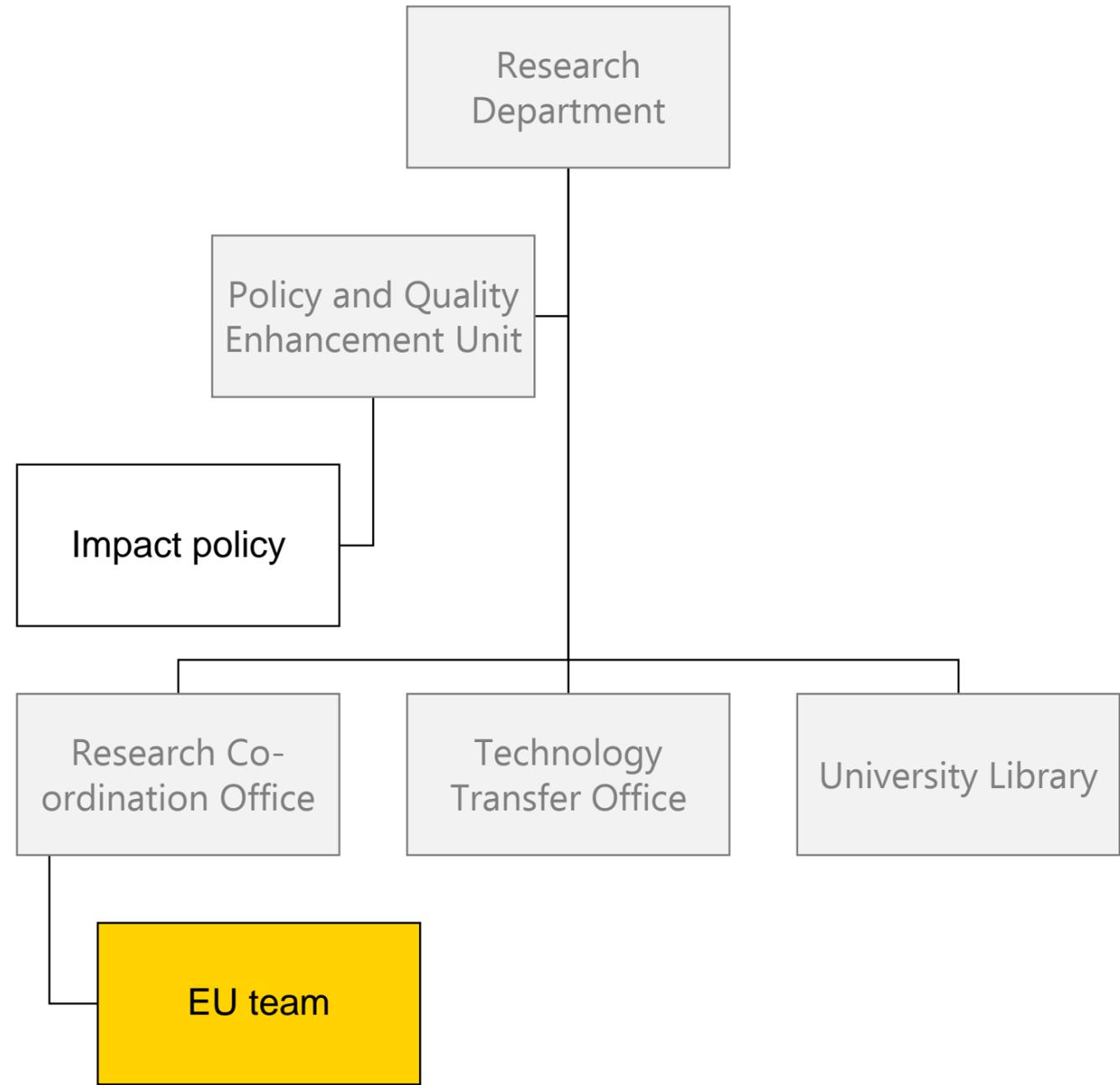
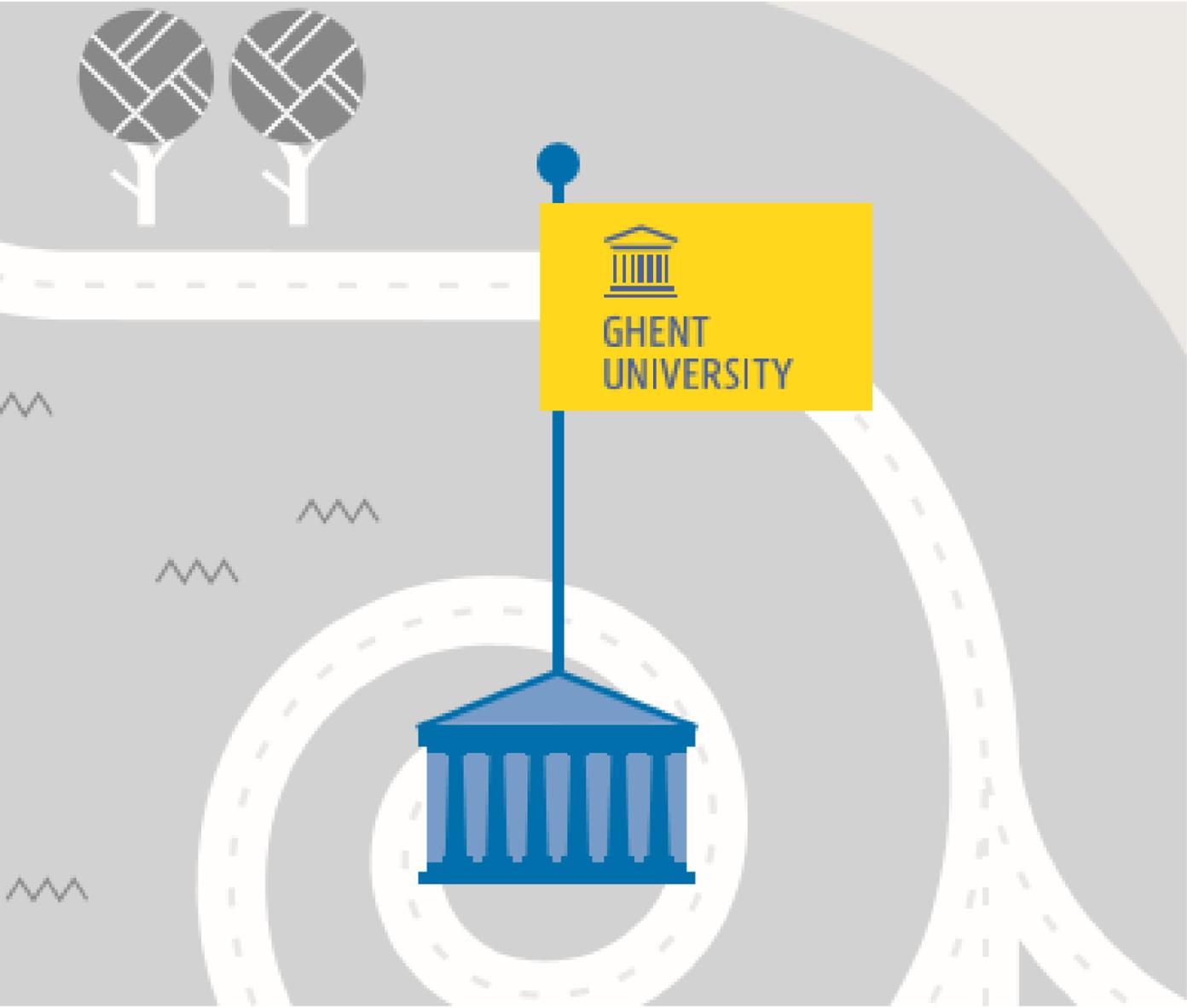
PLURALISM & PARTICIPATION

Open to everyone irrespective of ideological, political, cultural or social background.

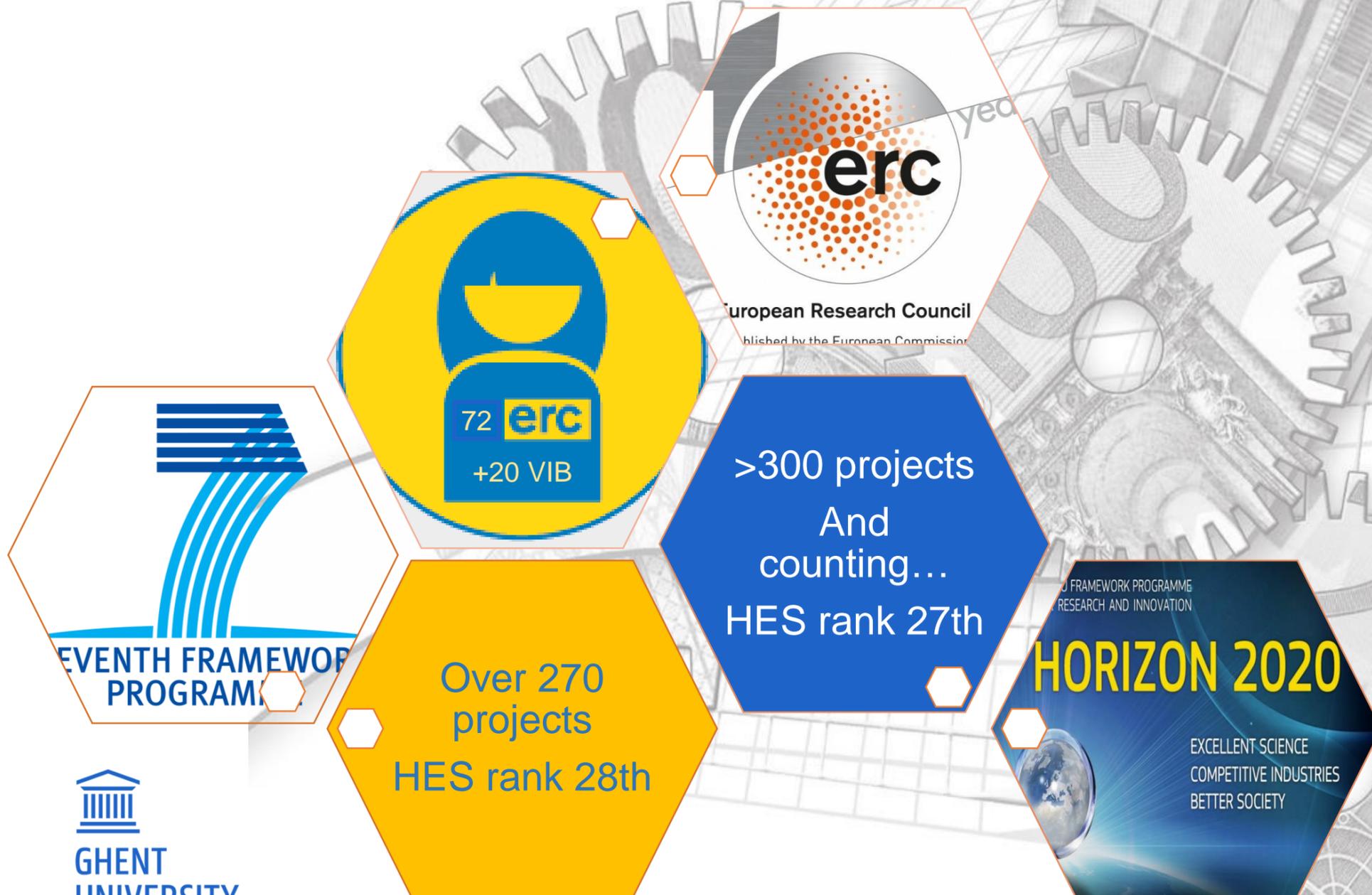


SUSTAINABILITY

For a future that is ecologically, socially and economically sustainable, within a local global context.



EU FUNDING



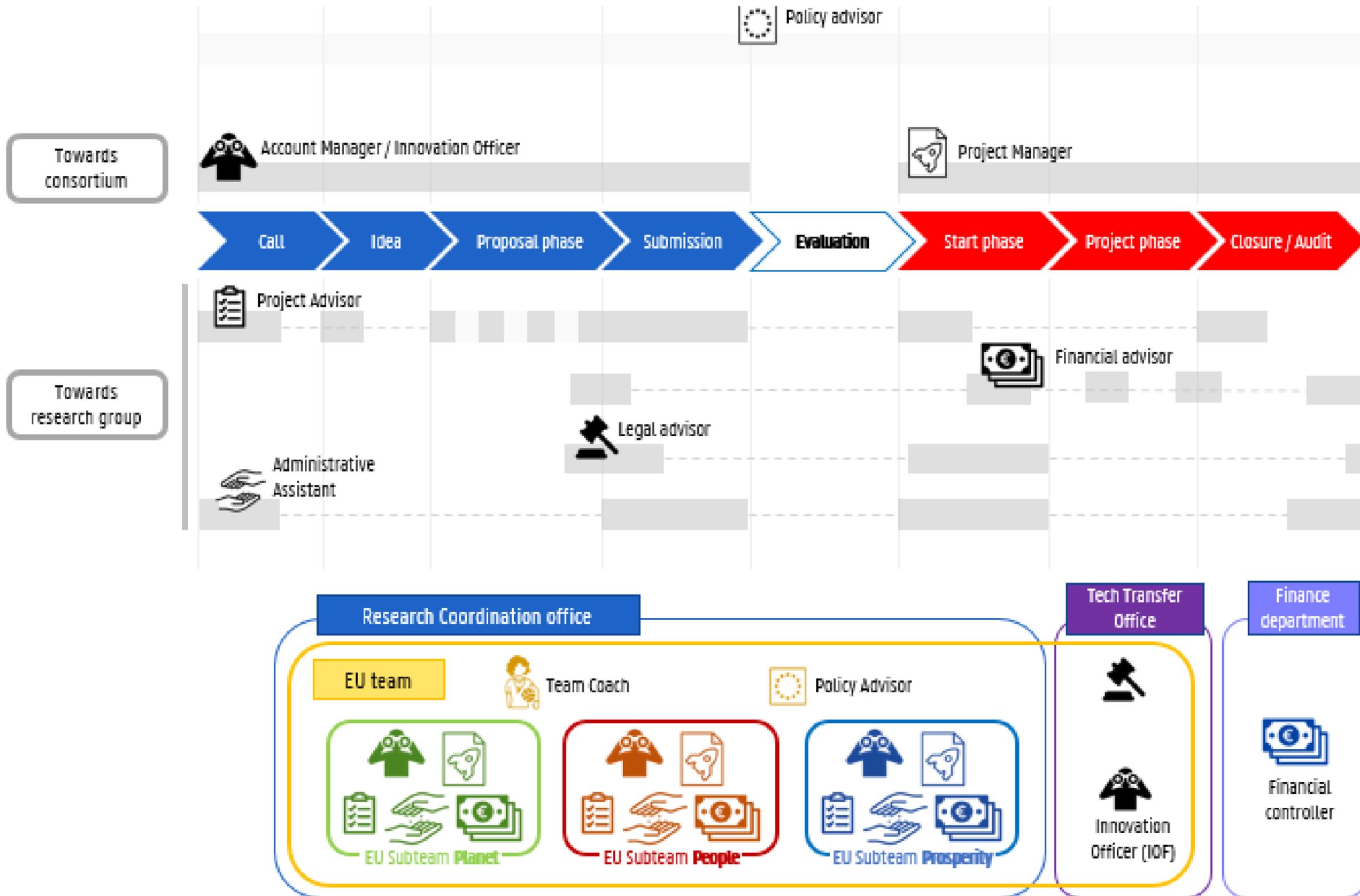
EU-TEAM

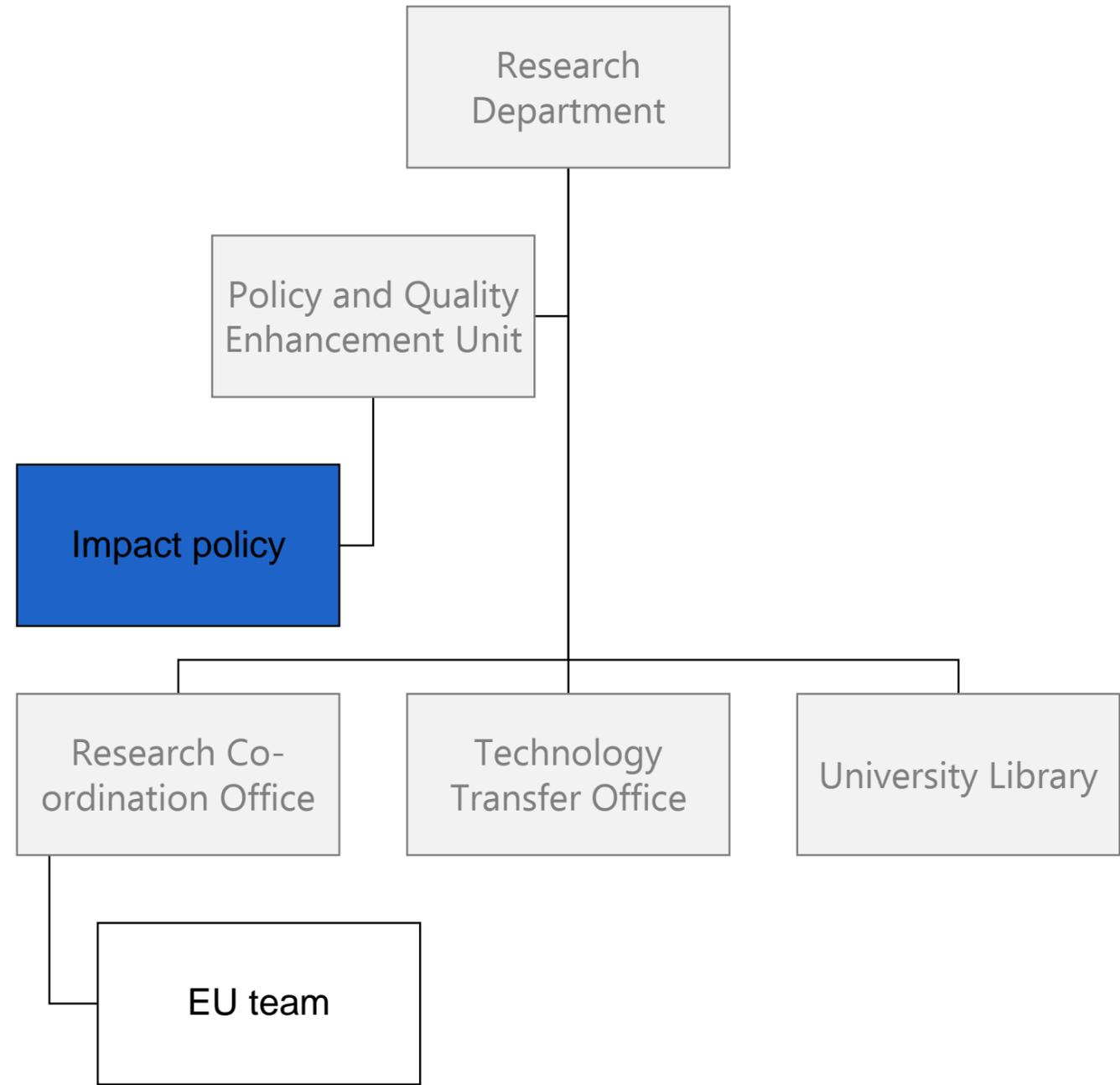
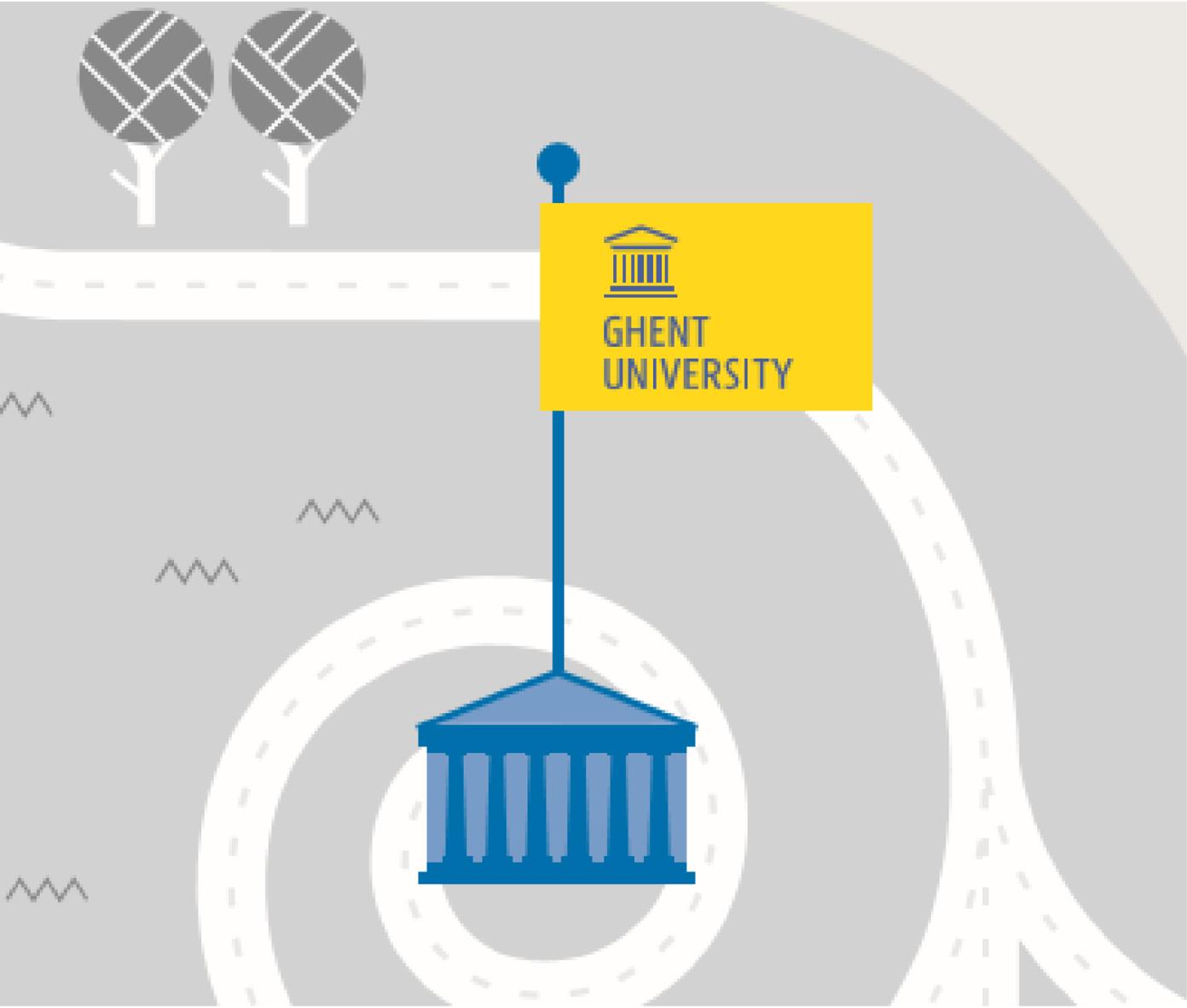
Recent expansion to 26 staff members: <https://www.ugent.be/en/news-events/extra-support-european-research-funding.htm>

Three subteams: People, Planet, Prosperity

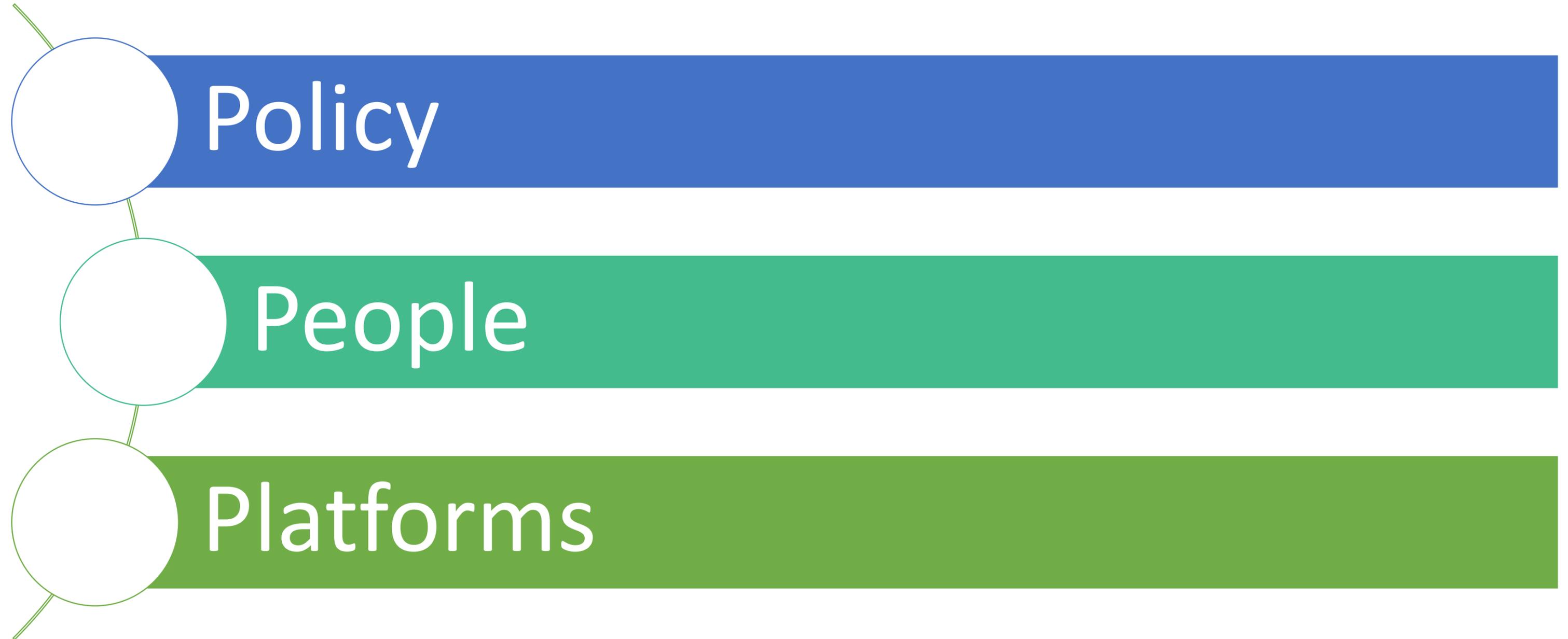
- 4 Project advisors:
 - General questions about the call modalities and eligibility criteria
 - Budget check and administrative check of project applications
 - Guidance at the start of project and help with all kinds of questions
- 7 Accountmanagers: Project scoping, partnering and proposal development
- 5 Project managers: Project management of Horizon Europe Coordinator projects
- 6 Financial advisors: Support and advice for financial reports and audits
- 2 Administrative assistants: Administrative support with project proposals
- and 2 European policy advisors: advise Ghent University management and the entire research community on horizontal developments in European Research and Innovation policy and make suggestions to align Ghent University strategy accordingly

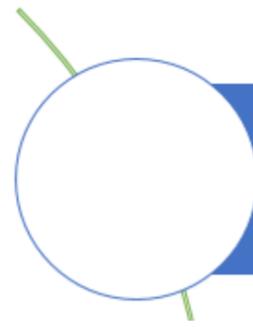
EU-TEAM





INSTITUTIONAL POLICY ON SOCIETAL IMPACT





Policy

✓ Cherry picking from institutional policy plan (2015)

- <https://www.ugent.be/en/research/science-society/impact/soc-impact.htm>
- Roadmap of possible changes
- Common understanding: valorisation/value creation > impact
- Taxonomy of pathways to impact

✓ Link with SSH strategy

✓ Interdisciplinarity, even transdisciplinarity

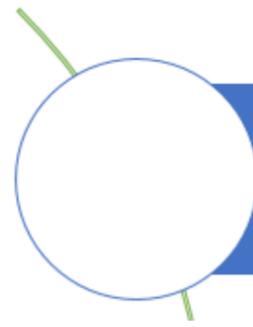
✓ Open science

✓ Different approach to assessment

- Portfolio of research dimensions: integrated approach:
<https://www.ugent.be/en/research/research-strategy/evaluation>
 - Responsible use of indicators and descriptors (signatory of DORA)
 - New career and progression model for professors
 - Group level instead of individual
 - Case studies: narratives, focus on process & interactions (research in context)

✓ Funding

- Separate fund for societal value creation activities:
<https://www.ugent.be/en/research/funding/bof/socvalfund>
- Generic and tailored advice for other funding sources



Policy

✓ Impact literacy

- Training
- Plan ahead, be able to articulate impact
- Understand funding requirements
- Cf. knowledge brokers

People

- ✓ (central impact policy advisor)
- ✓ (Tech Transfer Office)
- ✓ (Funding units: Development co-operation, EU, but also Flemish and Federal funding...)

People

✓ Strategic investment in impact knowledge brokers

(IDC)

<https://www.ugent.be/en/research/science-society/idc>

- 10 brokers embedded in interdisciplinary research consortia aimed at societal impact
- Funded by university's Special Research Fund (complementary to Business Developers funded by Industrial Research Fund)
- Separate career model for postdoc based on new professorial model
- Part of Research Dept + community of practice (decentralised network, train-the-trainer)
- Underlying consortium
 - Selection based on impact plan



Platforms

- ✓ **Mix of ‘regions of impact’**
 - Importance of local impact and stakeholders
 - Links with educational policy domain (CSL)
 - Development co-ordination
- ✓ **University-wide PE & outreach platforms**
 - Extensive scicomm events + collaboration with Sustainability
 - De Krook
 - Ghent University Museum
- ✓ **(Inter)National networks & projects**
- ✓ **Adapted communication (incl. case studies/success stories)**



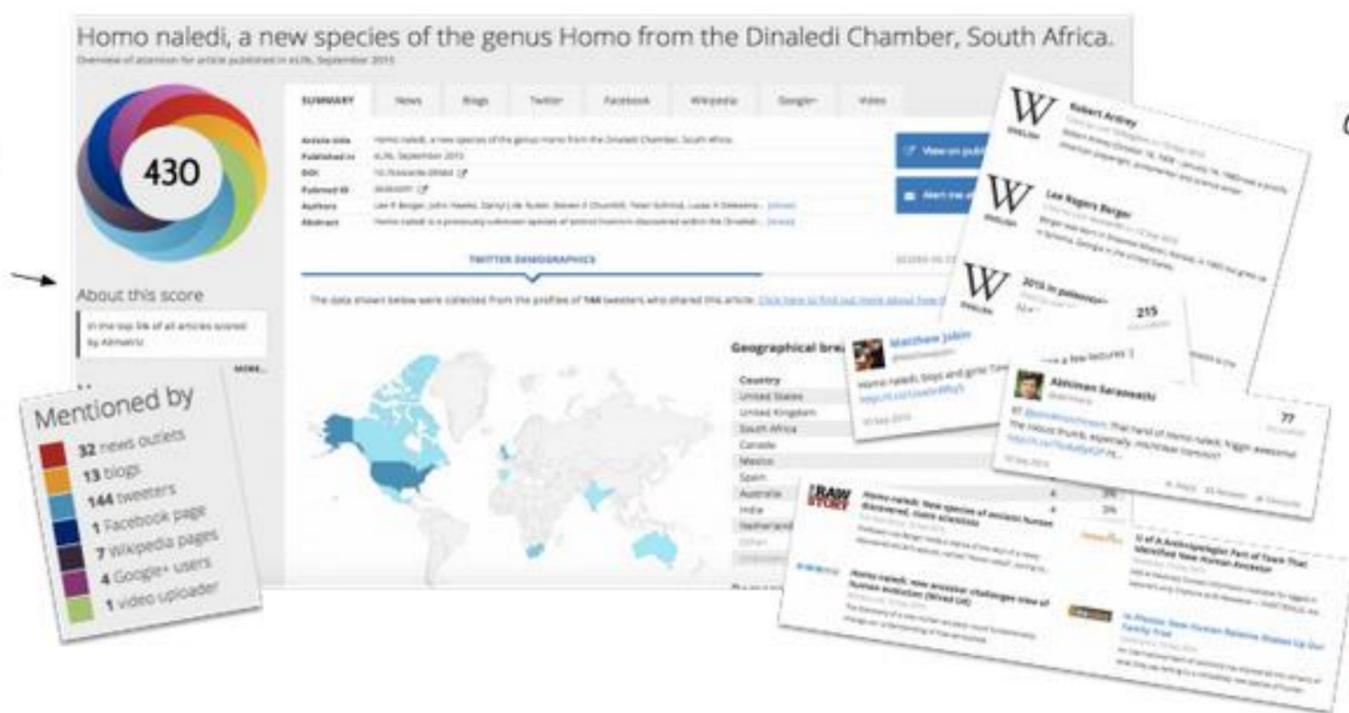
Partnerships & platforms

✓ GISMO: making impact activities & expertise visible

- E-CV (reusable data)

✓ Altmetric

A collated record of all of the online shares and mentions of your research



View all of the original comments and coverage

Around any kind of scholarly output

- **Data sets***
- **Clinical trial records**
- **Peer reviewed journal articles**
- **Books**
- **Book chapters**
- **Policy documents, guidelines, white papers****
- **Presentations, blogs, anything web-native**

LESSONS SO FAR

- ✓ Co-create policy and infrastructure
- ✓ Group effort
- ✓ Longterm relationship of trust with stakeholders
- ✓ Not a straight-forward job

Esther De Smet

Sr. Research Policy Advisor

RESEARCH DEPARTMENT

E esther.desmet@ugent.be

T +32 9 264 30 23

www.ugent.be/en/research

Twitter: @ResearchUGent

(personal: @sterretje8)