



Impact of Science

5-7 June 2019, Berlin

Konferenzraum, 13:45-15:00

University impact strategy

Barend van der Meulen (Chair)

Lucy Davies

Birge Wolf



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University impact strategy

Barend van der Meulen (Chair)

Head of Research,

Rathenau Instituut, The Netherlands

Rathenau Instituut

How can research institutes create their own impact strategy

Introduction to the session University Impact Strategies

Barend van der Meulen

AESIS Impact of Science | Berlin 5-7 June 2019



From impact to impact strategies

- Societal impact as part of evaluations
 - Evolution of standardized procedures: SEP, REF.
 - Focus on “how can we measure it”
- AESIS: **Advancing** & evaluating societal impact of science
 - Not just measuring impacts: evaluation >> indicators
 - Not just evaluation: how to realize impact
 - Not any impact: strategic focus
- Two experiences to set the scene
 - Rathenau Instituut
 - AESIS course on Integrating Societal Impact in a Research Strategy
- In this session

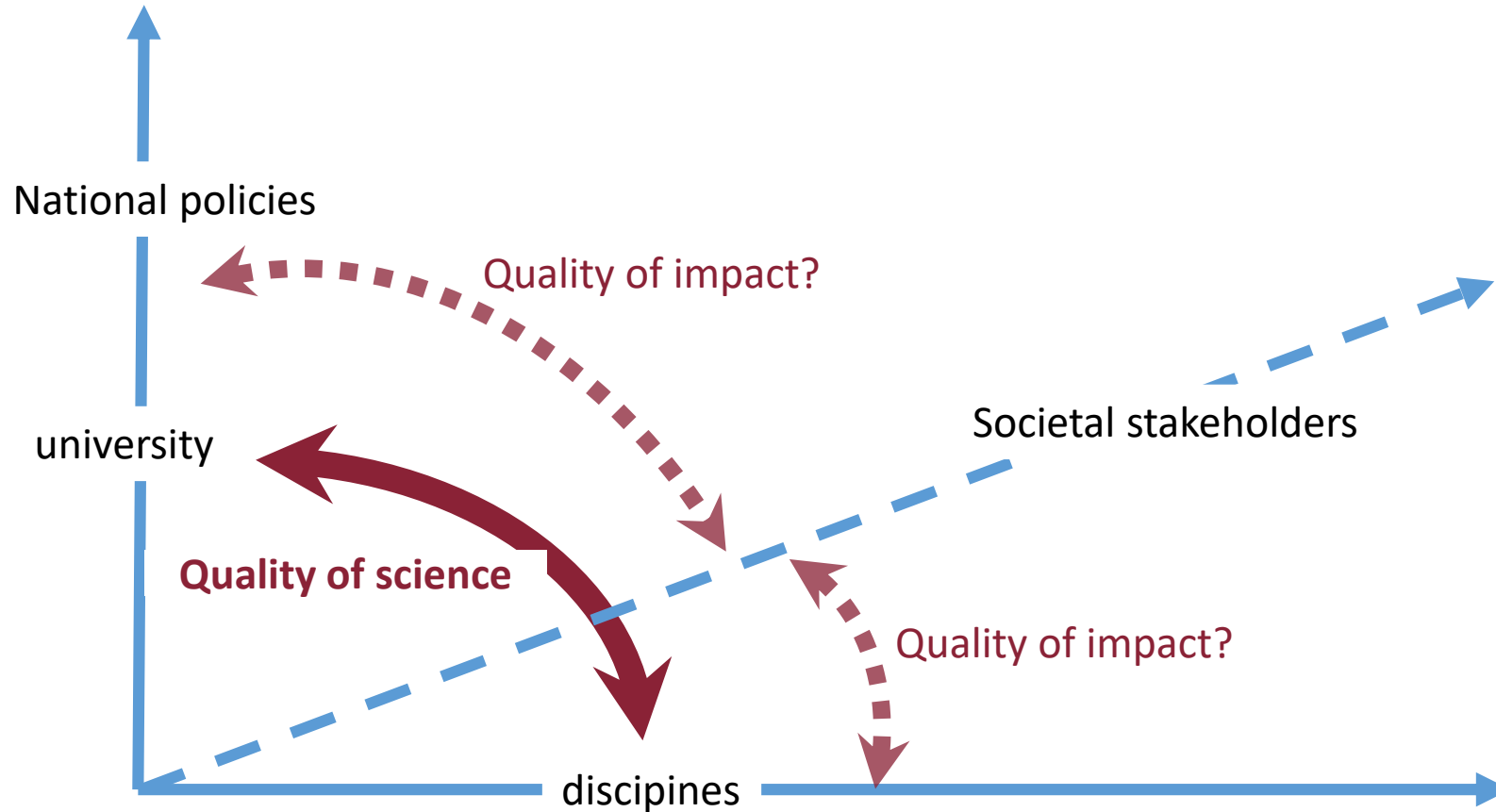
Which issue do you want to be addressed in this session?



Rathenau Instituut

- Research and dialogue relating to the societal aspects of science, innovation and technology in order to support public debate and political decision making.
- Monitoring political impact
 - Activities projects for parliament and government. Meetings with MoPs
 - Output Dedicated publications for parliament & for ministries and other government bodies
 - Impact references to our work in parliamentary debates
references to our work in parliamentary documents
examples of agenda setting, incl follow up activities
- Monitoring societal impact
 - Activities research *and* dialogue supported by strong communication department
 - Output interactive sessions, reports, press releases, lectures, courses etc
 - Impact development of our network of stakeholders
Press coverage and social media scores

Monitoring, evaluation and standardization



AESIS course Implementing Societal Impact in a Research Strategy

- Where to start with an impact strategy?
 - Not from scratch!
 - Impact histories eg in law, engineering, agriculture, health
 - Research groups which have impact already: Well-functioning units like tech transfer offices
 - (Isolated) initiatives such as prizes, reach out schemes, citizen science projects
- =>learn, support and develop

Two challenges ahead

- To move from loosely coupled elements towards a coherent strategy
- To develop useful tools to support the implementation of such strategies.

Dank!

Barend van der Meulen,
Rathenau Instituut, and CWTS, Leiden University
b.vandermeulen@rathenau.nl





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5-7 June 2019, Berlin

University impact strategy

Lucy Davies

*Product manager, VV Impact Tracker,
Vertigo Ventures, UK*



University Impact Strategy: An implementation perspective

AESIS: Impact of Science Conference 2019

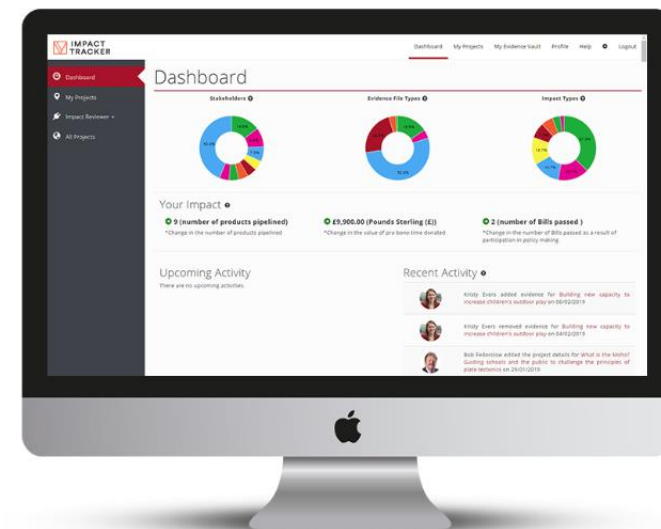
Date: 06.06.2019

Presented by: Dr Lucy Davies, Product Manager, Vertigo Ventures

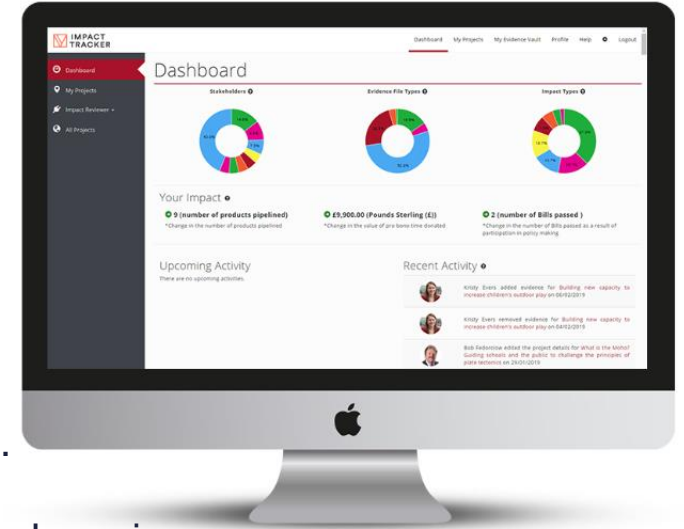
Background

Dr Lucy Davies

- UK HEI sector
- Research background in Computational Neuroscience as well as applied Health research
- Research Impact officer
- Product Manager for VV-Impact Tracker, Vertigo Ventures impact reporting tool – supports academics and organisations to identify, monitor and evidence impact



Vertigo Ventures



Nearly 10+ years of impact reporting

- We work with leading universities to help them identify, capture and report their impact.
- Mostly through our software product, VV-Impact Tracker, but also through training and eLearning.
- VV-Impact Tracker is used by over 6,800 academics and research managers from 36 universities in UK,EU, Australia, Hong Kong
- Advisors to the THE Impact Ranking

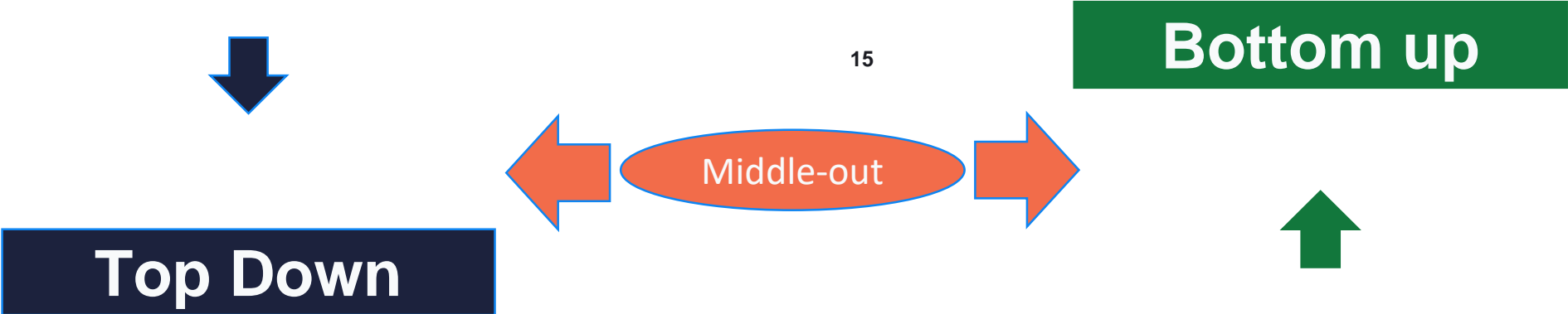


*Please see vertigoventures.com for more information |

Introduction to talk

Things to consider when developing a strategy

Things to consider when implementing a strategy



Why Impact?

- Accountability
- Public Dialogue and Engagement with research
- Transforming lives
- Better research
- Partnerships
- Funding



Why Strategy?

- Embed
- Resources
- Skills
- Monitor, Evaluate & Report

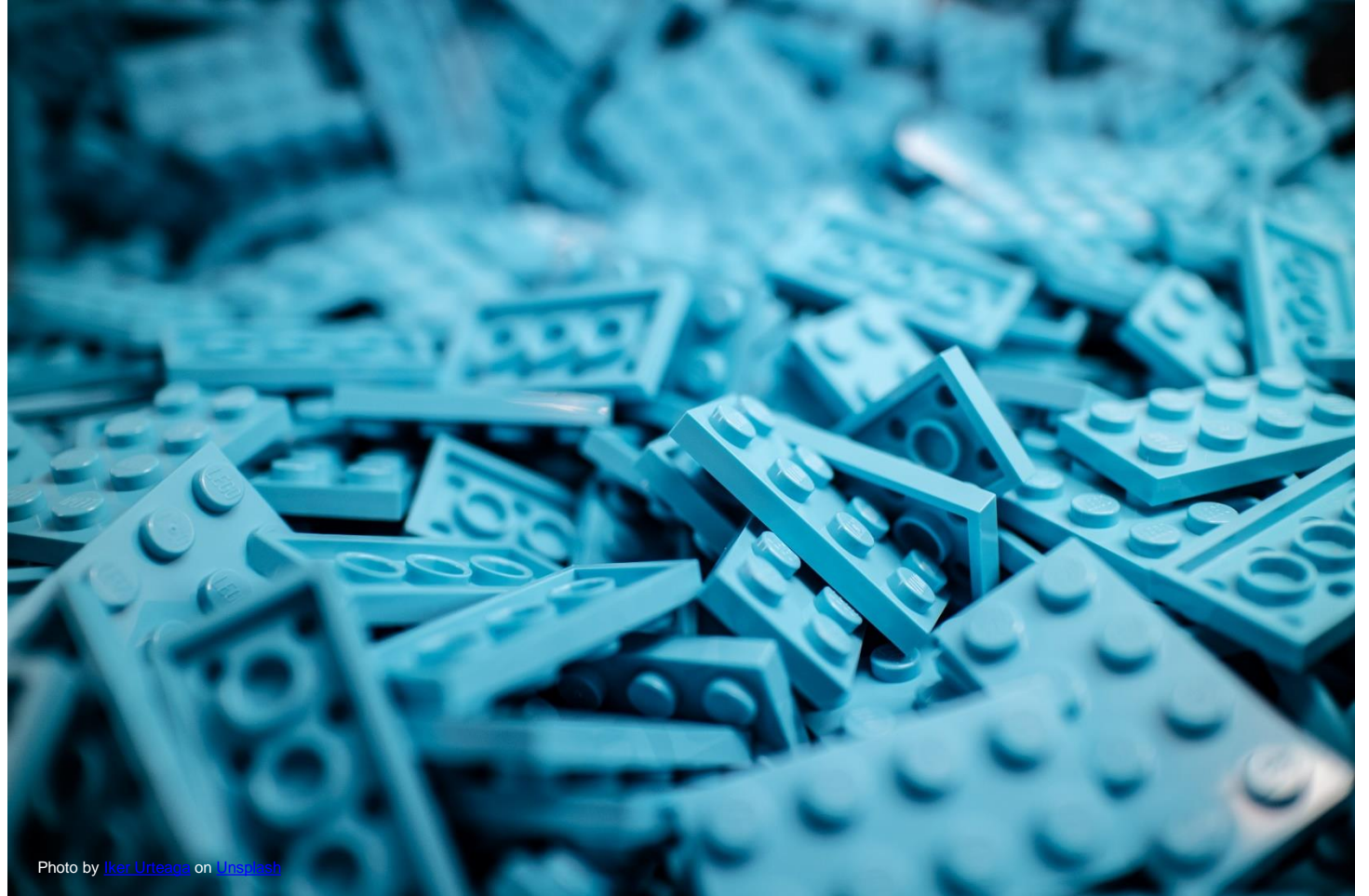


Photo by [Iker Urteaga](#) on [Unsplash](#)

Strategy: 5W+H Questions

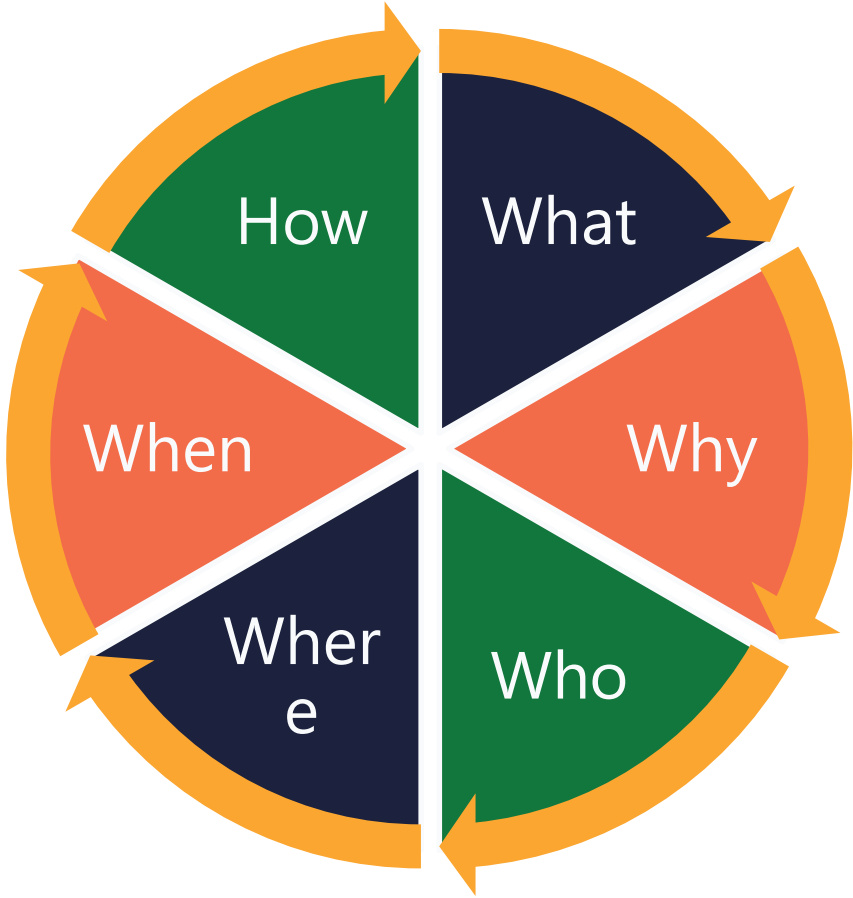
Development

- WHAT do you want to achieve?
- WHY do you want to achieve it?

- WHO is this strategy for?
- WHERE is this strategy targeted?
- WHEN do you want to achieve?
- HOW will the strategy be implemented?

Implementation

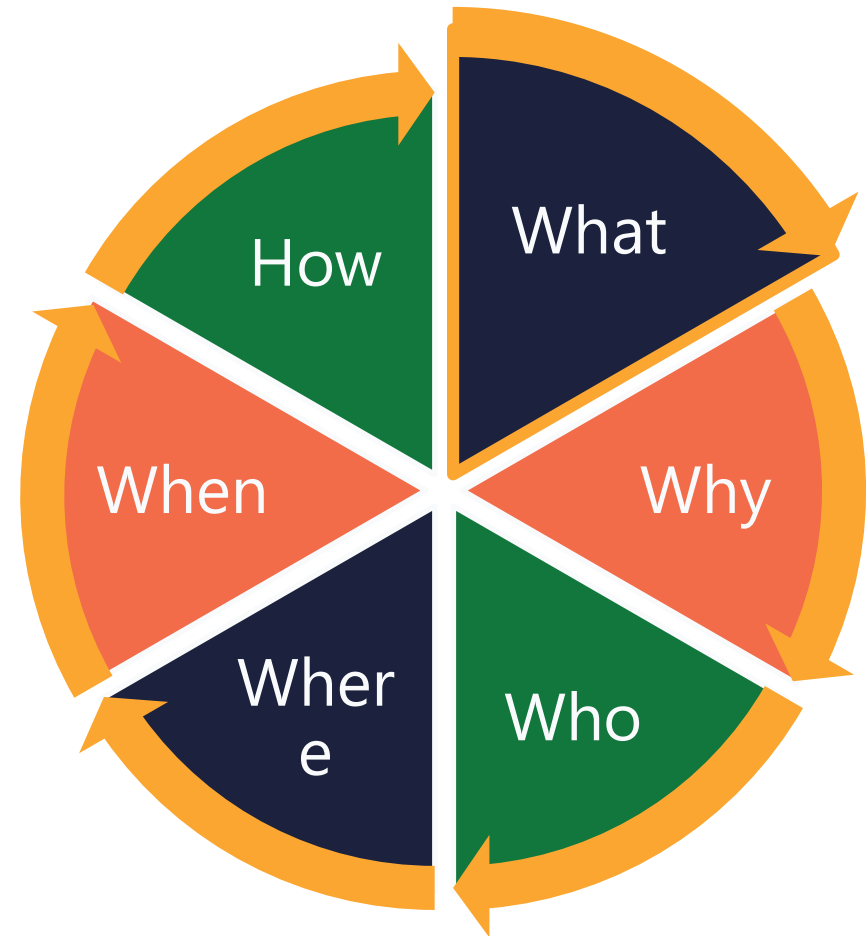
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What is it you want to achieve?

- Mission/Vision
- Other Strategies
- Research your Strengths
- Challenge your Institution

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What are your strengths?

- Research
- Location/Context
- Facilities/Expertise/Skills
- Relationships
- Staff/Students
- Income/Land



Photo by [Aloia Griffiths](#) on [Unsplash](#)

What are your strengths?

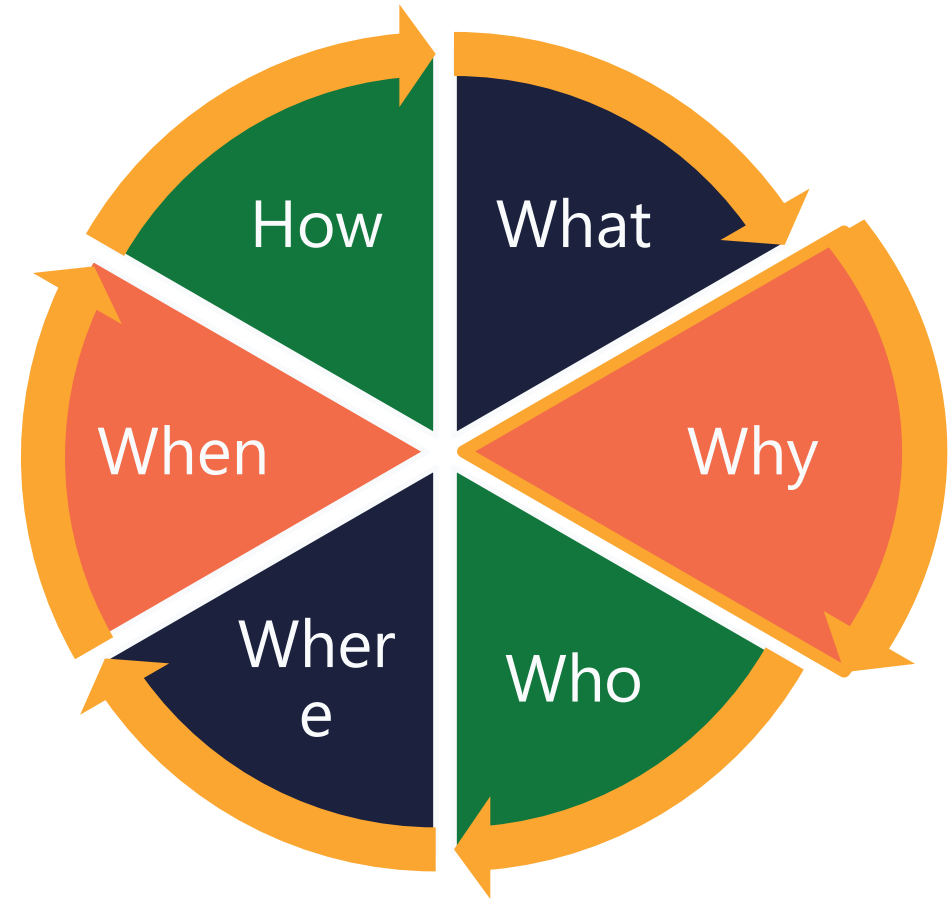
- Research
- Location/Context
- Facilities/Expertise/Skills
- Relationships
- Staff/Students
- Income/ Land



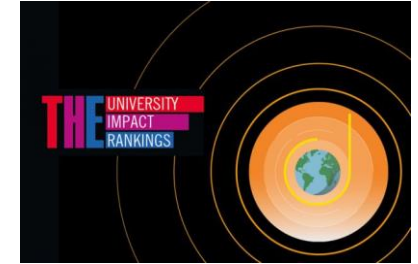
Why do you want to achieve it?

- Mission/Vision
- Transforming lives
- Better research
- External Drivers

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External Drivers



- SDGs
- National Assessments: REF (UK), SEP (NL), EIA (AUS), RAE (HK)
- Funders: Funding and Evaluation
- Reputation



Standard Evaluation Protocol
2015 – 2021

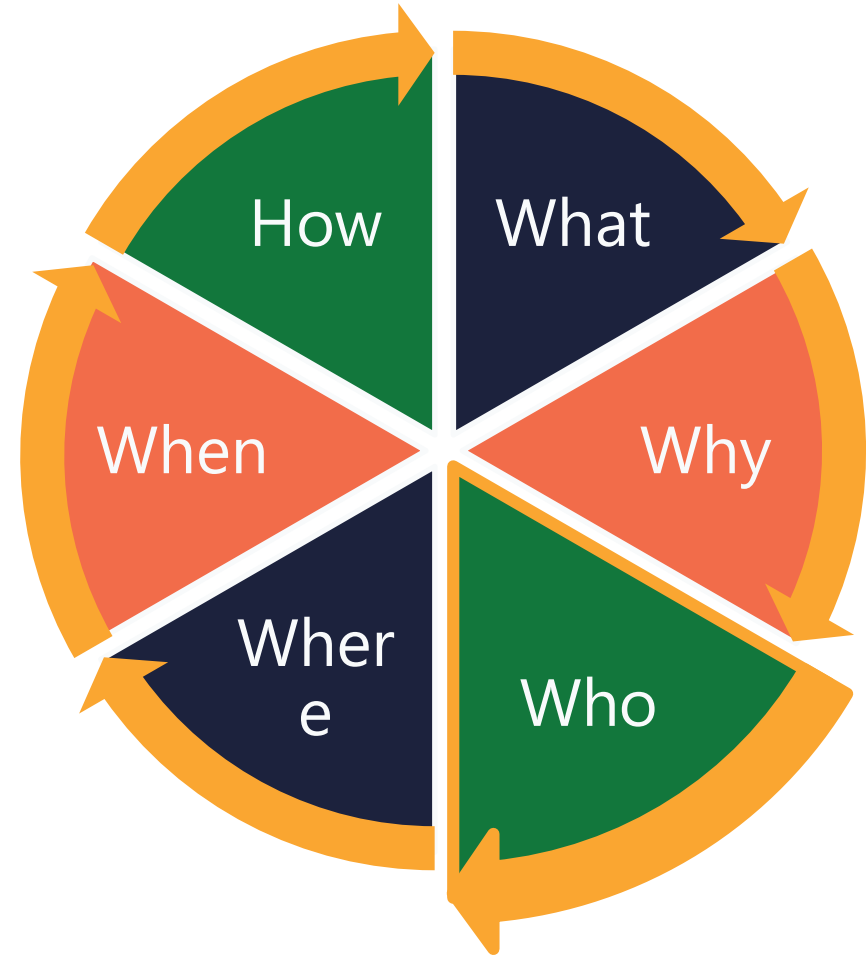


Implementation

Who is this strategy for?

- Everyone!
- Provide leadership - impact is important
- Expectations/Commitments
- Ownership
- External

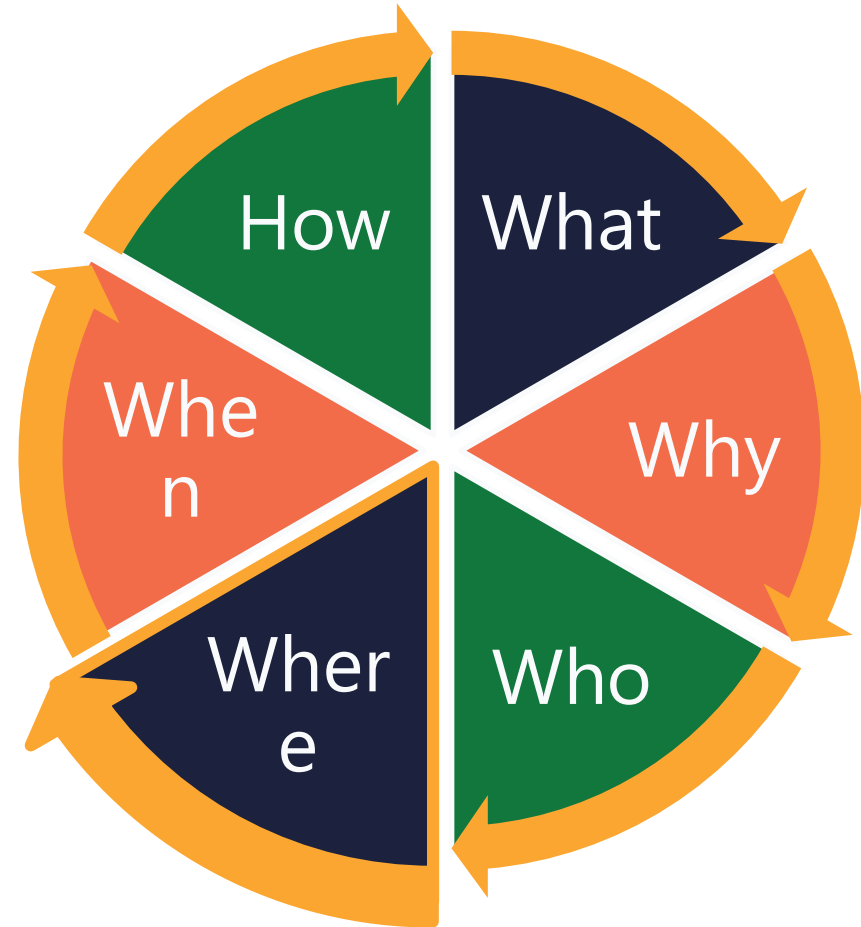
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Where is this strategy targeted

- Everywhere!
- Translation
- Communication

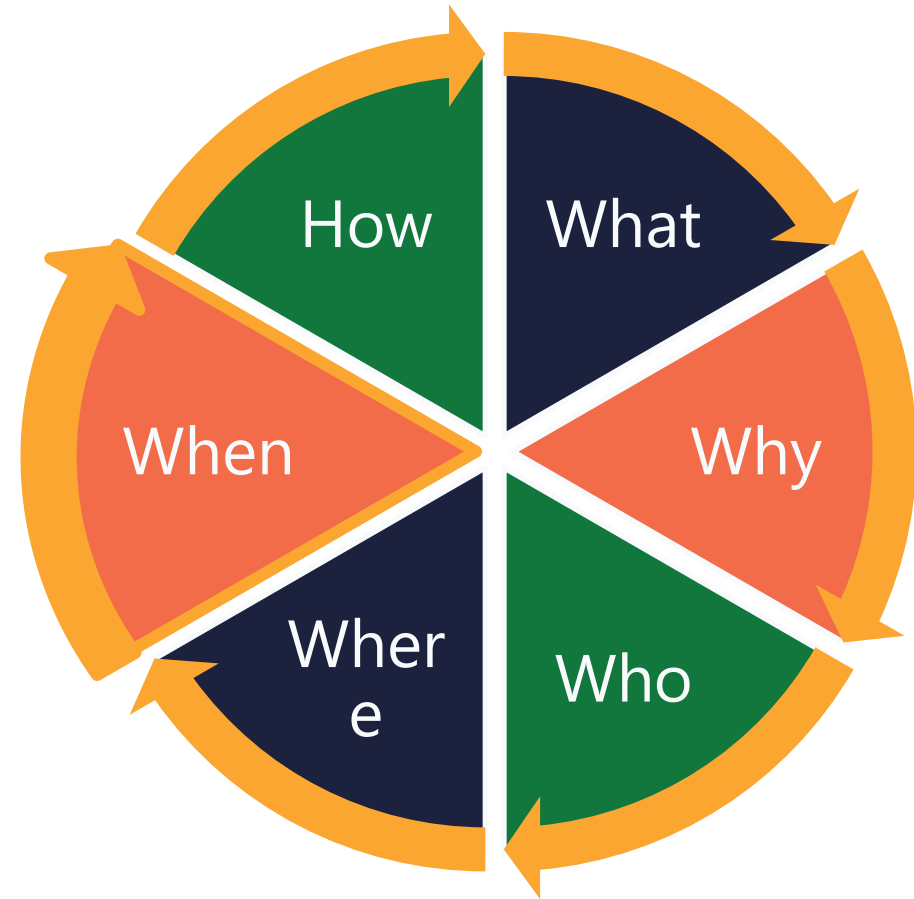
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When will you achieve the purpose of the strategy?

- Time frame
- What achievement will look like
- How progress will be monitored
- KPIs:
 - Targeted to strengths/Create a challenge
 - Related to key external drivers
 - SMART – Relevance key

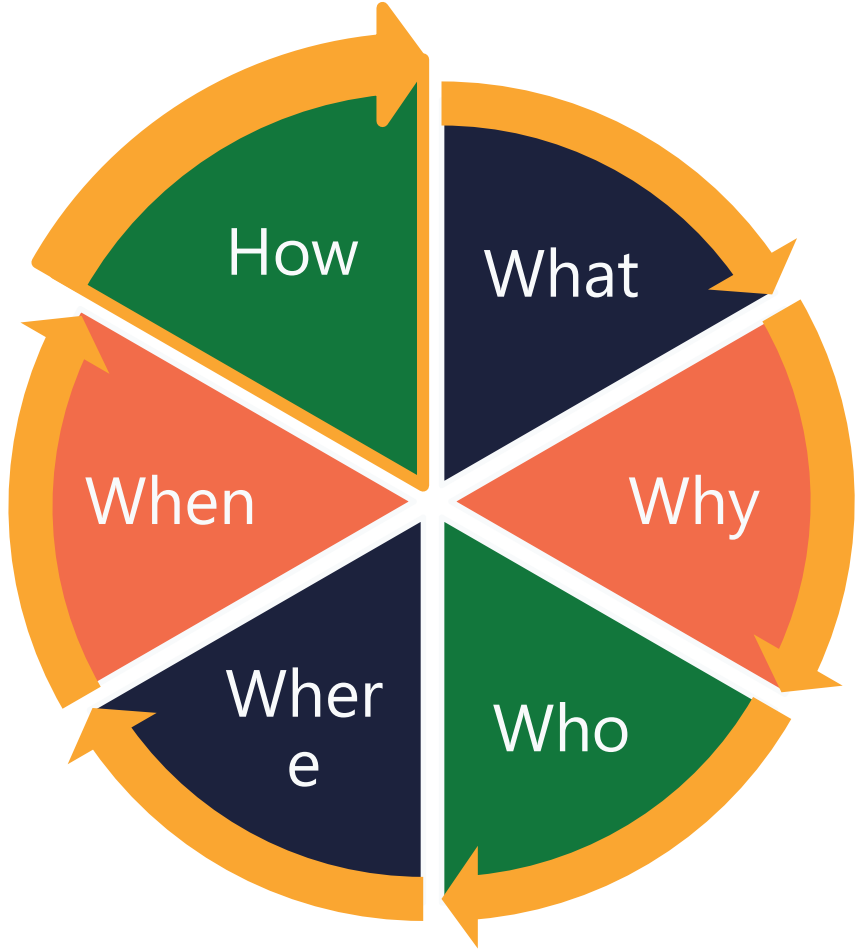
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How will the strategy be implemented?

- Communication
- Allocation of resources
- Support
- Review

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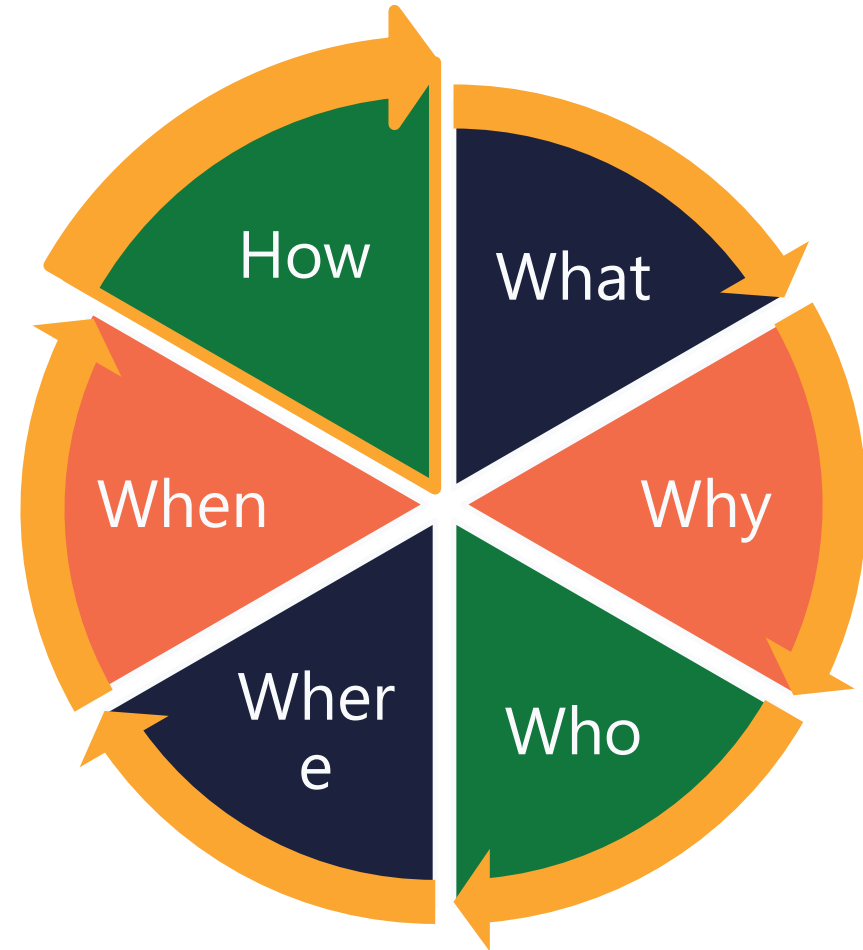


How will the strategy be implemented?

● Communication

- Consultation
- (Top Down) Ownership
- Impact champions
- Language/mode of communication
- Clarity and Consistency

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How will the strategy be implemented?

- Communication
- Allocation of resources

- (Top Down) Investment
- (Bottom up) Buy-in
- Targeted
- Clarity and Consistency

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How will the strategy be implemented?

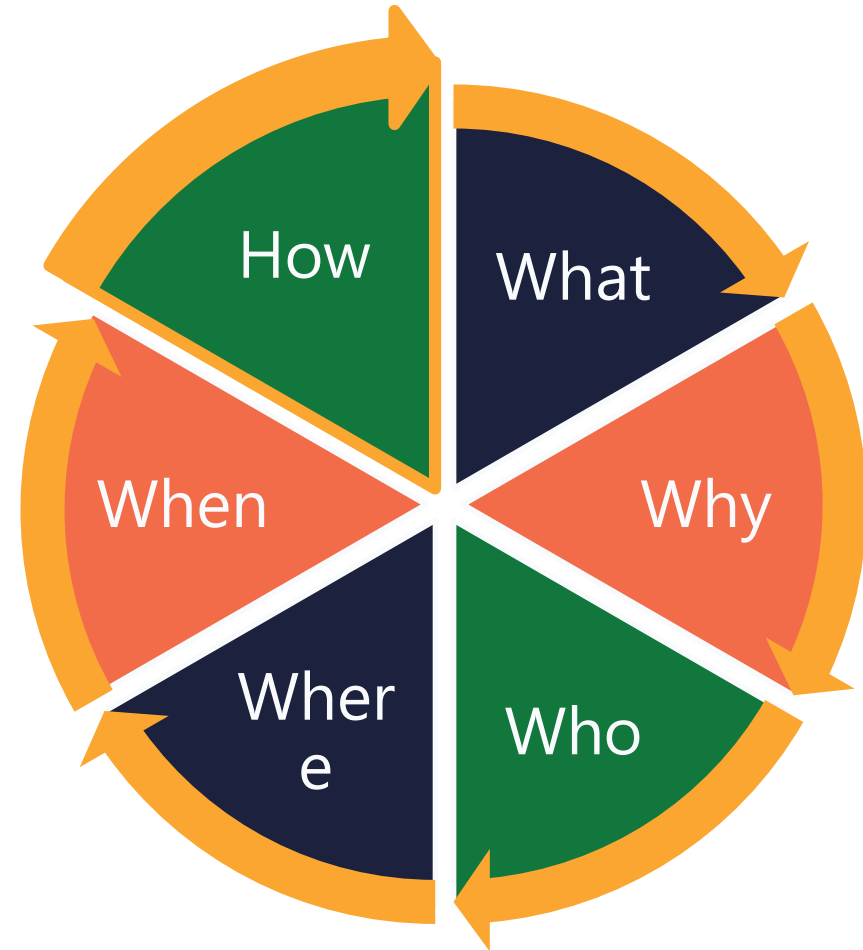
● Communication

● Allocation of resources

● Support

- Middle-out!
- Support services collaboration
- Education/Expertise
- Skills
- Visibility
- Allocation of resources
- Celebrating
- Documenting

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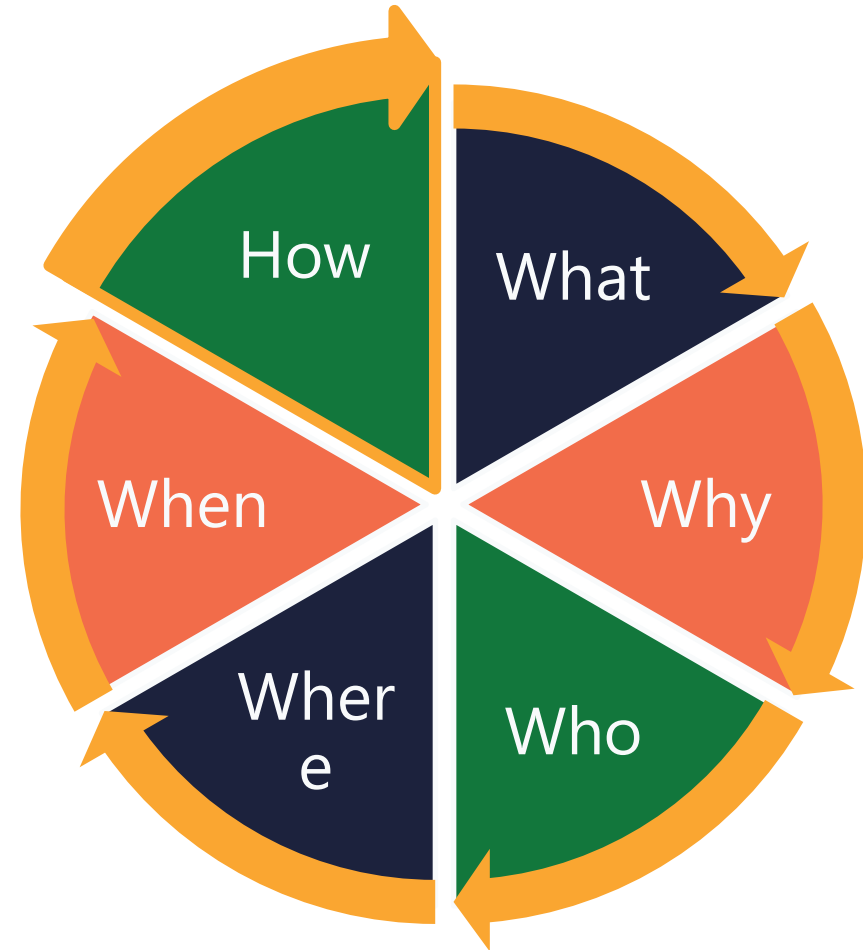


How will the strategy be implemented?

- Communication
- Allocation of resources
- Support
- Review

- Informal: Talk to academics/leads
- Formal: KPIs
- Formal: Consultation
- Feedback
- Listen, Learn, Adapt
- Communication

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Conclusion

- Impact is important
- A good strategy should focus on embedding impact literacy and encourage delivery of meaningful change from research
- Clear Goals, good communication and investment are key to buy-in across the institution and success!
- Support your academics - they are the ones who will deliver your strategy ...
- ... but crucially support your impact officers, research support staff, impact experts and champions as they are the ones who support both the researchers and senior management and are key to implementation!



Thank You



Impact of Science

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University impact strategy

Birge Wolf

*Research Associate at the Department of Organic Farming & Cropping,
Kassel University, Germany*

Gefördert durch:



U N I K A S S E L
V E R S I T Ä T

aufgrund eines Beschlusses
des Deutschen Bundestages

Syn**S**ICRIS

The Syn**S**ICRIS-monitoring approach to plan societal impact and assess research contributions

Birge Wolf

Impact of Science 2019 – Berlin

Session: University Impact Strategy

What is the presentation about?

- Development of an Open Source Monitoring System
- Why and for what purposes?
- Which Indicators & Indications?
- Use for Funders and Institutions
- Functions related to Impact Strategies

What are we doing?



+

Indicators for contributions to societal impact

+

Functions for

- Impact strategies
- Transfer
- Funding processes

Participative requirement analysis & incremental agile software development

Why are we doing so?

Research with societal impact orientation

contributes to

Science

- frequently used indicators for scientific quality & impact
- strong incentives / high pressure

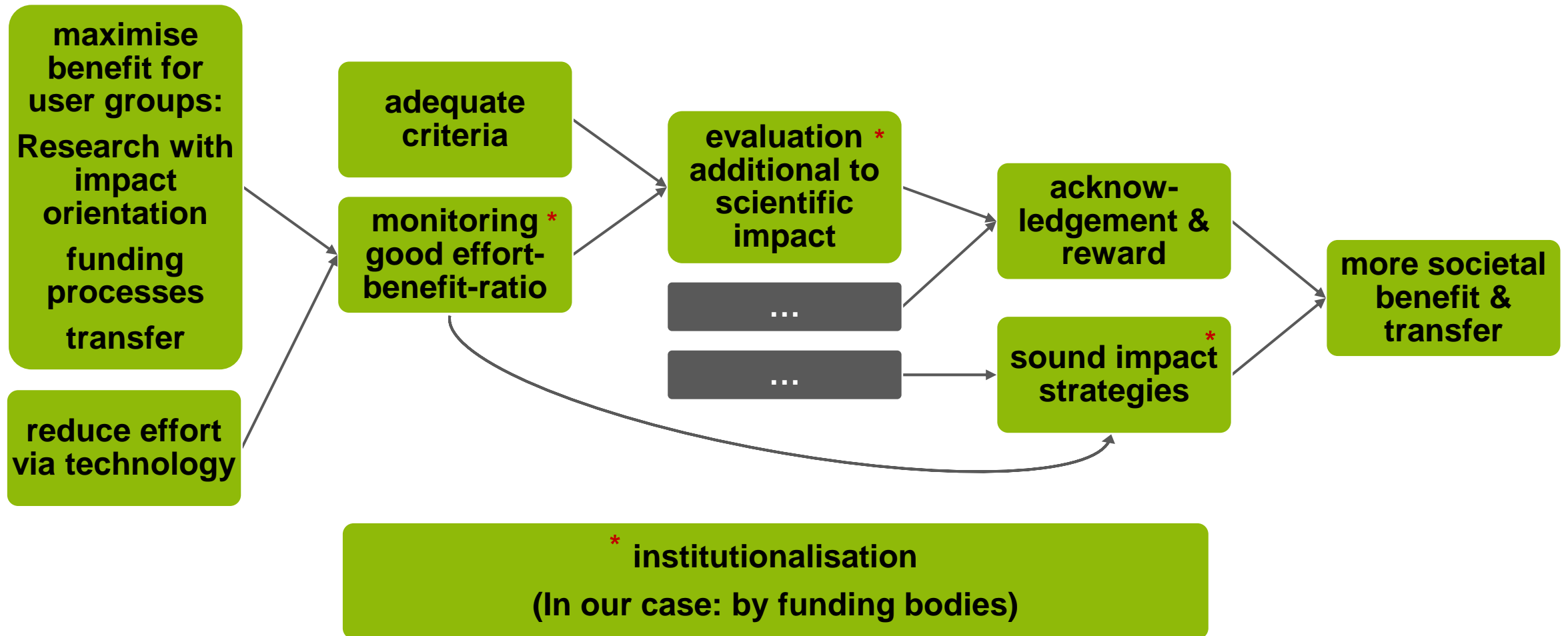
Practice & Society

- high workload
- less acknowledgement
- urgent societal challenges

THE GLOBAL GOALS For Sustainable Development



What is our Theory of Change for more societal impact and acknowledgement?



What are the adequate criteria?

What criteria?

- measure researches contributions to make impact more likely
 - productive interactions
 - application possibilities
- reflect on potential societal impacts

- impact: record use of research results as “application cases” for innovation and change

Why?

- fairness:
 - limited influence of research in complex innovation systems
- limits of impact assessment:
 - time-gap, attribution-gap, multicausality in complex systems, ...
- utilisation focus:
 - provide short term results for acknowledgement and decision making
- allow to link processes with impacts, track success, support transfer

Leading Concepts for Selection and Development of Indicators

■ Productive Interactions

In this project, we understand *productive interactions* as exchanges between researchers and stakeholders in which knowledge is produced and valued that is both scientifically robust and socially relevant. These exchanges are mediated through various 'tracks', for instance, a research publication, an exhibition, a design, people or financial support. The interaction is *productive* when it leads to efforts by stakeholders to somehow use or apply research results or practical information or experiences.

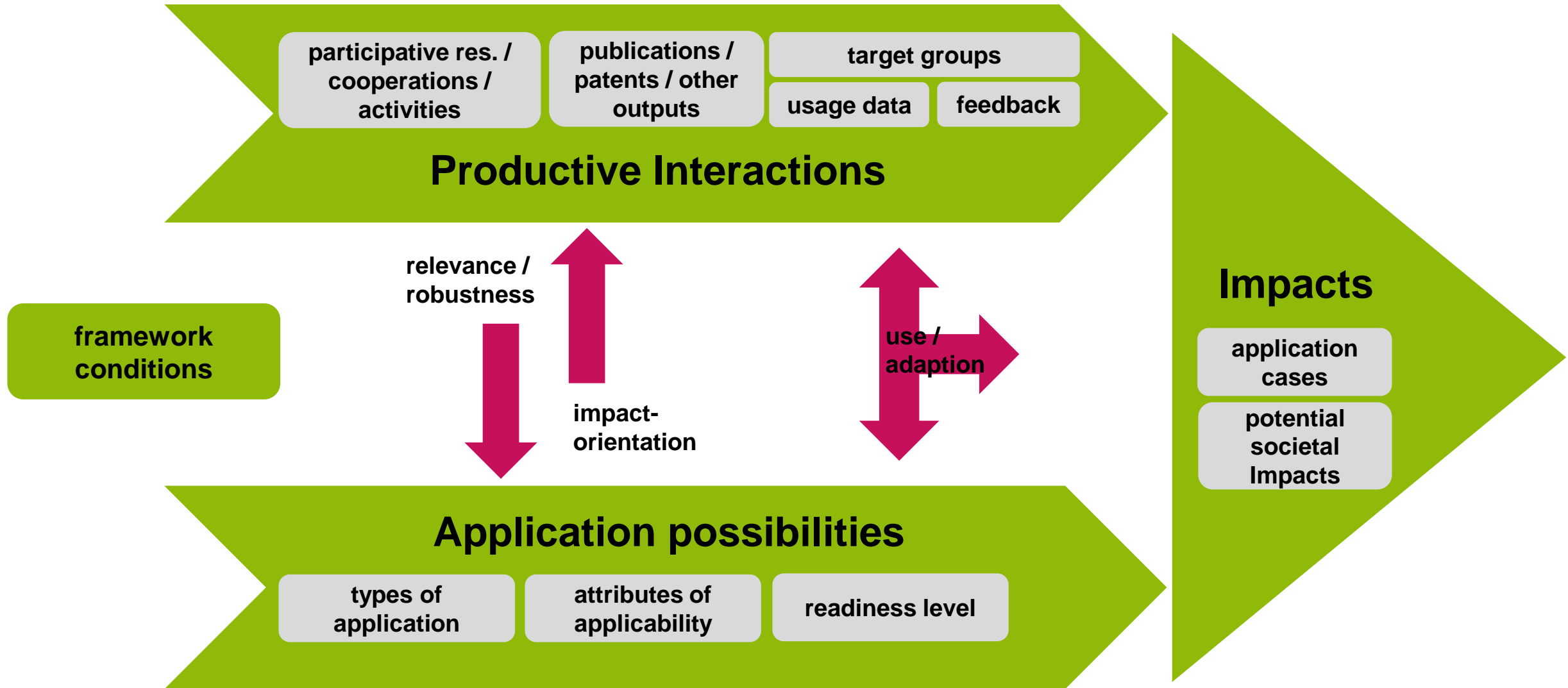
(Spaapen & van Drooge 2011)

- direct
- indirect
- financial

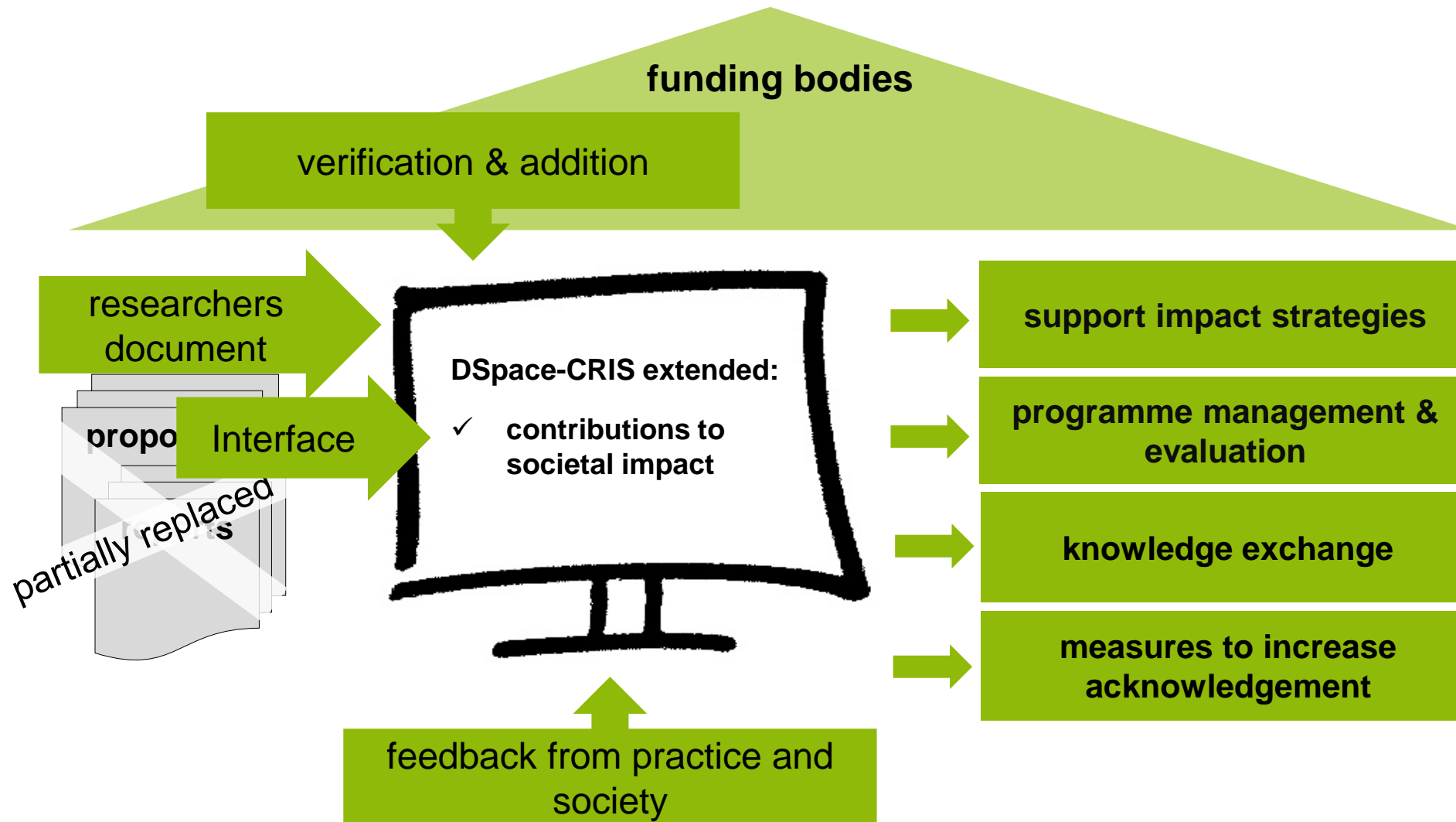
■ Application possibilities

- do not rely totally on stakeholder interaction
- focus also on the innovation potential of the results
- Innovation research
 - What supports the diffusion of an innovation?
- Technology assessment
 - How to prevent negative effects of innovations?

Indicators & Indications

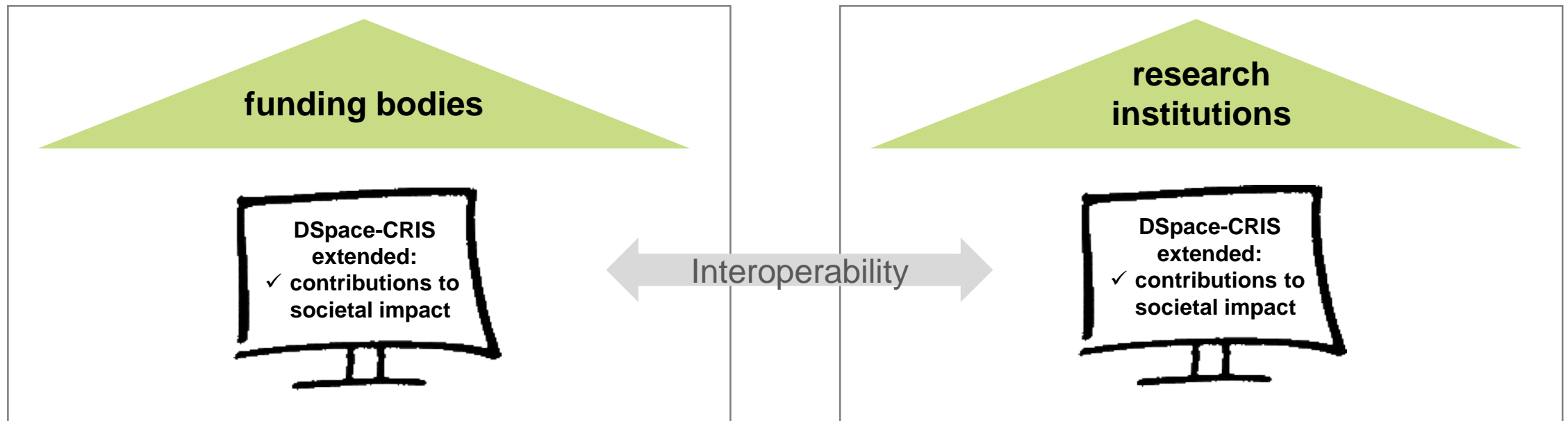


Our focus: Institutionalisation via Funding Bodies



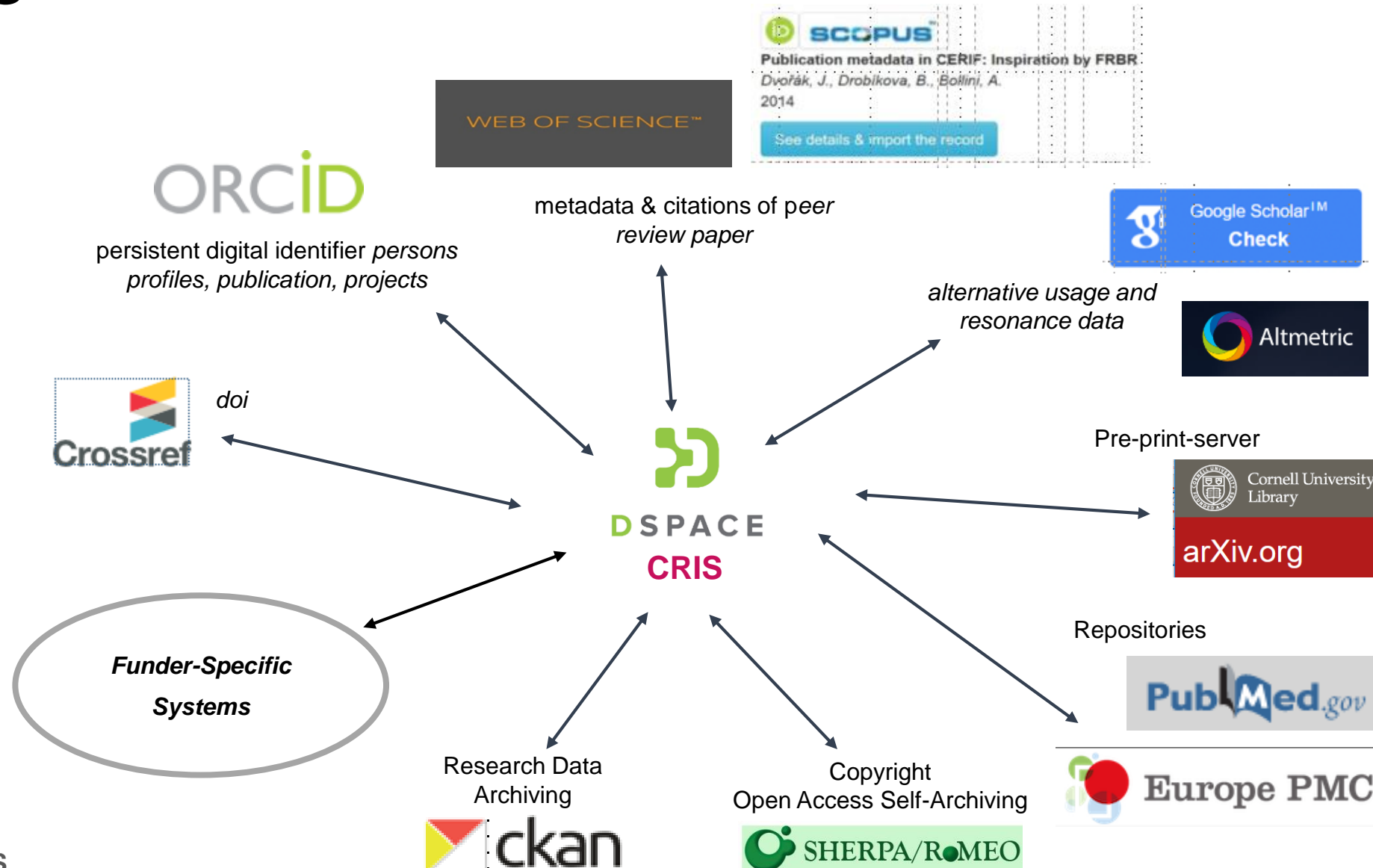
Use of the monitoring tool

- Step 1: add new entities - first testable version 10/2020
- open source licence and modular development allows easy adaption



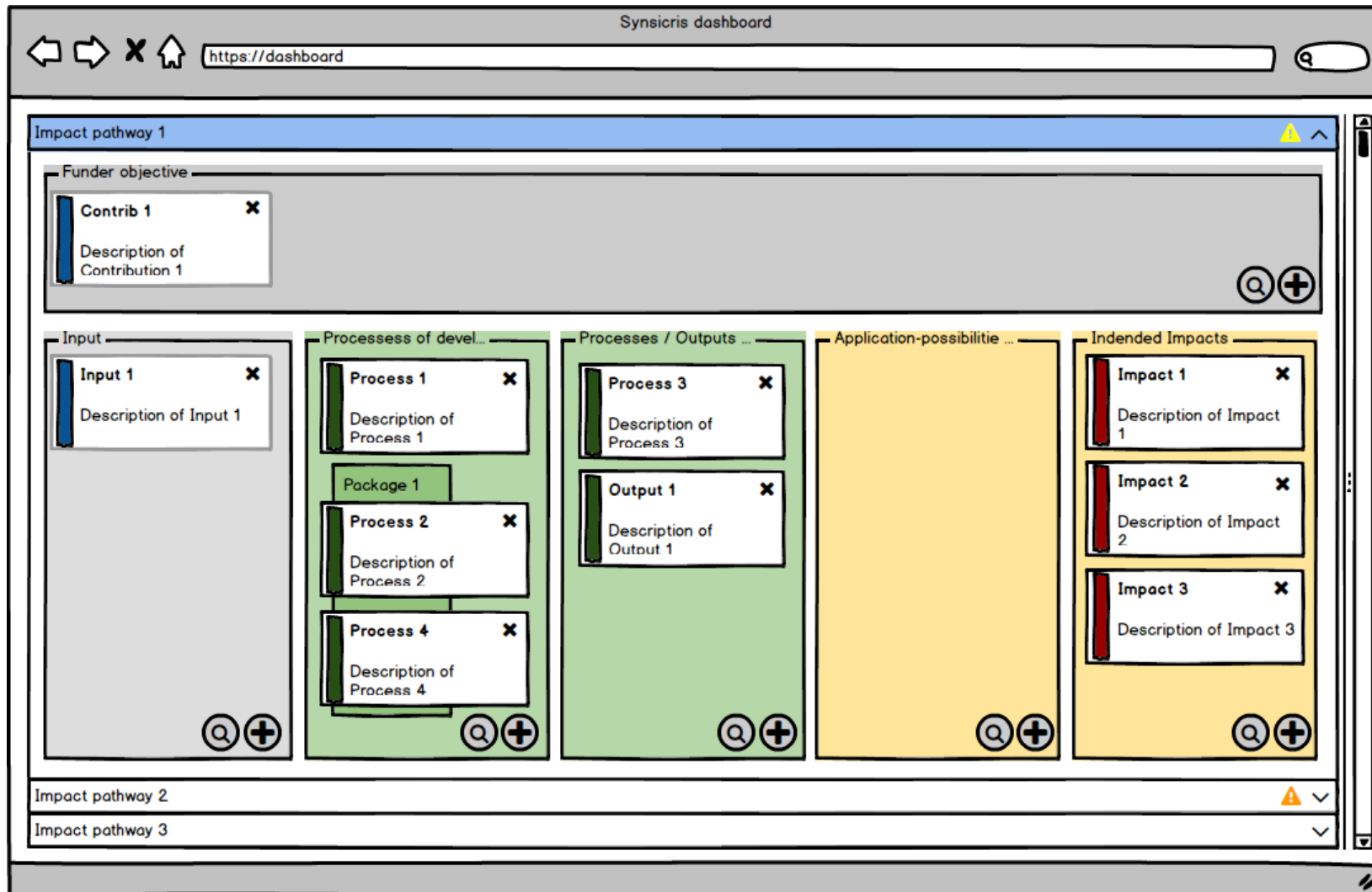
- Step 2: features for funding processes planned for 10/2022

Interfaces, interoperability and all features of a professional CRIS



New feature – Impact Pathway

... for impact strategies, monitoring and evaluation



Impact pathway 1

Funder objective

Contrib 1

Description of
Contribution 1

Input

Input 1

Description of

New Object

Object type: *

application possibilities

Key info: *

text text text

Exploitation
plan:Impact pathway
Notes:

Save

Cancel

Impact pathway 2

Impact pathway 3



https://dashboard



Impact pathway 1

Input

Input 1 ✕
Description of Input 1



Processes of level...

Process 1 ✕
Description of Process 1

Package 1

Process 2 ✕
Description of Process 2

Process 4 ✕
Description of Process 4



Processes / Outputs ...

Process 3 ✕
Description of Process 3



Intended application ...

Application possibility 1 ✕
Description ...



Intended Impact

Impact 1 ✕
Description of Impact 1

Impact 2 ✕
Description of Impact 2



Impact pathway 2



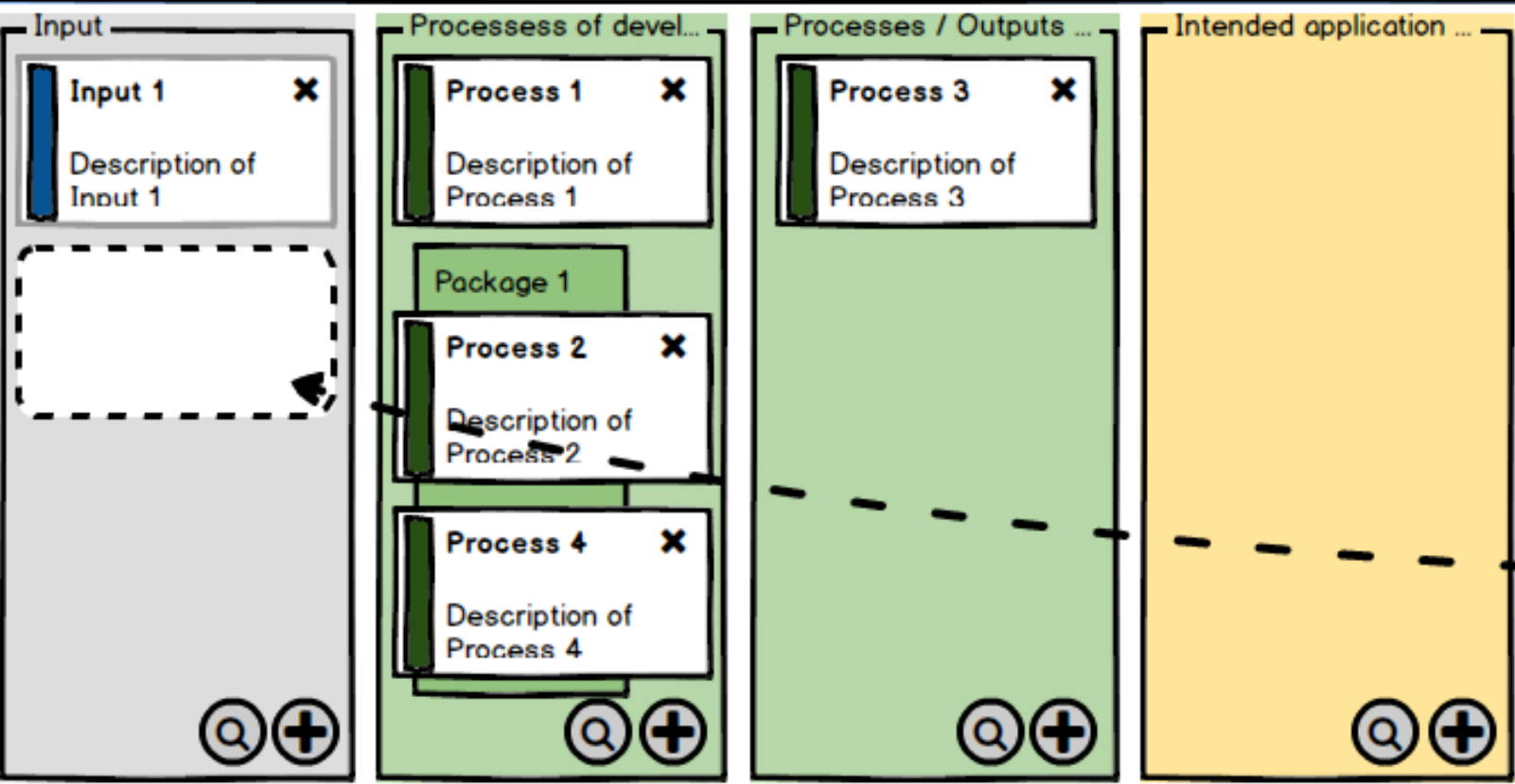
Impact pathway 3



https://dashboard



Impact pathway 1 ⚠️ ^



View panel
Input 1 v

Object list ⚠️ ^

Search: Order by:

Input 1 Description of Input 1	Process 2 Description of Process 2
Input 2 ⚠️ Description of Input 2	Process 3 Description of Process 3
Process 1 Description of Process 1	Process 4 Description of Process 4
...	

Impact pathway 2 ⚠️ v

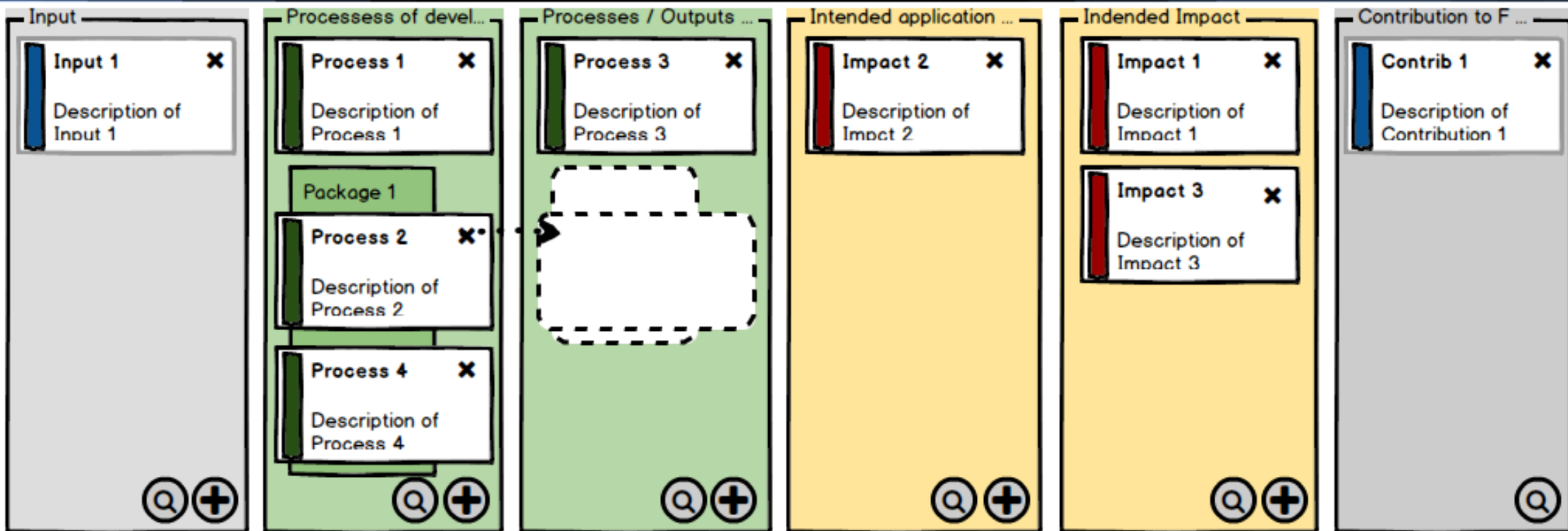
Impact pathway 1

Input	Processes of level...	Processes / Outputs ...	Intended application ...	Intended Impact	Contribution to F ...
<p>Input 1 ✕</p> <p>Description of Input 1</p>	<p>Process 1 ✕</p> <p>Description of Process 1</p> <p>Package 1</p> <p>Process 2 ✕</p> <p>Description of Process 2</p> <p>Process 4 ✕</p> <p>Description of Process 4</p>	<p>Process 3 ✕</p> <p>Description of Process 3</p> <p>[Dashed box]</p> <p>[Dashed box]</p>	<p>Impact 2 ✕</p> <p>Description of Impact 2</p>	<p>Impact 1 ✕</p> <p>Description of Impact 1</p> <p>Impact 3 ✕</p> <p>Description of Impact 3</p>	<p>Contrib 1 ✕</p> <p>Description of Contribution 1</p>

Impact pathway 2

Impact pathway 3

Impact pathway 1



Impact pathway 2

Impact pathway 3

Impact pathway 1

Funder objective

Contrib 1 ✕
Description of Contribution 1



Input

Input 1 ✕
Description of Input 1



Processes of devel...

Process 1 ✕
Description of Process 1

Package 1

Process 2 ✕
Description of Process 2

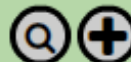
Process 4 ✕
Description of Process 4



Processes / Outputs ...

Process 3 ✕
Description of Process 3

Output 1 ✓ ✕
Description of Output 1



Application-possibilitie ...



Intended Impacts

Impact 1 ✕
Description of Impact 1

Impact 2 ✕
Description of Impact 2

Impact 3 ✕
Description of Impact 3



Impact pathway 2



Impact pathway 3



Thank you!



Birge Wolf

birge.wolf@uni-kassel.de

+49 (0)5542 – 98 1536