

11.30-12.45

Institutional Impact Profile

Steven Hill (chair) – Research England

Julie Bayley – University of Lincoln

Barend van der Meulen – Rathenau Institute

Impact of Science

4-6 November, Krakow

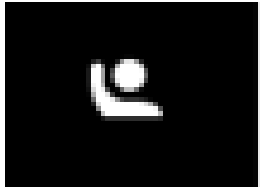
Institutional Impact Profile



Barbakan room

Impact of Science

4-6 November, Krakow



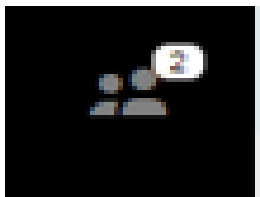
Broadcast permission:

- Turn on your microphone and/or camera
- Participate in the discussion



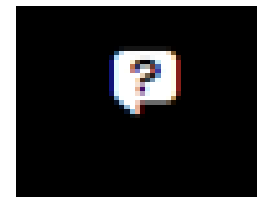
Conversations:

- General remarks
- Discussion
- News (links)



Who are the attendees?

- Speakers
- Participants



Q&A:

- (Targeted) questions
- Speakers answer the questions live



Lay out view:

Full screen, Tiled, Thumbnail



Research
England

Institutional impact profiles

Steven Hill, Director of Research

AESIS Impact of Science Conference
04 November 2020

Panel members

Julie Bayley



Barend van der Meulen



Session theme

Effectively evaluating impact to gain more insight in impact performance and build strategy around strengths.

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Questions for the audience

Six reasons for research impact evaluation

Analysis

To understand why, how and whether research is effective, and how it can be better supported.

Advocacy

To demonstrate the benefits of supporting research, and enhance the understanding of research and its processes among policymakers and the public.

Allocation

To determine how to distribute funding across the research system.

Accountability

To evidence that money and other resources have been used efficiently and effectively, and to hold stakeholders to account.

Acclaim

To compare and recognise the value of higher education institutions and the research conducted within them.

Adaptation

To steer change in organisational structures, behaviours and cultures, and research activities and priorities.

Impact evaluation to inform strategy and performance needs to:

- Be **formative** rather than **summative**
- Include **less successful** as well as successful aspects
- Be based on a clear, but adaptable **Theory of Change**
- Provide **near real-time insights** to enable 'course correction'



Research
England

Steven Hill
Director of Research



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***Who do you want to be?
Developing healthy, literate and
value led approaches to
institutional impact profiles***

Dr Julie Bayley

Director of Research Impact Development

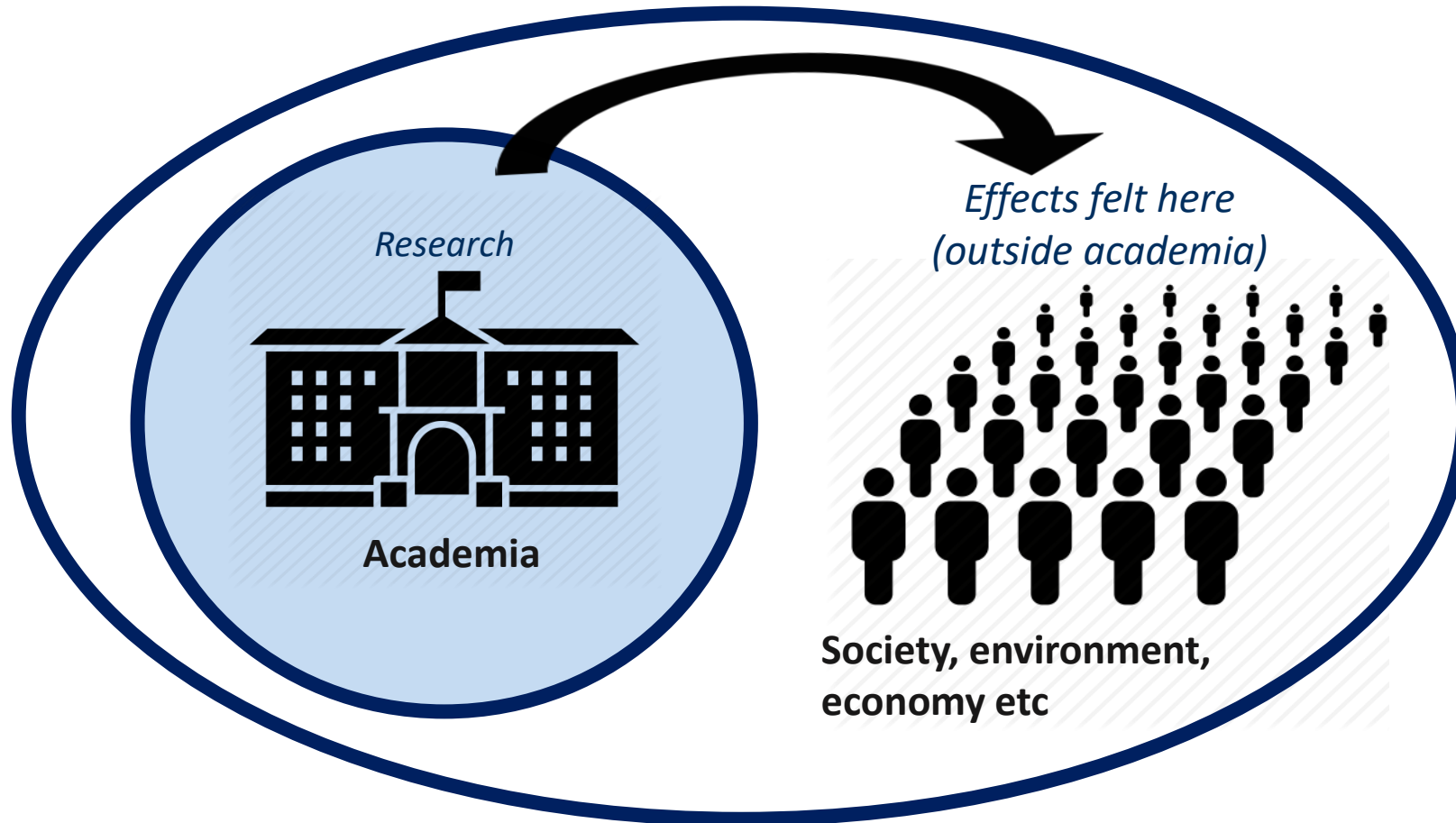
University of Lincoln

Email: jbayley@lincoln.ac.uk

Twitter: JulieEBayley

Impact:

Provable effects (benefits) of research in the 'real world'

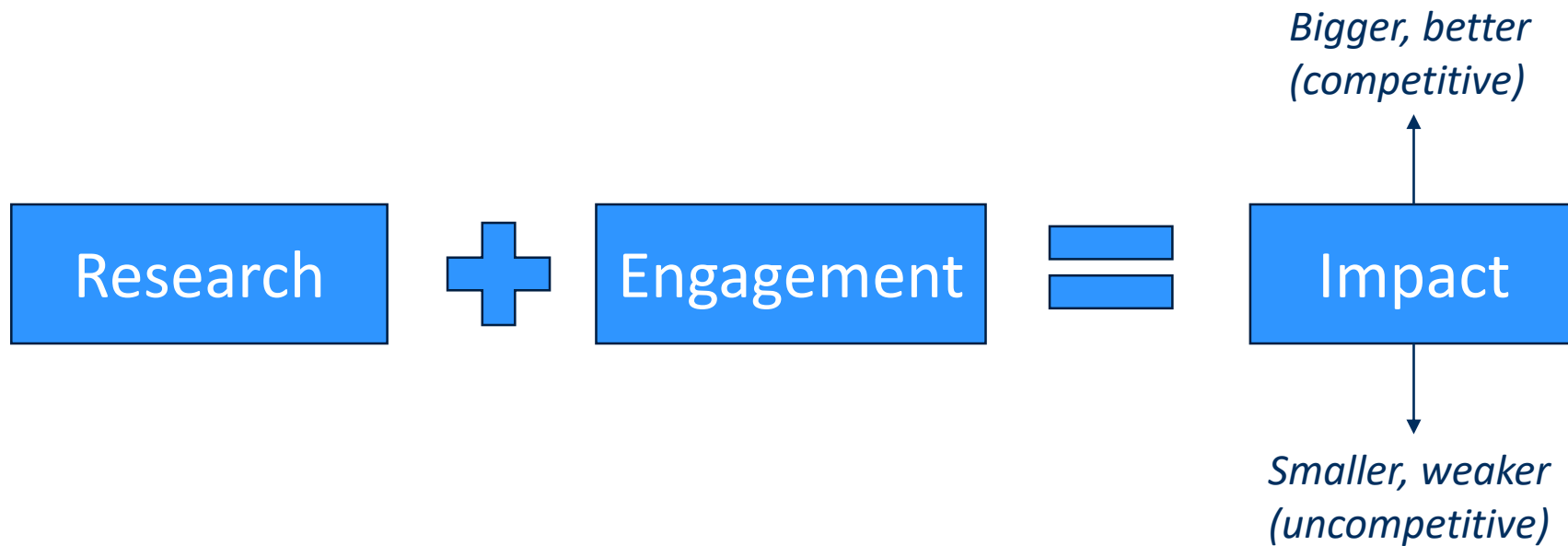


What is impact?



Not dissemination, academic interest, citations, attention, reputation.....

A simple equation for impact evaluation.....?





WHAT'S THE
PROBLEM?



1. Pressure to chase impact unicorns

‘big, shiny, fantastical far off things’



5]



2. Staff wellbeing

- Researcher burnout
- Research managers managing tension between strategy and people
- Dissonance between expectations and personal values, opportunity and capability
- Overlooked differential effort of implementation



3. Implementation tension

- What's meaningful might not be countable
- Contractual requirements
- Stakeholders feeling used
- Bypassing local need
- Overlooks what goes wrong



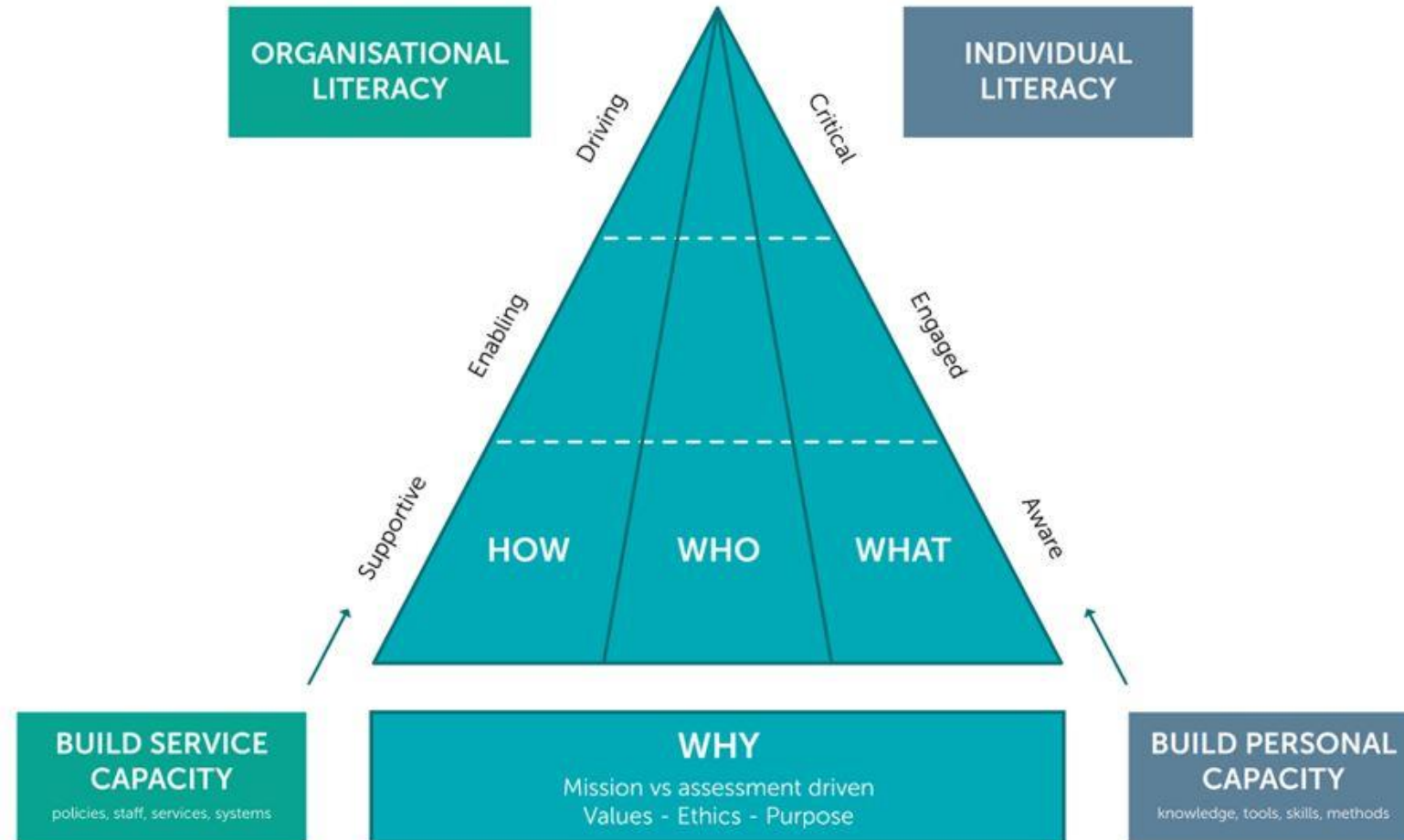
4. Evaluation casualties

- Lost opportunities / partnerships
 - Reduced buy-in and uptake
 - Minimised effects
 - Limited evidence
- Impact data is incomplete



STRENGTHENING IMPACT: HEALTHY AND VALUE LED APPROACHES

Impact Literacy



Bayley, J. and Phipps, D. (2019). Extending the concept of research impact literacy: levels of literacy, institutional role and ethical considerations. Emerald Open Research 2019, 1:14

5 Cs of Institutional Health (Bayley and Phipps, 2019)



Commitment: Strategy, training, resourcing, staffing



Connectivity: Teams working together, cohesively and towards a common goal



Coproduction: Academics and non academics

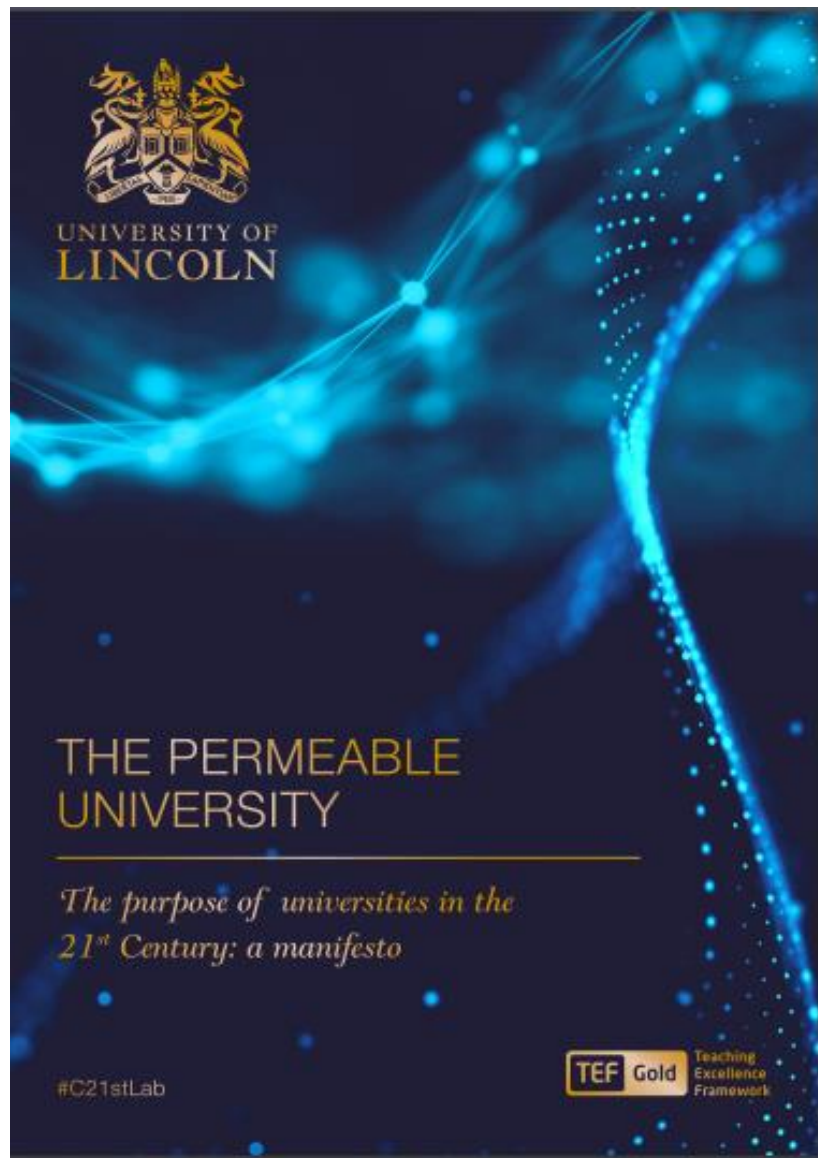


Competencies: Skills and expertise



Clarity: Understanding of impact and role





“Permeability should be the new lens which reframes the historic, core activities of universities; across organisational and national boundaries, between different groups and communities, technologies, and disciplines. This will require rethinking at every level; from the system and policy framework within which universities operate, through to the governance of institutions as well as, of course, what they deliver.”

Place-based
strategy about
how institution
connects to its
local area

What it's good at +
what it's good for.



The New Civic University

A university working with its communities



UNIVERSITY OF
LINCOLN

TEF Gold Teaching
Excellence
Framework



CORE VALUES

- Core mission and values
 - Staff development
 - Student experience
 - Location
- Equality and diversity

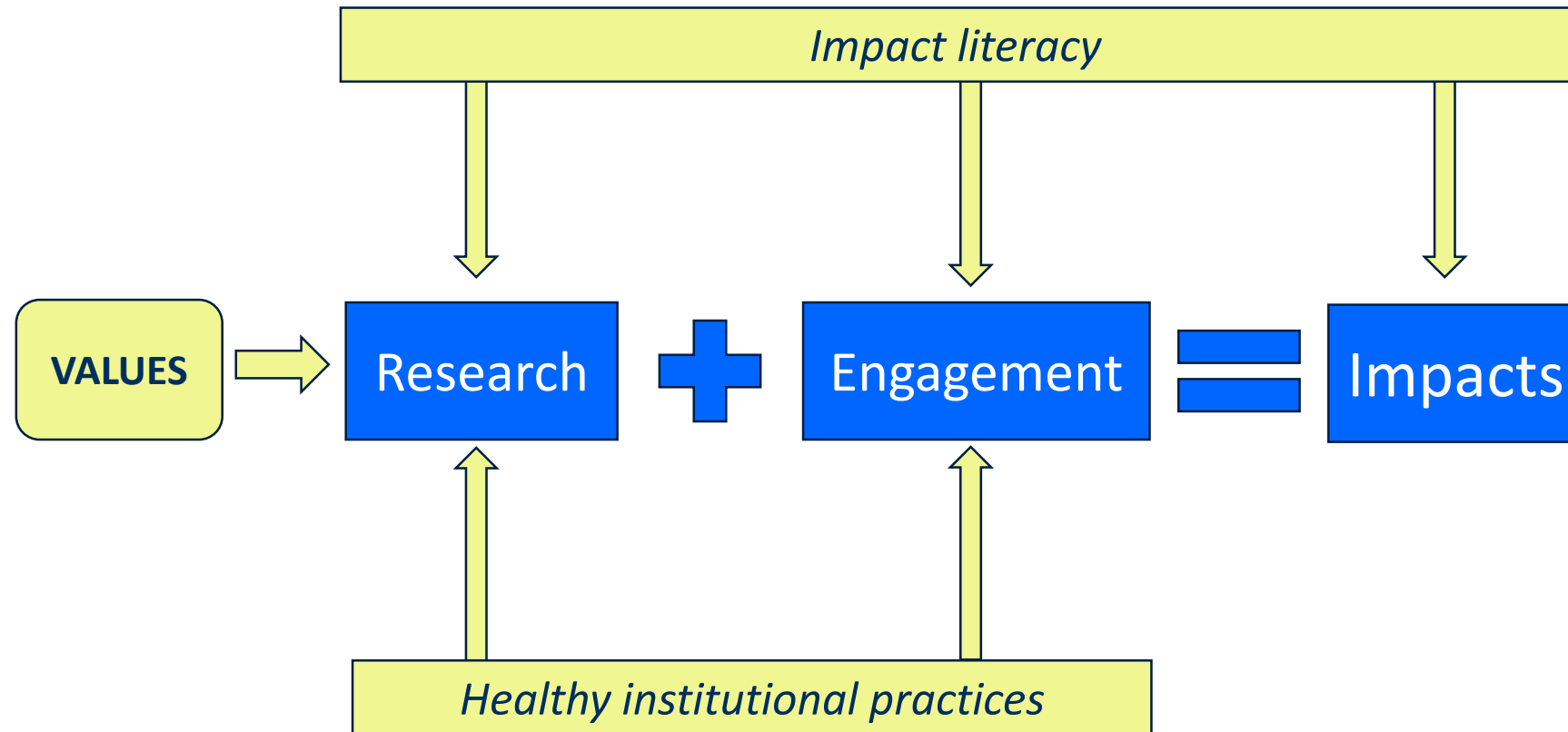
Are you in balance?

**Values +
health of
approach**

**Impact
strategy**



Contextualising the equation



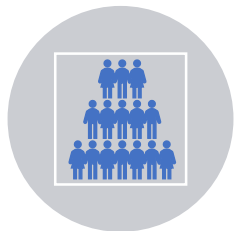
Strengthening institutional impact



What are your institutional values?



Do your impact goals align with the bigger mission of the institution?



How are staff supported?



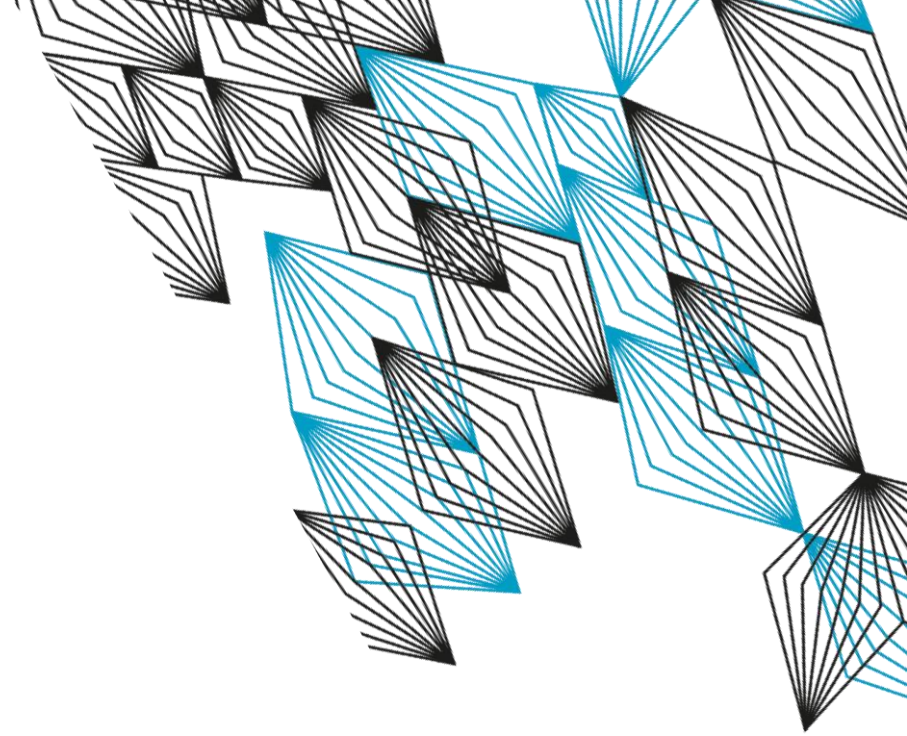
What should you be evaluating?

A wide-angle photograph of a vast agricultural field. The foreground and middle ground are filled with numerous parallel rows of young, green plants, likely a crop like corn or soybeans, planted in neat, straight lines that recede into the distance. The soil between the rows is a light brown color. In the far background, there is a dark line of trees and a distant horizon under a sky filled with large, white and grey clouds. The overall scene is one of organized agriculture.

Who do you want to be?

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MISSION RELATED IMPACT STRATEGIES

AESIS CONFERENCE 4-6 NOVEMBER 2020 | KRAKOW

BAREND VAN DER MEULEN

WHERE TO START AN IMPACT STRATEGY

- Not from scratch!
 - Impact histories e.g. in law, engineering, agriculture, health, policy studies
 - Researchers which have an impact already
 - Units like tech transfer offices, communication services, open labs, ...
 - Projects like citizen science projects, consultancy, professional courses
- The might not add up to a strategy, so
 - ⇒ learn, support and develop
- Example Rathenau Institute, The Hague

MISSION, MEASURING, IMPACT

Rathenau Institute The Hague

Mission Policy and debate on science, technology and society

Challenge

- Many activities, publications
- Political debate issue oriented
- No control on political arena
- Wide range of outcomes and impacts
- Difficult to trace
- Difficult to attribute

What we had and did

- Communication department responsible for media content and contact
- Link impact to mission
- Liaison officer for parliament
- Improve dedicated publications for parliament
- Focus: from 12 to 5 to 3 themes
- Monitoring direct results
- Create narratives for annual reports and evaluation on long term impacts

<i>Our vision</i>		Science, Technology, and Innovation (STI) are essential for society, for our well-being, prosperity and innovativeness. The Rathenau Instituut connects science, technology, and society.			
<i>Our mission</i>		The Rathenau Instituut encourages public and political opinion formation and decision-making on the social aspects of STI.			
<i>Our objectives</i>	Agenda setting	Analysis of social aspects of STI		Policy support	
<i>What we do</i>	Initiate, organise and support interaction between stakeholders about social aspects of STI through: <ul style="list-style-type: none"> • Debates • Stakeholder consultation • Campaigns about urgent issues 	Disclose and produce knowledge about STI in society for stakeholders, through: <ul style="list-style-type: none"> • Projects within own work programme or at request of stakeholders • STI information function (website, Facts and Figures) • Exploration of social aspects of STI • Campaigns about urgent issues 	Create and maintain links with stakeholders by means of: <ul style="list-style-type: none"> • Programme Panel • Network activities • Late summer social event • Newsletter 	Share knowledge and information with stakeholders through: <ul style="list-style-type: none"> • Specific information for Parliament • Targeted communication • Active media policy • External appearances and participation as expert on panels, commissions, etc. 	
<i>Direct results</i>	<ul style="list-style-type: none"> • Organised debates • Dialogue sessions • (Scenario) workshops 	Involvement of all relevant stakeholders in projects	Targeted publications <ul style="list-style-type: none"> • Essays • Reports • Facts and Figures • Press releases and news reports • Scientific publications 	<ul style="list-style-type: none"> • Meetings with MPs • Reports to Parliament 	Network about STI in society constructed and maintained
<i>Outcomes</i>	In public and political debate, STI is linked to social values	Stakeholders take account of societal aspects of STI	Policy-makers (specifically the government and ministries) are aware of STI issues and have options for action.	Parliament is informed about STI and makes use of expertise of Rathenau Instituut.	
<i>Our impact</i>		Well-considered, democratic decision-making on STI within society			

Figure 1 From vision to outcomes. Logical Framework Analysis for the Rathenau Instituut

SCIENCE POLICY IMPACT ON PARLIAMENT

- Liaison officer for parliament
- Regular visits to MPs on science, innovation, higher education
- Dedicated publications
 - summary of annual science and innovation budget
 - policy briefs to prepare parliamentary committee meetings
- Workshops for MP staff

Outcomes and impacts

- Increased use of reports in debate
 - Questions to minister
 - References to reports and policy briefs
 - Adoption of policy frameworks: funding, social impact of science
- Invitations for hearings
- Requests for reports
 - Assessment of white paper
 - Analysing return on investments in science
- Impacts on ministries and other stakeholders

LESSONS LEARNED

1. Focus, focus, focus
2. Be ambitious, and realistic
3. Organize those impact paths that really matter
4. Monitor at level of organization or organization unit
5. Narratives at level of long term issue

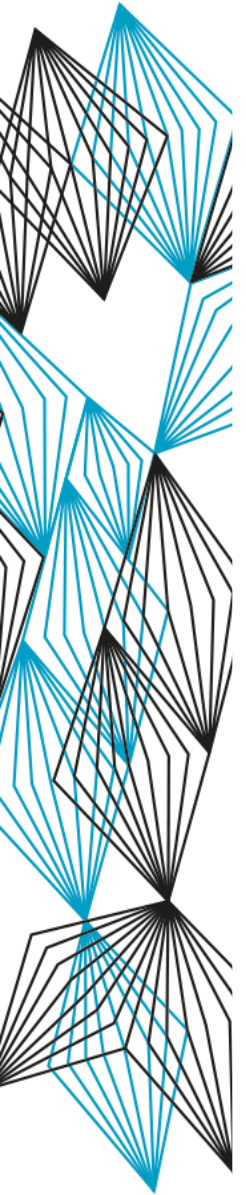
Monitoring

- Political debate
 - mentions in debates
 - mentions in all parliamentary documents
 - meetings with MoP
 - invitations by parliament
- Public debate
 - N stakeholder activities
 - N public lectures
 - Mentions in newspapers
 - Website visitors, downloads
 - Social media followers
 - Monitoring public image

UNIVERSITY
OF TWENTE.

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THANK YOU



Virtual tour through Krakow & Lounges

(12.45-14.00)