Welcome to **Day 5** *of the international course on*

Advancing Societal Impact of Social Sciences and Humanities

12, 14, 19, 21 & 26 May 2020

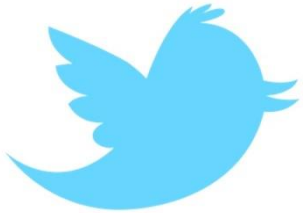
AESIS

NETWORK FOR
ADVANCING & EVALUATING THE SOCIETAL IMPACT OF SCIENCE

OXFORD UNIVERSITY INNOVATION

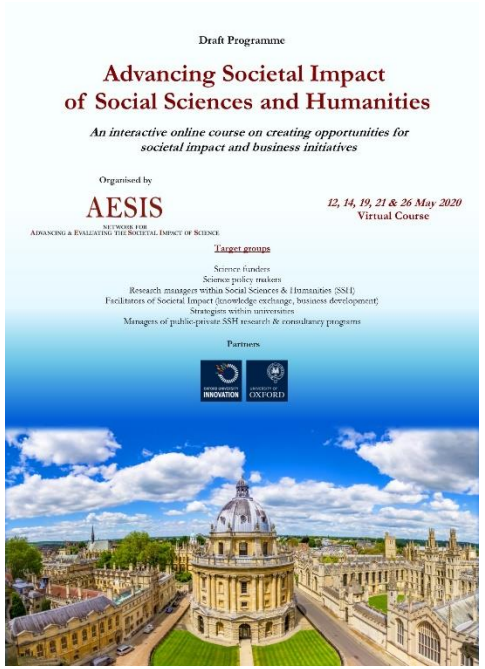
UNIVERSITY OF OXFORD

DAY 5



#OXCO20
@AESISNET

OVERVIEW OF THE COURSE



Tuesday 12 May - Introduction, Spin offs and IP policies
Mark Mann & Marc Sedam

Thursday 14 May - Identifying and Developing Business Opportunities
Frank Zwetsloot & Mikkel Rasmussen

Tuesday 19 May - Implementing an Impact Strategy in your SSH University Unit
Thomas König & David Budtz Pedersen

Thursday 21 May - Structures for Mapping and Assessing Impact of SSH
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Tuesday 26 May - Consultancy Opportunities for SSH
Oliver Cox
Case study presentations

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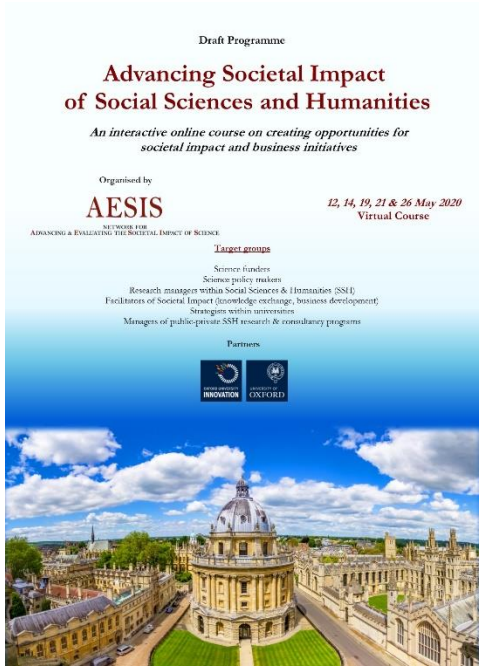

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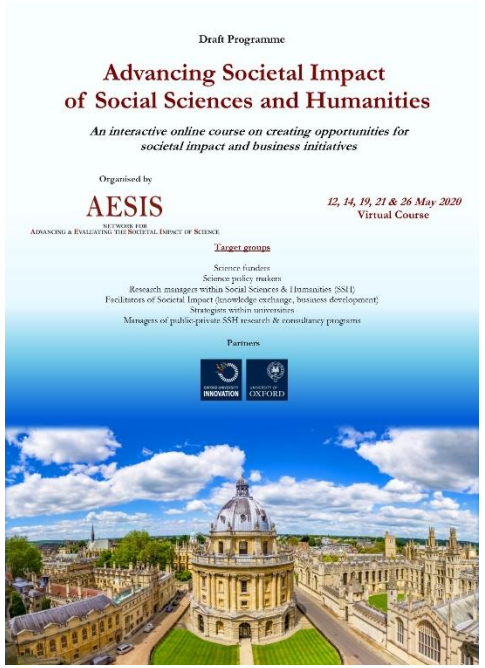

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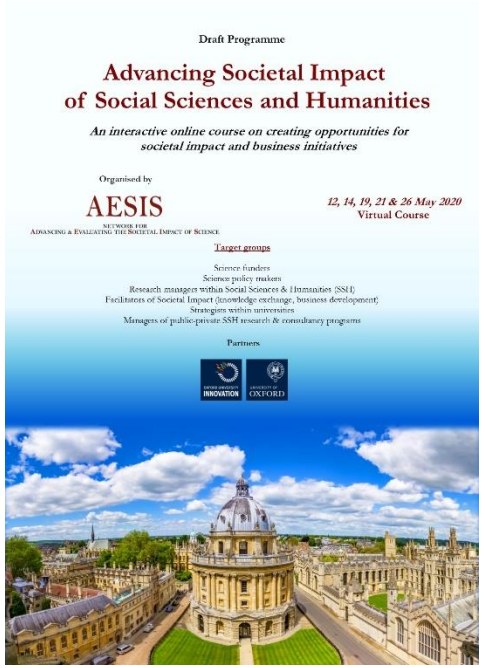

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Day 4, Part 1 – Adam Luqmani & Catherine Kerfoot

- Creating Frameworks for Operationalizing Societal Impact

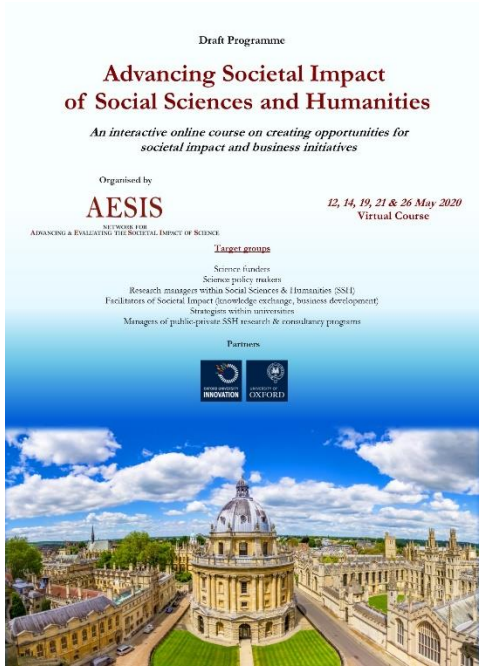
"Reasons to be impact-focused in research: (1) New research questions, (2) new opportunities to apply research and (3) access to audiences and (therefore) data for research(ers)"

Day 4, Part 2 – Alis Oancea

- Research Assessment Strategies for Impact

"In SSHA, softer impact is often overlooked"

OVERVIEW OF THE COURSE



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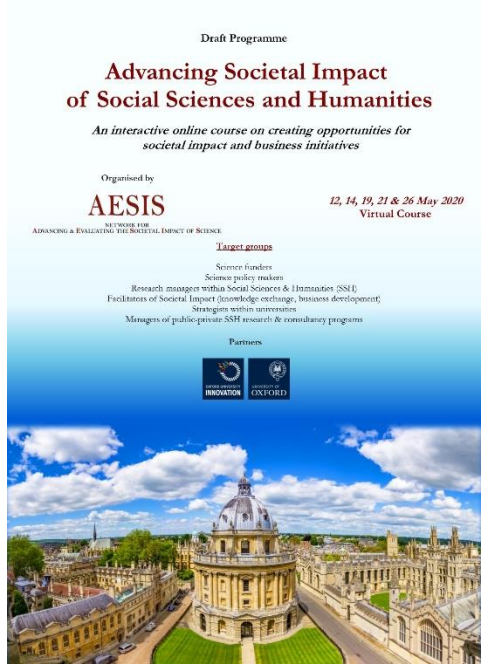


Part 1

Recap

Introducing today's theme

Oliver Cox

Mapping the Barriers to Consultancy and Finding the Opportunities

Part 2

Case Study Presentations + Q&A

Take away points and closing remarks

Drinks/tea at 16.30 BST!

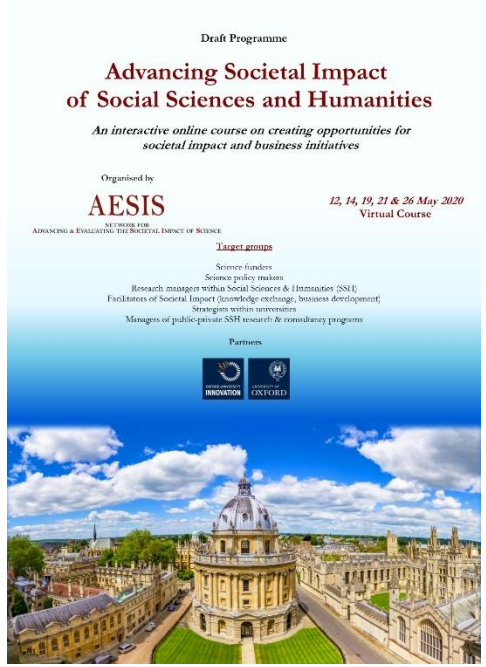
Oliver Cox

Heritage Engagement Fellow and Co-Lead,

Oxford University Heritage Network

QUESTIONS?

OVERVIEW OF THE PROGRAMME



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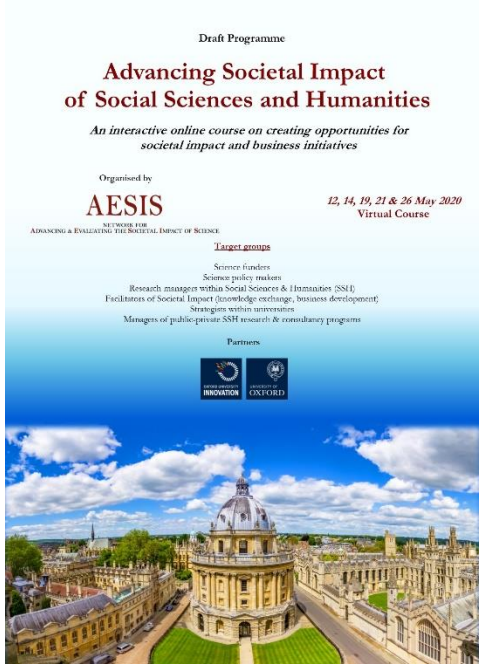
SCHEDULE OF THE PRESENTATIONS



Jenny Lewis *University of Melbourne*

EJ Shu *The Social Yield*

Maija Urponen *University of Helsinki*

Charlotte Lundgren *Linköping University*

Anneke Geyzen *Vrije Universiteit Brussels*

Silvia Goddijn *University of Amsterdam*

Maaike Spuij *Leiden University*

David Newsome *King's College London*

Lillian Matovu *Cardiff University*

Sophie Jones *Cardiff University*

CASE STUDY

Tuesday May 26, 2020

Make a plan to advance the societal impact of you SSH disciplines:

What are the most important challenges to reach your goals, and how would you address them?

5-minute presentation plus Q&A

Break

*We will be back at **11.15 (BST)***

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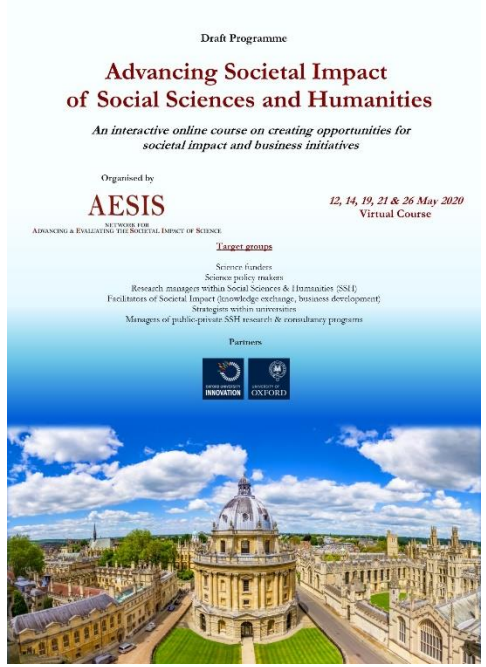

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The Next AESIS Events

16-18 September 2020
Delft,
The Netherlands

The Next AESIS course:
Science Communication for Societal Impact

A 3-day course on generating Impact through Science Communication

14-16 October 2020
Toronto,
Canada

The Next SSH Conference:
Societal Impact of Social Sciences and Humanities

An international conference on stimulating and assessing Impact of Social Sciences and Humanities through interdisciplinary and inclusive approaches

AESIS

Thank you for participating!

Setting up new institutions for SSH disciplines; Applying the 6i Model

(in an Innovation Cluster)

Frank Zwetsloot

AESIS Oxford Course 2020

May 14 2020

Conclusions of our last session:
If your SSH disciplines are *not so well* aligned with…

	Internationally leading Clusters	**Nationally leading clusters**	**Regional or local clusters**
Initiatives	- *Define a niche* - *Define your lacking partners* - *Create (Inter)national buy in*	- Use media - Attract rainmakers - Be original - SSH-in-innovation niches	- Develop regional knowledge agenda's - Be audacious - Show your expertise for long term alliances
How to partner	- *Act strategically and make a plan* - *Connect to investors* - *Have mediagenic goals*	- Show respect for technology & practice - Connect the missing links in your ambion	- Use trainings and courses - Informal networking - Disclose instruments for policy effectiveness
Mind….	- *Your capacity* - *Commitment to your business plan*	- Protect the initiative - Copyrights and trademarks	- Your time investment; - Create Go-No go moments

The 6 i model for instititutionalised academy based business

	Ideas	Initial support	Initiatives	Invest ments	Implementation	Institutionaliz ation
WHO	• Faculty • Analyse regional needs	• Subsidies • Thought leaders	• Connect cluster • In- or outside academy?	• Phase 1 & 2 • Public & private	• With your primary and new partners	• Maximize your publicity
HOW	• Challenge your faculty • Define niches	• Network to the edge	• Define the institiute • Business plan	• Go to leading clusters	• Use media • Connect end users	• Legal entity • Long term
CARE FOR	• Fighting windmills	• Time & ambition of partners	• Your prestige • Momentum	• Conditions	• Leadership	• Buy in

Role of academia in clusters…..

- In some technology intensive clusters, academia may lead innovation (early Biotech, new materials, Quantum computers)

- In most service oriented clusters, pratice is often ahead of academia (government or business led innovations, new policies, lawmaking?)

- If there is *a change* in your leading regional cluster…….it may be a great opportunity for local academia and for local entrepreneurs!

This happened in the legal capital of the world..

The Peace Palace…..

Founded by a US Billionaire, a Russian Czar, the Japanese emperor and the Dutch Queen

Initiators of the International Criminal Court
1994-2004

Prof. Sharif Basssiouni,
New York

Benjamin Ferencz,
New York,
Former Prosecutor
Nuremberg Tribunal

Prof. Otto Trifterer
University Vienna

Ad Bos,
Ministry of Justice
The Netherlands

But Local Academia was not ready for it

- International Criminal Law was a new discipline in the heart of the International Law Cluster; The Rome Statute (1998) for the ICC (2004) initiated by professors.
- The Hague….had no University. Leading professors were not from Leiden!
- Leiden university was in the middle of strategy talks to come to The Hague and showed no interest to take the lead
- Leiden and its Hague partners (Hague Academic Coalition) were aiming at big national funds for this “International Law Cluster” and were not interested in a regional, private initiative.

Ministry of Economics and the Mayor helped us

- By Setting up regional innovation funds for “backing the winners” in regional innovation. Public-private funding needed to be aligned with academia to boost leading regional clusters
- The Mayor of the Hague supported this on the condition that “International Law” would become the Hague cluster
- We needed to connect academia and business worldwide to contribute to regional innovation and created World Legal Forum

Where were the niches for innovation?

The Hague needed refreshing partners

Quote Bassiouni at the 1st World Legal Forum,

The Hague 2007:

"It would be so good

If International Law would be more……

than just academics and judges

telling each other how great they are"

Quote Boutros Ghali (SG UN) told WLF:

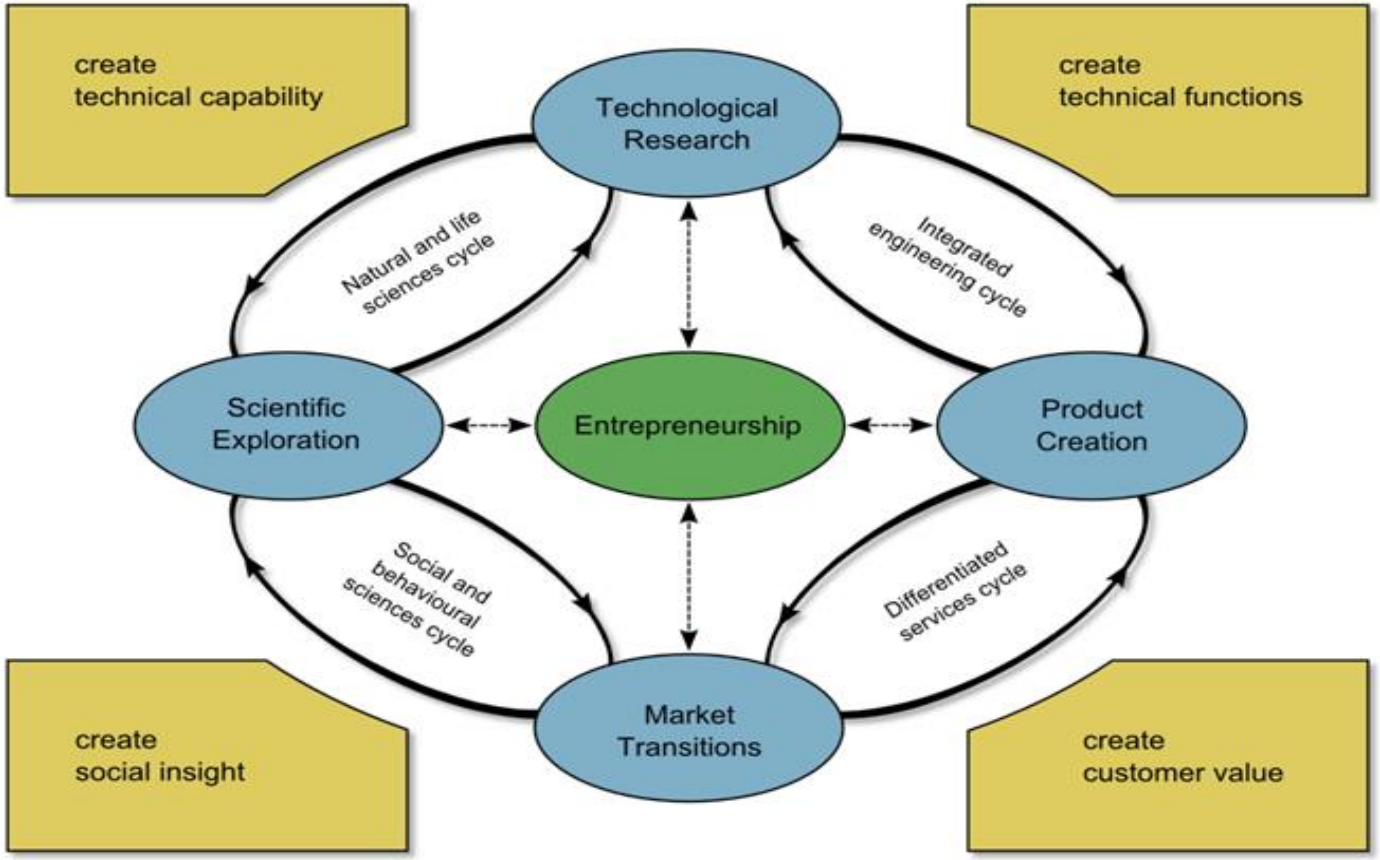
"The next generation of international lawmakers

will be private parties"

Lacking partners in Cyclic Innovation

"Law firms are the plumbers of the sector"

Hans Biesheuvel, CeO de Braauw Blackstone, 2006



Cyclic Innovation Model, Guus Berkhout et al.

It became clear who we needed to connect

- Commercial Law firms were not involved in the International Law Cluster; business was even harder to get access to.
- World leading academics and business lawyers were needed to create international buy in
- We – as a private intermediairy – could bring in the lacking entrepreneurship in the cluster
- We found the niche and lacking partners….time for ideas to fill it in!

We asked global experts to share ideas on private dispute resolution

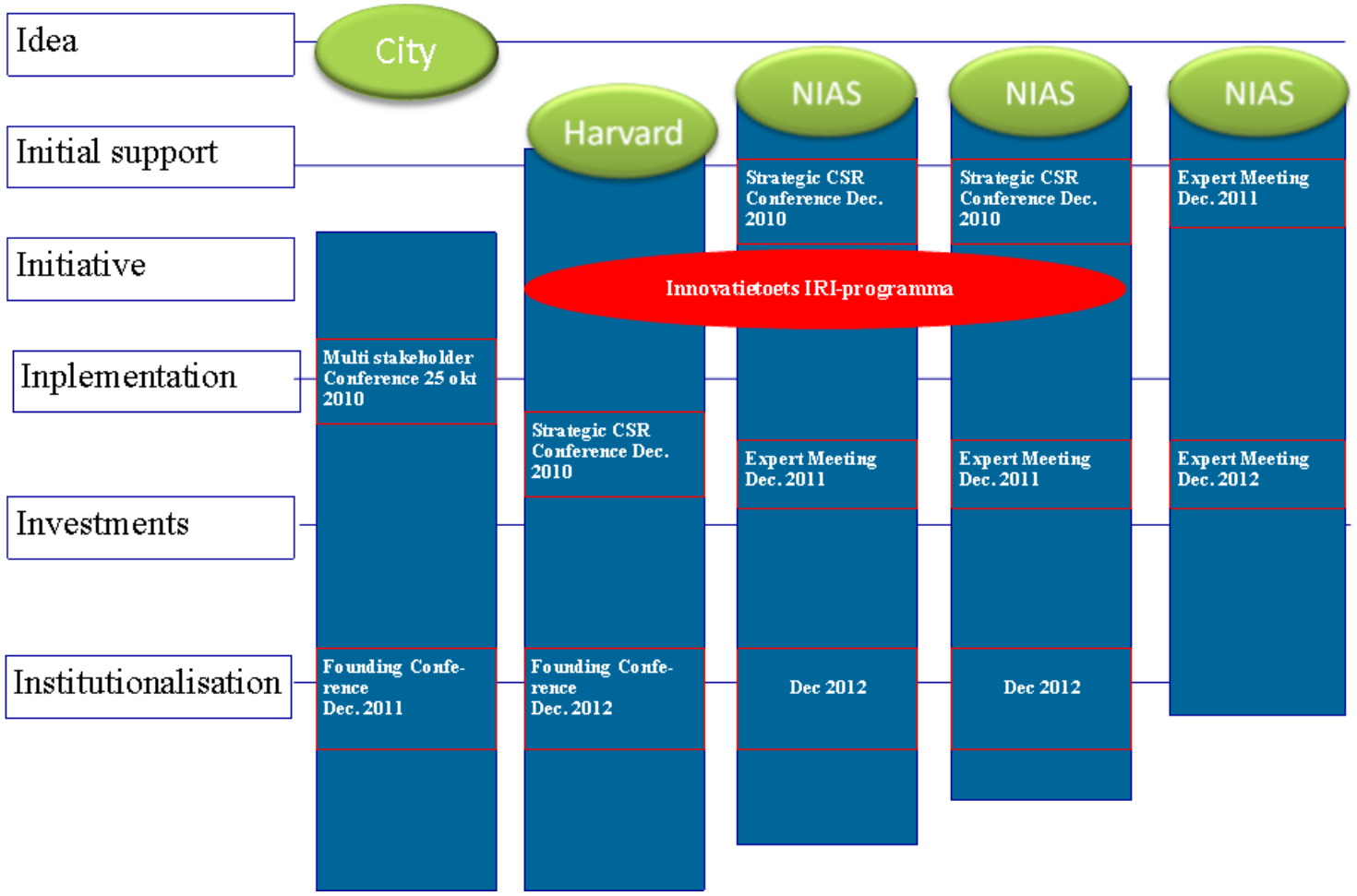
Societal needs defined by well informed experts

- The subprime crisis foreshadowed the financial crisis:
  - The first victims from Swaps and Derivatives appeared
  - First mortgage banks fell down
  - The need for arbitration could be seen by visionary lawyers

- Ethical behaviour of Multinationals in weak states
  - Shell in Nigeria, main manifestitations of Global Fraud
  - OECD & UN (Global Compact) wanted to raise the ethical business behaviour systematically
  - Opportunities for private mediation

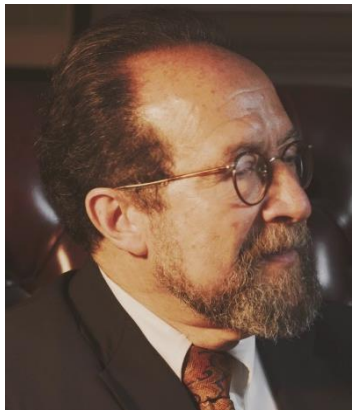
New ideas developed through the 6i model

Structuring you regional development through a 6i approach



Retired business leaders brought in ideas and activated their networks

1. An Arbitration institute for conflicts on structured finance
   - Purely privately organised dispute resolution
   - leading lawyer from the City, **Jeff Golden,** liked international law
   - Investigate if the International Sectoral Network (ISDA) might join



2. An institute to help multinationals to manage disputes, based on Corporate Social responsibility (CSR)
   - The chair of WLF, **Jan Eijsbouts**, knew John Ruggie from Harvard/UN
   - Would the OECD, UN, World Bank be interested?
   - Focussed on mediation

Funding was arranged

- We raised €2,5 million for a 3 year development Project
- Hague Utilities for Global Organisations (named after Hugo Grotius)
- 1,5M funding from The Hague Municipality and Ministry economics
- Almost 1 M€ co-funding from:
  - Leading Law Firms in the Netherlands
  - Individual legal experts, leaders of the two initiatives
  - Netherlands Institute of Advanced Studies (NIAS)
  - Harvard University
  - West Holland Foreign Investment Agency
  - Shell

Events were organised instrumentally

- Expert meetings;
  - For content; to sharpen the initiatives with thought leaders
- Multi stakeholder conferences;
  - For funding; to bring together public and private investors for the secondary round
- Founding conferences to internationally launch the insititutes
  - For prestige and media; awarding the primary investors

Market leaders were needed to convince

- We had to visit market leaders publicly (OECD, World bank, UN) and privately (City and Wall street bankers, Private mediators, Multinationals)
- We were received with great interest in London, NYC, Paris, Washington DC
- Public parties were supporting publicly but did not have the funds
- For private parties, stakes were often too high for public support

Media played an important role for governmental support….

- Articles in FT, the Guardian and the Economist (in 2010) to obtain international support….

- Government investors are sensitive to international media coverage…

(2012; media from 20 countries, frontpage Financial Times)

- Press is essential for getting and keeping governmental support….

Globally in the news,

The Economist

Financial lawsuits

Give peace a chance

Plans to create an international forum for settling financial quarrels

Dec 9th 2010 | from PRINT EDITION

IT IS either a brilliant idea or a retirement club for ageing stars of the derivatives industry. A bunch of bankers and lawyers, many of whom helped create the market for sophisticated financial products a quarter of a century ago, hope to establish a world tribunal for sorting out complicated financial disputes.

They reckon that the sheer fiddliness of some financial cases threatens to overwhelm the skills and patience of standard commercial courts. Experienced heads from around the globe could save everyone time and money. The group's first meeting was in The Hague in October; and the proposed tribunal could have few finer homes than the Peace Palace, built by the Carnegie Foundation in 1913. It already houses the International Court of Justice, the Permanent Court of Arbitration (PCA), which tackles disputes between governments, and The Hague Academy of International Law.

Finance tribunal opens for settling thorny cases

By Caroline Binham in London

Disputes arising from complex transactions can be put for possible resolution to the world's first international specialist finance tribunal from today.

The Hague-based tribunal, funded by the Dutch government, aims to build up internationally recognised legal precedent in an area that can be opaque to even the most senior national judges who have until now heard disputes over credit derivatives, collateralised debt obligations or other exotic products that gained notoriety during the financial crisis.

The tribunal will provide a three-member panel to decide disputes, with parties choosing their panel from a list of 80 specialists in either litigation or finance from around the world.

"National courts and ad hoc arbitration have been unable to produce a settled and authoritative body of law," said Jeffrey Golden, a professor at the London School of Economics and the chairman of the management board overseeing the tribunal, who made the case for the court in the Financial Times in 2009. "Decisions are unpredictable, too decentralised, often taken too slowly and not always enforceable in other jurisdictions."

The financial crisis, exacerbated by the collapse of Lehman Brothers in September 2008, hastened calls for a specialist tribunal to decide thorny matters of finance. While judges sitting in courts in London and Manhattan have traditionally presided over financial disputes – because contracts tend to be written under New York or English law – some rulings have either been difficult to enforce in other jurisdictions or one court has ruled in opposition to another.

> 'Decisions are unpredictable, too decentralised, often taken too slowly and not ... enforceable'

A recent example was the Belmont decision in a matter arising out of Lehman's bankruptcy. A London court ruled in July that noteholders of a particular CDO at the time of Lehman's collapse were entitled to have priority on collateral being held by a third-party trustee because of a so-called flip clause. A US court, meanwhile, had previously decided that flip clauses were unenforceable.

While judges in national courts will often have to decide complicated disputes in areas in which they are not expert, Mr Golden says, the risks are especially great for finance.

"There is more than $600tn notional outstanding subject to the terms of one standard-form contract," said Mr Golden, referring to the value of over-the-counter derivatives contracts yet to be settled. Those contracts tend to be governed by the International Swaps and Derivatives Association (ISDA) master agreement, which Mr Golden helped draft. "And those terms are the same around the world. If a judge makes a mistake in interpreting one of the terms it goes 'whoosh' around the globe. That's the difference."

A contract's counterparties regulators, central bankers and anyone "who might find the tribunal useful" can use the Panel of Recognised International Market Experts in Finance, Mr Golden said. Parties from Russia, China and emerging markets may find the tribunal an attractive alternative to pursuing litigation in London or the US.

Romney leaves rivals trailing

guardian.co.uk

World financial markets need a world financial court

There are specialist courts for everything from family law to tax, intellectual property and bankruptcy – so why not finance?

Jeffrey Golden
guardian.co.uk, Wednesday 3 November 2010 09.00 GMT, Article history

Lord Woolf says that an international dispute resolution facility at The Hague 'would benefit financial markets around the globe'. Photograph: Charles Rex Arbogast/AP

Litigation in the field of world financial markets law is increasing, and there is a lot at stake. Nout Wellink, president of the Dutch central bank and chairman of the Basel committee on bank supervision, said at a gathering of financial market gatekeepers in The Hague last week that the notional value of outstanding over-the-counter derivatives contracts alone exceeded

The Implementation phase raised confronting questions…

- Founding of the new institutes was not only feasible but also a condition for getting the regional subsidy
- Who was going to manage these institutes?
- How much structural investments for *after* the founding?
- How much money did we really need and was it possible to stop

Who were essential partners of the institutes?

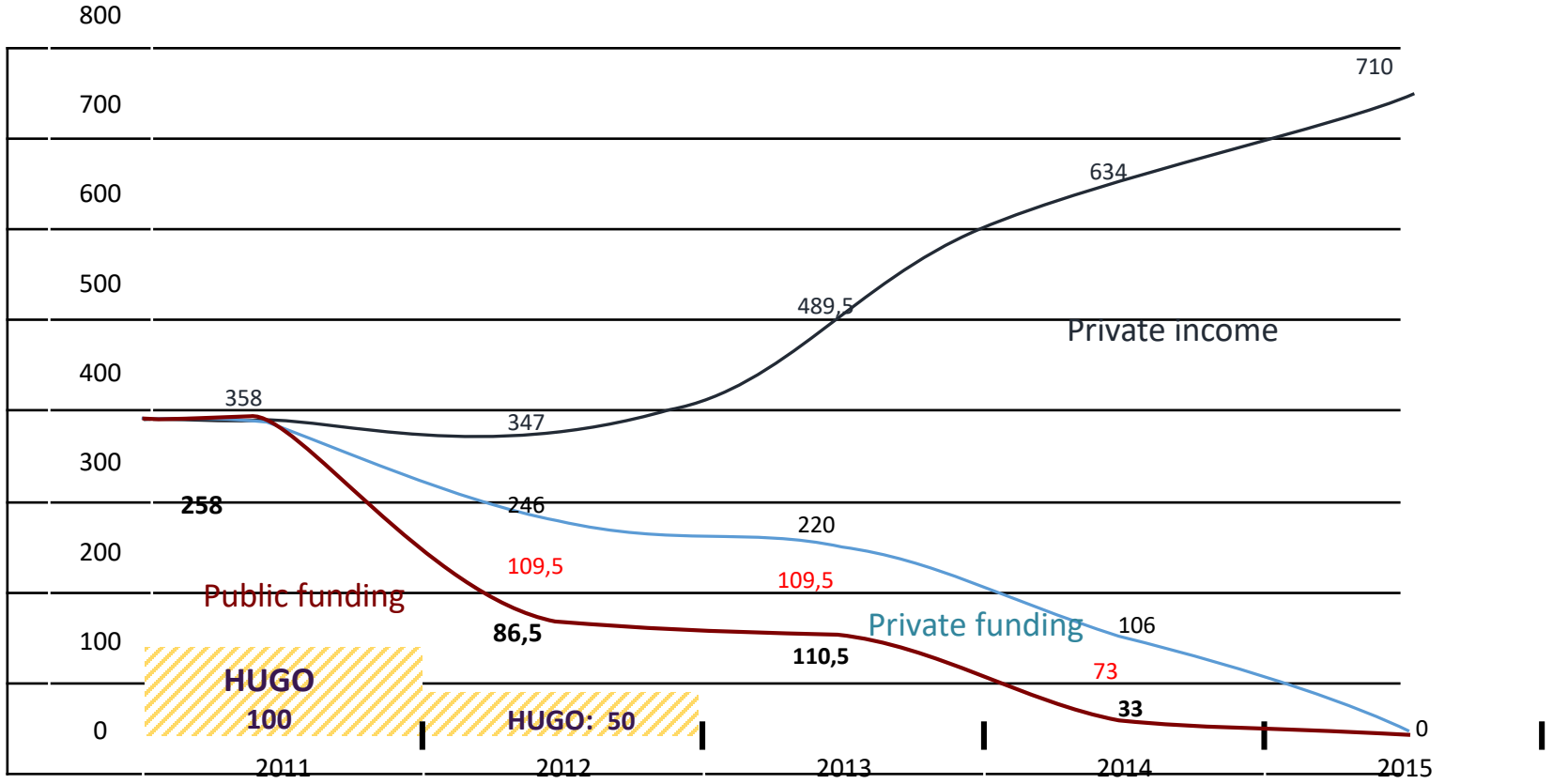
- The end users! Banks and Multinationals

The founding! The goal or the beginning ?

Or is this the focus in the long run?

P.R.I.M.E. FINANCE
Panel of Recognised International Market Experts in Finance

Public – Private funding of P.R.I.M.E. Finance
2011 - 2015



Lessons learned

- Dare to turn ambitions and dreams into an initiative……
- Select an entrepreneurial developer in different phases of the process
- Hire a good subsidy advisor
- Connect the end users as early as possible
- Be prepared to say stop if funding is just not sufficient
- Count your blessings
- Stay positive

Mapping the Barriers to Consultancy and Finding the Opportunities

AESIS Course – Business Development in the Social Sciences & Humanities

Online, 26 May 2020

Oliver.cox@humanities.ox.ac.uk

Twitter: @OliverJWCox

THE OXFORD RESEARCH CENTRE IN THE HUMANITIES

Aims of this morning's session:

- Share personal experiences of developing a Consultancy portfolio;
- Explore drivers and barriers to Consultancy and the role of consultancy in an academic career;
- Suggest sectors and areas of interest for Consultancy in SSH.

- How to develop an institutional culture around Consultancy;
- What structures can be put in place to enable and facilitate consultancy at an institutional level;
- What this looks like from an end user's perspective.

Session Timetable:

09:15	Aims of the Session and Session Timetable
09:20	Introduction – What does a Heritage Engagement Fellow do all day?
09:30	Group Introductions – What do you do all day?
09:40	Why did I do it? Personal Experiences of Consulting
10:00	Breakout 1: Mapping the Barriers to Consultancy (Breakout Room 1) and Finding the Opportunities (Breakout Room 2).
10:15	Comfort Break
10:25	Overcoming Obstacles and Creating an Entrepreneurial Mindset
10:35	The Hacker and the Thief: Lessons from the Session
10:40	Questions
10:45	Session Ends

Introduction: What does a Heritage Engagement Fellow do all day?

- Heritage Engagement Fellow at the University of Oxford, leading the TORCH Heritage Programme.
- Co-Director of Oxford University Heritage Network.
- Oxford University Innovation Champion for Humanities Division.
- Part of team delivering University's strategic partnership with the National Trust.
- Industry Champion, NESTA-AHRC Creative Industries Policy and Evidence Centre.

- Eighteenth-century historian by training, completed D.Phil in 2013.
- Consultancy work an extension of initial post as Knowledge Exchange Fellow.

OXFORD UNIVERSITY HERITAGE NETWORK

TORCH
THE OXFORD RESEARCH CENTRE IN THE HUMANITIES

UNIVERSITY OF OXFORD

Women & Power: Redressing the Balance

How can arts, heritage and academic institutions work together to reveal and share women's histories?

Monday 18 May

Discussing the Future of the Historic Parish Church

Wednesday 13 May

Heritage, Policy and Public Engagement

A DPhil History Student Shares Her Experiences of Working at the UK National Commission for UNESCO

Wednesday 13 May

Royal Women of Influence in Medieval Coventry

Isabella of France & Margaret of Anjou

Monday 11 May

Heritage Partnerships Team

Our Values

Open **Collaborative** **Inventive**

Our Vision

‘To enable ambitious and mutually beneficial partnerships that connect Oxford’s world-leading expertise with the UK and International Heritage Sector’

Our Pillars

Building Partnerships

Growing Expertise

Sharing Knowledge

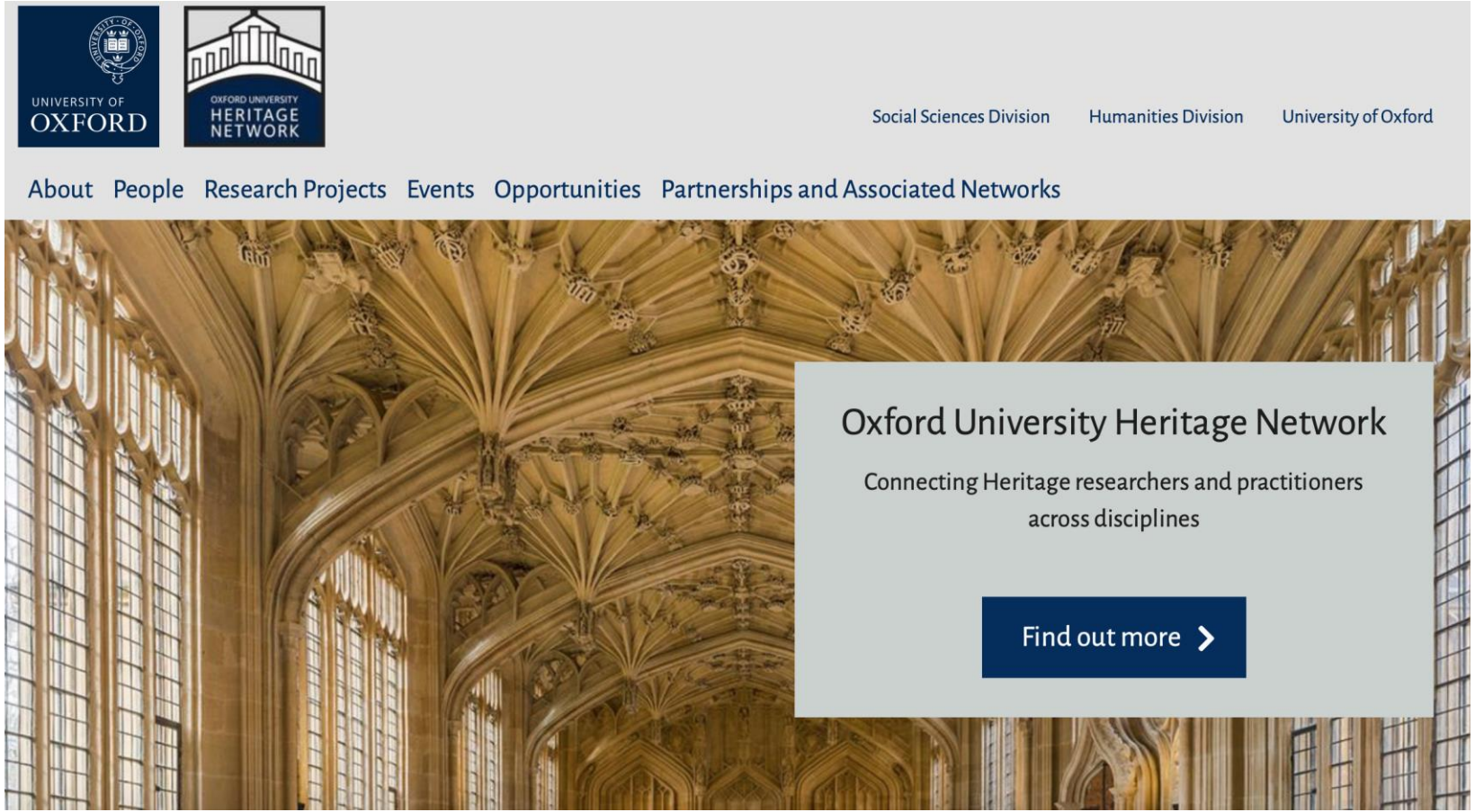
Our Foundations

A growing network of students, researchers, support and professional staff at the University of Oxford interested in working with the UK and International Heritage Sector, encouraged by the Oxford University Heritage Network.

OXFORD UNIVERSITY HERITAGE NETWORK

TORCH THE OXFORD RESEARCH CENTRE IN THE HUMANITIES

UNIVERSITY OF OXFORD



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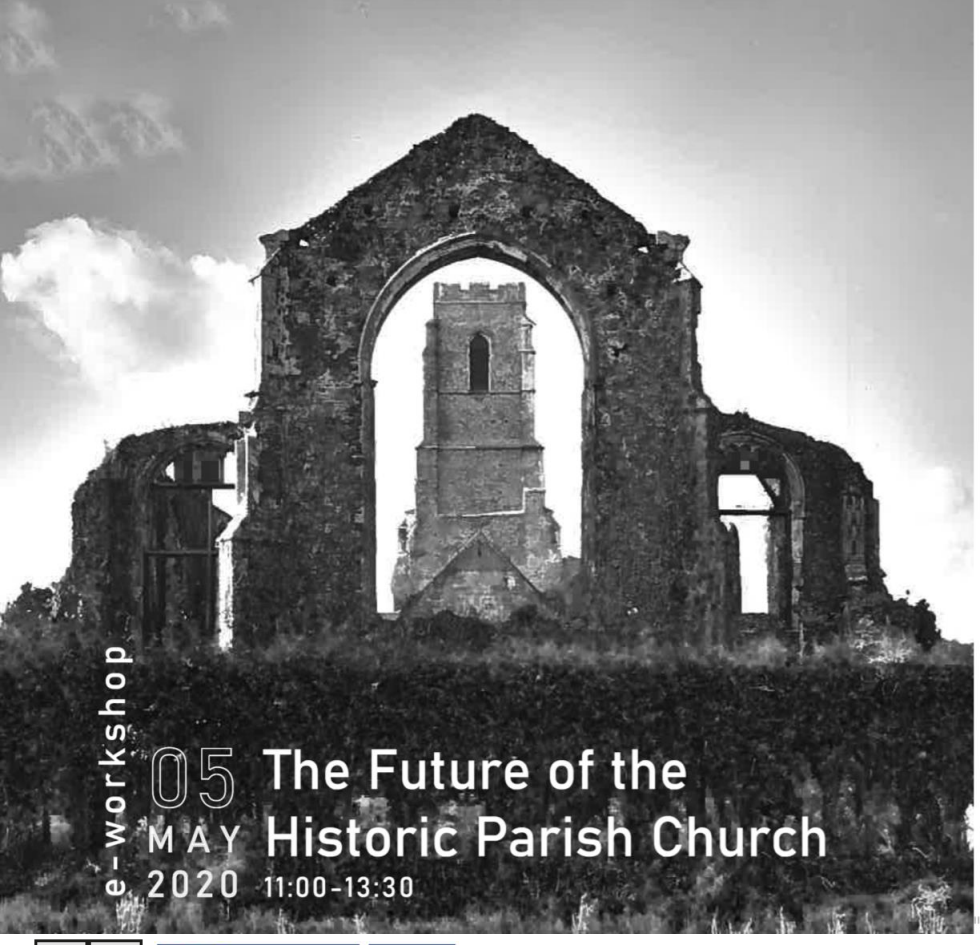

Dear colleague,

On behalf of the TORCH Heritage Programme, the Oxford University Heritage Network and the Churches Conservation Trust, I am writing to invite you to attend an upcoming e-workshop on 5th May 2020, 11.00-13.30, titled:

'The Future of the Historic Parish Church'

We realise that these are challenging times for collaborative projects. We hope to use this e-workshop as a pilot scheme for future events to reaffirm our commitment to building partnerships, growing expertise and sharing knowledge remotely throughout the coming months.

This event will foster discussions among a range of academics and heritage specialists to identify and prioritise potential areas of collaboration in the form of research and knowledge exchange projects focusing on the future of the parish church. The aim is to build a community of academics interested in working with the CCT from across the University. The workshop will be co-convened by Peter Aiers (Chief Executive of the CCT) and Dr Oliver Cox, Heritage Engagement Fellow (University of Oxford) and will have the form of a structured discussion around three themes:

histories | heritage science | business

The future of the historic parish church, particularly in rural areas, is uncertain. Advanced weathering, declining congregations and shortage of clergy compromises the sustainability of these structures and raise questions about their future role in society. The CCT considers the historic parish church to be the largest heritage problem in the UK of the next decade. So, how will we secure their future?

Owning a collection of 356 of some of the finest examples of historic parish churches that are no longer in regular use for worship, the CCT aims to unlock the cultural value of these buildings. Parish churches have a wide range of historical narratives, from international politics to local memories embedded within them. Yet, the historical significance of these structures remains unknown to the wider public. CCT has undertaken the task to highlight and promote the embedded value, social purpose and research potential of these parish churches. To that end, we are delighted to host this e-workshop to encourage closer collaboration between academics at the University of Oxford and the CCT's people and places at all levels.

The first and necessary step to that end is the development of a conservation strategy to face the changing environmental conditions and the structures' deterioration over time. Increased rainfall or even more extreme weather events demand immediate action. For instance, the recent storms, Ciara and Dennis ripped the roofs of our churches and damaged thatch to an unprecedented extent. Our approach has to be holistic and look beyond the mere restoration and conservation of the architectural structures, to account for the moveable heritage that these buildings house and that is also subject to environmental degradation.

In the past few years, the CCT has also taken up an entrepreneurial role. Champing™ is a bold tourism initiative and the CCT runs an excellent consultancy business, as well as a fledgling buildings-maintenance business. Some of the CCT churches function as venues and the Trust will soon be running a pub in conjunction with one of the churches. This workshop will explore business tools and methods that will not only enable sustainable conservation for the CCT but will also have the potential to serve as a model for similar endeavours beyond the scope of our organisation.

We would be delighted if you would be able to attend the day. This is a targeted event for subject specialists and university staff, with attendance by invitation only. We hope the format will facilitate knowledge exchange and the development of new collaborations going forward, as well as providing a set of clear approaches and considerations for the future. Your voice would be a very welcome addition.

The event will have the form of a web-conference, from 11.00 to approximately 13.30.

To RSVP or ask any further questions, please contact

TORCH Heritage Programme Support Officer, Katerina Vavaliou.

Yours sincerely,

Peter Aiers
Chief Executive
Churches Conservation Trust
paiers@thecct.org.uk

Dr. Oliver Cox
Heritage Engagement Fellow
University of Oxford
oliver.cox@humanities.ox.ac.uk

Cover Image: The church of St Andrew at Covehithe. © CCT

My Areas of Research Interest

- Current Research Activity includes:
  - The future of the country house, and the history of country house studies.
  - ’Jewish’ Country Houses – Objects, Networks, People.
  - Horse racing and society in the British Empire from the early eighteenth-century to the present day.
  - Interpreting and understanding the eighteenth-century in the twenty-first century.
- Current PhD students’ research topics:
  - National Heritage in Private Hands: The Political and Cultural Role of Independently-Owned Country Houses in Britain after World War Two.
  - "We mould it according to our own lights": The Interpretation of the British Country House for the Visiting Public from the Mid-20th Century to the Present Day
  - Horseracing and the Victorian Aristocracy

OLIVER COX

Downton Abbey and the Country House: Exploring New Fictions

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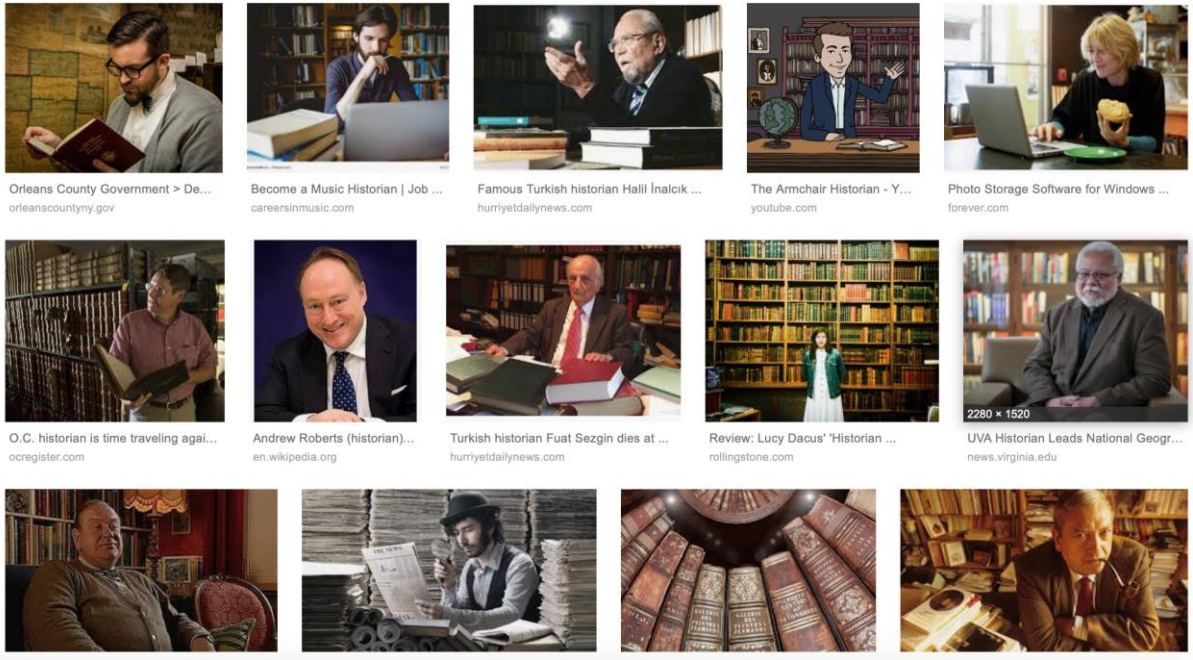
THE OXFORD RESEARCH CENTRE IN THE HUMANITIES

UNIVERSITY OF OXFORD

Who are you?

Why did I do it? Personal Experiences of Consultancy

1. Address the image problem that historians have.



2. Address the image problem that historians of the country house have.

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3. Share stories with a wider audience and find new routes to market.

Visiting figures

Properties open at a charge with more than 50,000 visitors in 2017/18.

Property	2017/18	2016/17
Giant's Causeway	693,312	665,581
Clumber Park[27]	653,065	107,257
Cliveden	490,708	475,604
Attingham Park	470,688	466,658
Belton House	445,821	450,293
Larrybane	435,330	432,984
Waddesdon[28]	467,756	423,436
Fountains Abbey Estate	413,513	414,035
Anglesey Abbey	392,646	371,593
Calke Abbey	392,581	356,436
Stourhead	389,169	395,341
Mottisfont	377,268	367,476
Polesden Lacey	356,133	364,802
St Michael's Mount	345,610	344,244
Wimpole Estate	343,357	319,269

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4. Creating Triple A Content

5. Breaking Free from the Academic Bubble and the Academic Mindset.

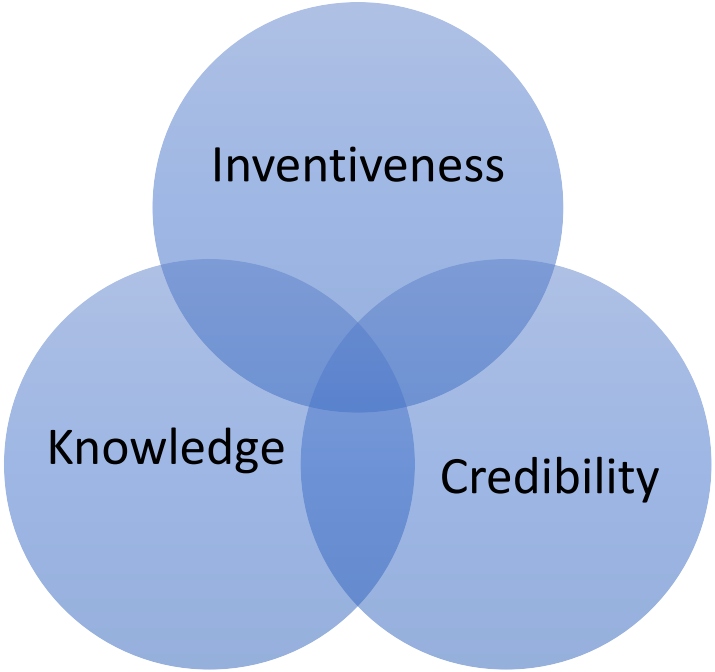
8 Ways You Know You're An Oxford University Graduate

Siobhan Morgan
The Huffington Post UK

Going to Oxford University is like living in a bubble for three years, amassing a library's worth of knowledge but losing a bit of your common sense along the way.

You come out at the end well-versed in everything ever written by Milton or a niche area of 18th century politics but you don't know how to exist outside of the eight week termly cycle and have probably forgotten that you don't need to wear fancy dress on a normal night out because you're so used to bops.

6. Create a distinctive and marketable identity.



Example Projects (1): Spun Gold

- Expert consultancy for 3 x 60 minute documentary celebrating 300 years since Lancelot ‘Capability’ Brown’s birth for Spun Gold TV.
- Two-days of workshops and meetings with production team.
- One-day of filming with Alan Titchmarsh at Wotton House.
- Sharing of research from D.Phil and research in progress as to contemporary relevance of Capability Brown.
- Opportunity to build public profile and awareness of difference – i.e. one of the very few young historians who can talk knowledgeably about landscape design in the eighteenth century.

SPUN GOLD

Home About Spun Gold West Programmes Contact Us News Work With Us Privacy Policy

Channel 4 to celebrate the genius of master gardener Capability Brown

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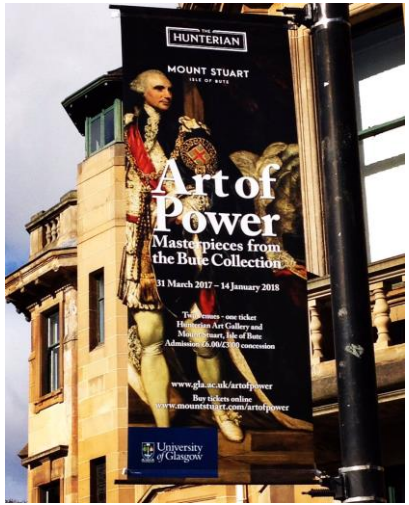
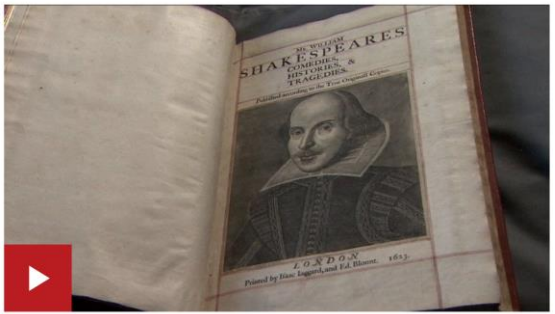
Example Projects (2): Mount Stuart Trust

- 3 day per month consultancy for Mount Stuart Trust, Isle of Bute, Scotland (18 month duration).
- Support a charitable trust, and privately-owned collection, to build connections with universities.
- Major public success through discovery of ‘lost’ Shakespeare First Folio.
- Contributed to exhibition, *Art of Power: Treasures from the Bute Collection* (Hunterian Museum, Glasgow), and peer-reviewed chapter in exhibition catalogue.
- Access to new research resources and material in a previously under-researched archive resulting in peer-reviewed publications.
- Brokered connections with Yale University and Paul Mellon Centre for British Art.





Shakespeare's First Folio discovered on Isle of Bute

A copy of William Shakespeare's First Folio has been discovered in a stately home on Scotland's Isle of Bute.

One of the most sought-after books in the world, the copy, printed in 1623, was verified by experts from the University of Oxford.

07 Apr 2016

Share

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Example Projects (3): Chatsworth House Trust

- 5 days of Consultancy for Chatsworth House Trust to support content development and writing for *Treasures from Chatsworth Exhibition* at Sotheby's New York.
- Collaborated with exhibition designers (David Korins Studios, New York) via conference calls to ensure coherent narrative and object placement to support the key messages for Chatsworth House Trust.
- Brokered introductions for CHT's Head of Development with speakers for associated talks and private view programme in New

Example Projects (4): Thompson Harrison

- Associate for London-based leadership and organisational development consultancy, Thompson Harrison, which works with senior leaders and their teams to transform their organisation in response to a fluid context and a changing set of stakeholder expectations.
- Deliver bespoke experiences for senior leaders – including architectural walking tours and ‘thinking historically’ session.
- Opportunity to develop a range of products and experiences for the corporate market based more on methodological approaches, rather than factual knowledge.

Dr. Olly Cox

Oliver Cox is **Heritage Engagement Fellow at the University of Oxford**. He leads the University’s partnership work with the UK and international heritage community, and is co-lead of the Oxford University Heritage Network. Oliver works at the **intersection between historical research and its application in cultural and commercial contexts**, creating authentic, accurate and accessible content to engage and inspire. He’s especially excited by the potential for ‘historical thinking’ as a leadership and development tool. Oliver is a historian by training and received his undergraduate, masters and doctoral degrees from the University of Oxford. He teaches architectural and cultural history with a focus on the eighteenth century, and is a Faculty Member for both the Oxford Strategic Leadership Programme and Oxford Cultural Leaders at the Said Business School.

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Example Projects (5): Oxford Strategic Leadership Programme

- Delivered finding historians session as part of one-week residential programme with Oxford's Said Business School which explores the skill and craft of the historian.
- How do historians approach problem?
- How do they translate large data sets and source material into compelling stories?
- Are there aspects of the historians' craft that can be usefully harnessed by leaders – regardless of sector or specialism?
- Kintsugi – the art of repair and the role of the historian.

Oxford Strategic Leadership Programme

Gain a greater clarity of thought and vision for your leadership

Apply now | Download the brochure

Start dates: 15 November 2020 / 23 May 2021
Duration: 6 days
Location: Oxford
Cost: £13,500 plus accommodation

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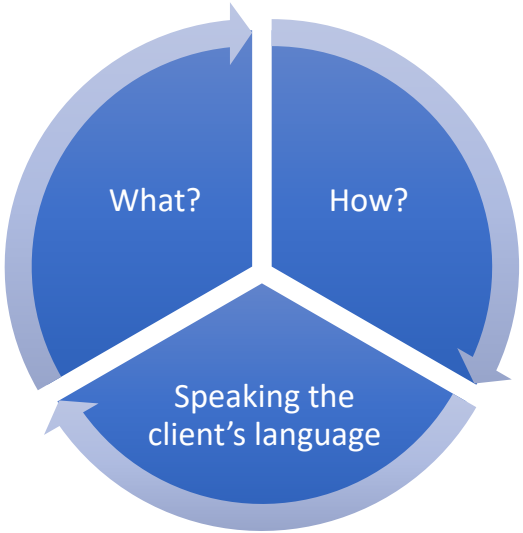
Varieties of Consultancy in SSH

Period/Site Specific Expertise

Methodological Insights



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Why do I do it?

- **Money:** Consultancy offers the opportunity to make a meaningful top-up to a base salary.
- **Reputation:** Builds advocates for me and my work in a variety of different sectors.
- **Networks:** Develops my professional networks, meaning that I have a well-developed sense of what matters and why to a range of potential partners.
- **Skills Development:** Develops my ability to articulate what it is I do as a historian and why it matters.
- **Different not Discount:** Consolidates my position as someone that offers something unexpected, especially from an institution as traditional as Oxford.
- **Purpose:** I'm convinced that it is only by building counter-intuitive advocates for museums and heritage sites that we can secure their survival.

Workshop 1: Mapping the Barriers to Consultancy and Finding the Opportunities .

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Group 1: What are the barriers to consultancy in SSH?

Individual Academics

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Universities

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External Partners/Clients for Consultancy

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Group 2: Finding the Opportunities for Consultancy in SSH?

Individual Academics

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Universities

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External Partners/Clients for Consultancy

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Comfort Break: Make Your Own Tea and Coffee!

Workshop 1 Responses: Mapping the Barriers to Consultancy and Finding the Opportunities .

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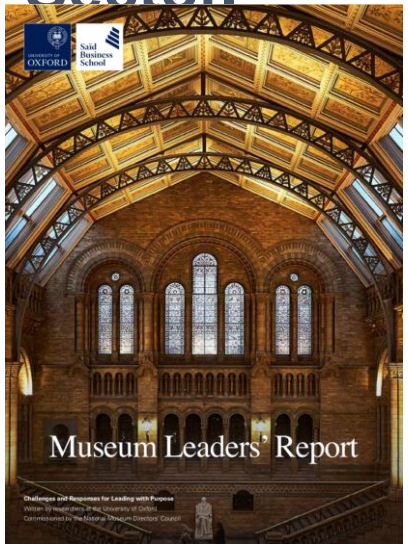
Creating an Entrepreneurial Mindset: Finding Clues from an Adjacent Sector



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Supporting and developing individual leaders

'I think what museum directors need now is a certain kind of grittiness - a kind of business awareness in numeracy certainly matters and also a kind of impresario streak that you need in order to do this job these days, because it's a very noisy world out there.'

Museum leaders talked about how they responded to the personal challenges of their roles. Leaders described having to build sources of support for themselves, because there is no systematic provision in the sector for top-level leadership development, and they point to this as a risk limiting the effectiveness of future leaders. We have identified a number of shared concerns, and common methods through which leaders secure a supportive environment for themselves.

Acknowledging doubt

Leaders talked about 'doubt' as both a symptom of the difficulties of decision-making and a tool for responding to them – if they acknowledge doubt and empower others to advise and assist. Research on CEOs in other sectors highlights the importance for senior leaders everywhere of harnessing the productive power of doubt. Acknowledging doubt helps to reduce uncertainty, mitigate risk, sharpen perception, and tame anxiety. Leaders acknowledge this readily.

'It's a really good thing to worry. When I was recruiting I'd look for people who seemed to me to worry well… If you worry well you are openly and flexibly thinking aloud, exposing yourself to as many factors as possible. I think it's not so much some guilty secret that leaders have to confess to, but the absolute emblem of what leadership is.'

A trusted team

Museum leaders work to find the best information possible to guide their decisions, often from experts and stakeholders who will be affected. Leaders provided examples of how they successfully draw on a team of trusted senior managers to access diverse views to inform their decision-making. Many leaders specifically commented on the value of having top team members who come from a variety of backgrounds in terms of experience, skills and qualifications, to provide new and differing insights. Significantly, they emphasised a need to build teams of experts and enable them to do their jobs without directive leadership.

'My job [is to] work with [my team] and hopefully support them in a way that they feel that they have the autonomy, resources, collective direction to do the best job that they can, and invariably they do an outstanding job. So I don't direct, I rarely intervene.'

Professional and personal support networks

Finding sources of support from peers with similar challenges and responsibilities is certainly important for leaders in any sector, but the complexity and diversity of organisations within the cultural sector make this harder to achieve. Leaders expressed various ways in which they have found – or even founded – networks of peer support. Notably, many describe their 'peers' as being outside the sector: leaders of comparable levels of responsibility in almost any industry, also facing, sharing, and comparing the challenges of senior leadership generally.

'It's very important that you have some respite, whether that's through family, through church, through holidays, you have to find ways to in a sense put your job in the right place in your work life balance.'

Networks outside the sector were particularly prized as a means of accessing differing perspectives and overcoming feelings of loneliness. Support from family, friends and private networks was mentioned as important for leaders to overcome feelings of anxiety and to cope with the rapid changes and difficult decision making inherent in their role. In particular, mentors – often former leaders – were described as key sources of advice and support. Physical and mental practices to maintain health, such as exercise, hobbies and socialising, were presented as integral to leaders coping with their professional challenges.

Finally current leaders take responsibility for developing future leaders. They see this as a duty that helps them to become more effective leaders themselves, and also allows them to scale their impact through the influence they have on the new generation of cultural leaders.

Reflecting on the Session – Actions to Take Away

Hacker – ideas and processes that can be adapted and used, processes that can be re-engineered for your practice.

Thief – what, if anything, will you steal with pride from this session – stories, methods, language insights?

Any Questions…?

Connecting Social Sciences and Humanities with Innovation Clusters

Frank Zwetsloot, CEO of ScienceWorks

AESIS Oxford Course 2020

May 14 2020

ScienceWorks
Connecting Science & Society

This Presentation

- Positioning ScienceWorks
- 1st part; analysing your potential
  - Analysing your Regional Potential;
  - Positioning your SSH potential;
  - Activating your ambitions;

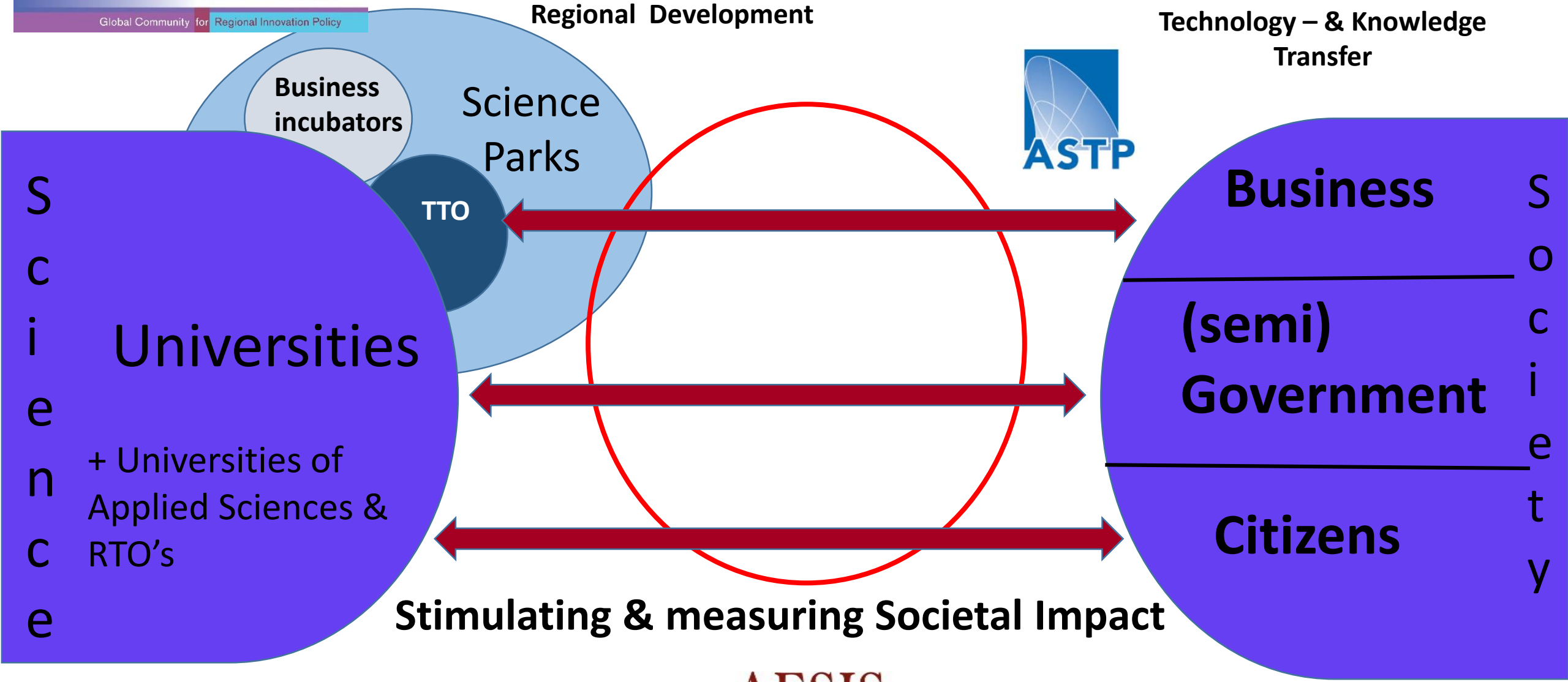
- 2nd part; developing your potential; applying the 6i Model in the Hague
  - From ambition to an Idea
  - From Idea to Initiative; potential investors
  - Getting to long term investors
  - Defining success

Positioning of mission and networks of ScienceWorks

THE TECHNOPOLICY NETWORK
Global Community for Regional Innovation Policy

Science based Regional Development

Technology – & Knowledge Transfer



Stimulating & measuring Societal Impact

AESIS
NETWORK FOR ADVANCING & EVALUATING THE SOCIETAL IMPACT OF SCIENCE

Some relevant outcomes of our University Impact Rankings

- **Technical** universities create 14 times more start ups (per researcher) compared to **general** universities (excl. medical)
- They earn 2,5 times more contract-income from business

BUT:

- General universities have 3 times more government advisory functions
- General universities are 50-75% more cited in political documents
- General universities are 20% more cited in the national media

Has your institute reached its full potential in social sciences and Humanities?

YOUR REGIONAL POTENTIAL

1. How are your SSH disciplines related to your regional strengths

2. How can you better position your SSH disciplines in innovation clusters?

YOUR INSTITUTIONAL POTENTIAL

1. Does your university offer sufficient infrastructure?

2. How to connect your ambitions to your faculty?

1. How are your SSH disciplines related to your regional strategy?

Are your SSH strengths connected to your founding history?

Leiden University

Delft University

Erasmus University Rotterdam

1. How are your SSH disciplines related to your core regional clusters?

- Ask yourself; what are the main money earners **in my region**? Which economic sectors are creating the most relevant jobs for my SSH disciplines? Are they leading *for the region* or also (inter)nationally?

- How are my SSH strenghts positioned towards these sectors (inter)nationally?

- how can I better relate *SSH disciplines* to some of these clusters; is *their* Impact-potential optimised?

1. How are your SSH disciplines related to the leading clusters?

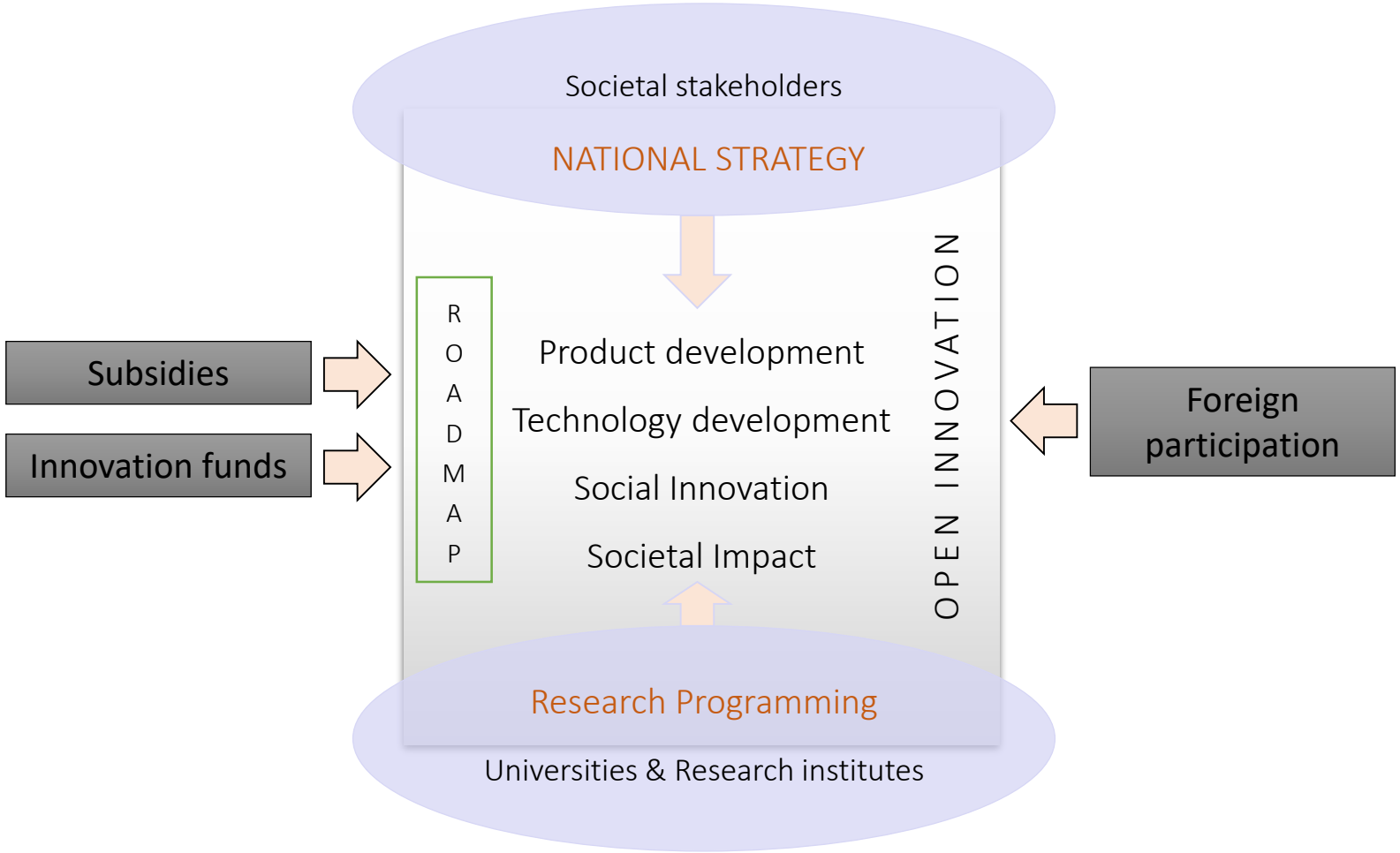
On (Inter)National Clusters and Satellite clusters

Food

Med-Tech

1. How are your SSH disciplines related to the leading clusters?

National Innovation Strategies in a cluster
SSH is gaining position



ScienceWorks
Connecting Science & Society

1. How to serve your regional strengths better

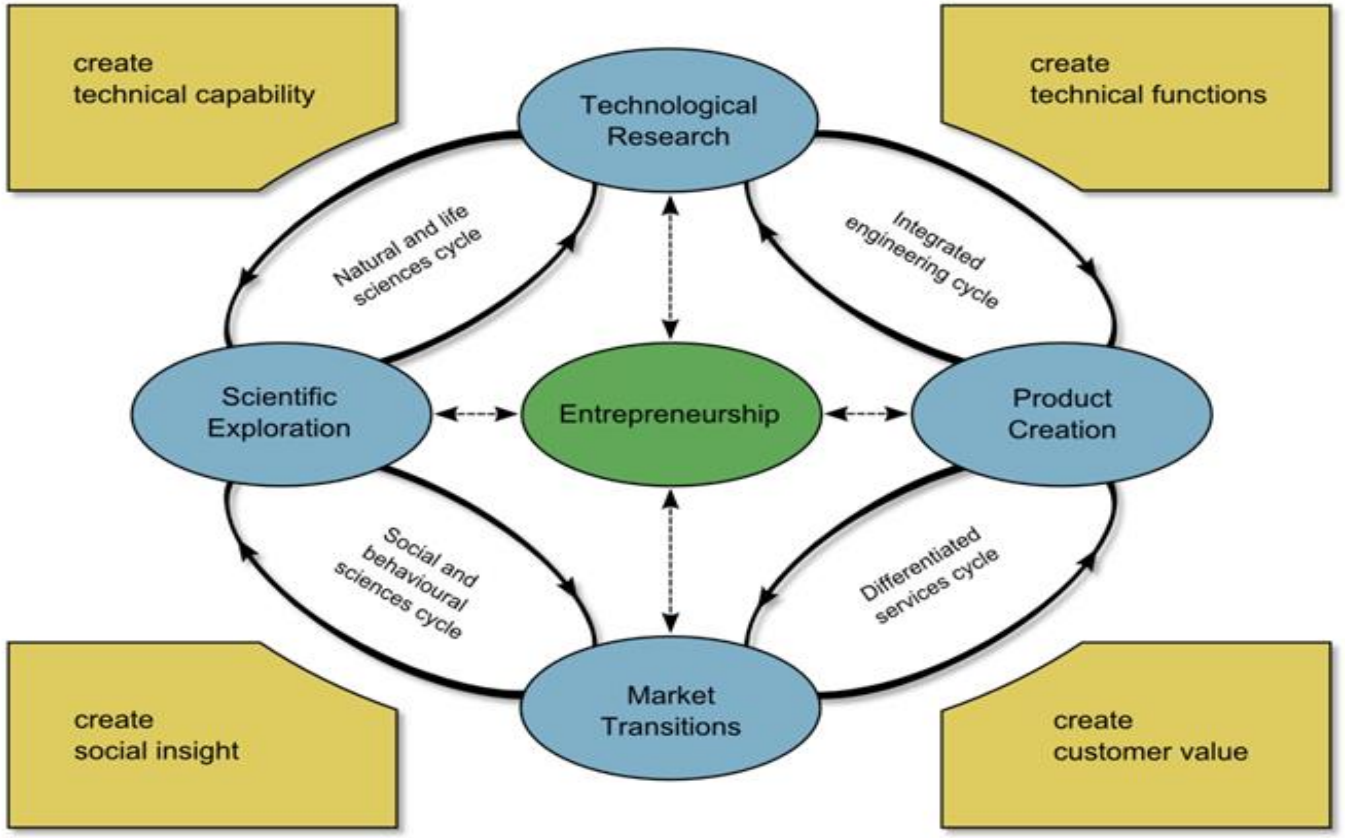
Think in terms of *serving* your clusters with research and education; become part of a regional strategy

Ifr you want to upgrade your potential as a research partner; bring in national or international expertise to the cluster

Create alliances with other disciplines; esp. In technical clusters

Understand and optimise your added value in the cluster

2. How are your SSH disciplines related to innovation clusters?



Cyclic Innovation Model, Guus Berkhout et al.

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2. What can SSH disciplines add?

The **interdisciplinary** approach:

Can we add new algorithms based on social change? The corona app? Big Data analysis, change behaviour?

Define the societal challenges

Address the global challenges (certainties of the future) through new research and new methods and apply them for the regional cluster

Make government more effective

Create evidence through RCT's, behaviour insights

Teach and inspire with the newest international insights

Develop the best methods for the most effective policy interventions

3. Does your university deliver infrastructure for SSH disciplines?

What Leiden did:

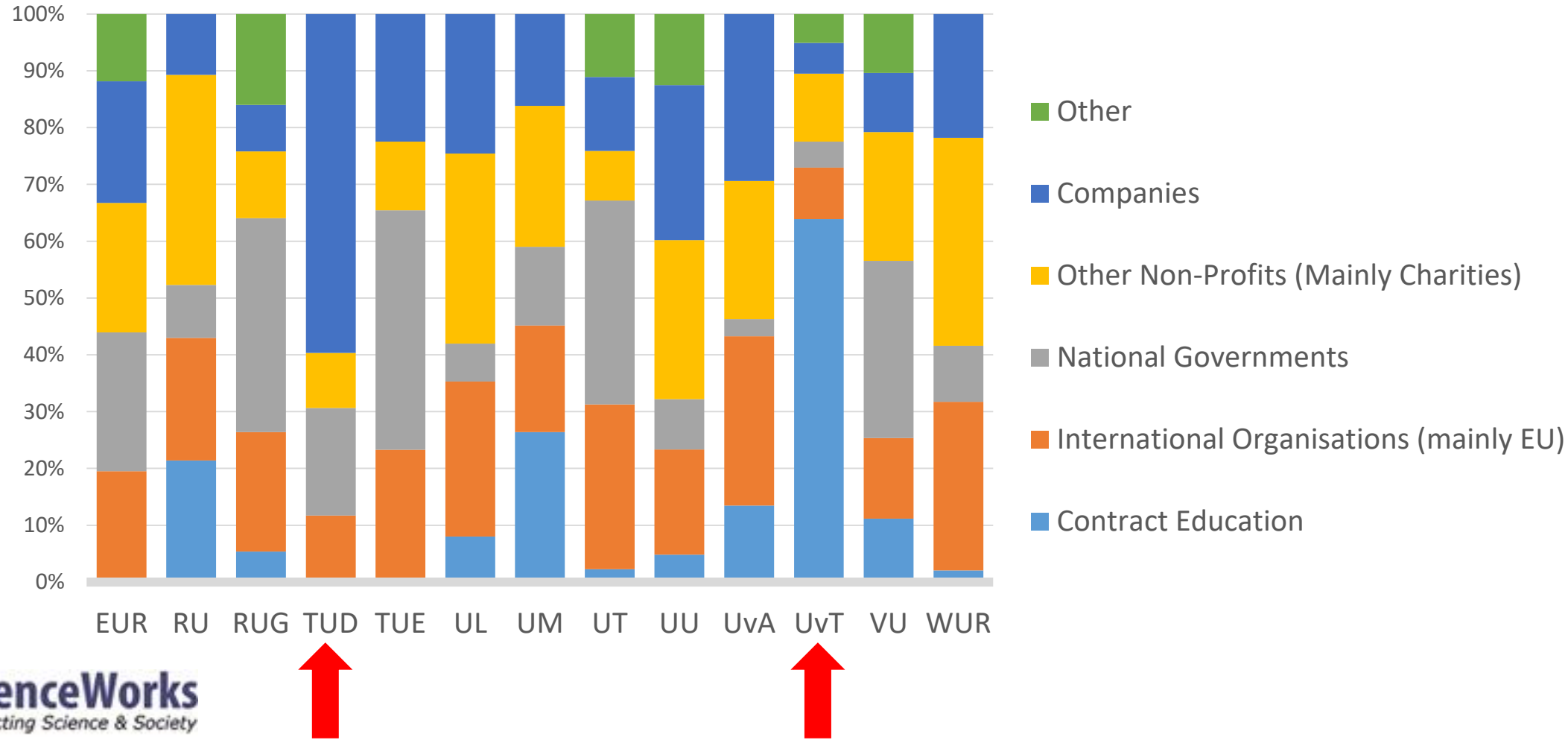
- When there was a declining student influx in social sciences:
- Set up the *Service Unit* Social Sciences
- Conducting research for policy purposes and become bigger than the university faculty
- Being the start of a new branch of an applied policy research industry

3. Does your university deliver infrastructure for SSH disciplines?

What Warwick did:

- In Crisis (eighties); be offensive, nationally *and* internationally
- Approached stakeholders actively for their needs; all students were out to raise questions
- Set up a Research Development and Support Office; in 1986!
- Let market income grow to 50% of total income and became a top 10 research university in UK
- Opened a – profitable! - conference and training center

See what differently market income from universities is composed



ScienceWorks
Connecting Science & Society

3. Which facilities are most successful for your institute?

- “Knowledge transfer” or “research development”? Which support is most succesful to develop SSH opportunities?
- Intermediairy regional (or local) structures? Social Science Parks?
- What about sharing income with researchers ?
- What about SSH Entrepreneurship and equity for SSH start ups??

4. Who is taking the lead?

- Is the one with the good idea, the one who brings it further?
- Who is the innovative entrepreneur who connects the dots in the cluster?
- Who is making a realistic business plan?
- How to keep your faculty committed to which ambitions?

On the Case study: How would you improve your SSH impact?

- Which new Services to whom?
- Which new – or existing - markets or clusters to connect to?
- How to energize your faculty?
- Position your ambitions for the last day case study!

Time left for this wrap up?

If your SSH disciplines are *well* aligned with….

	Internationally leading Clusters	**Nationally leading clusters**	**Regional or local clusters**
Initiatives	- co-develop global change - Set global agenda's	- Add societal change to influence innovation - Position SSH in innovation roadmaps	- Chief local scientists - Add international expertise - Create new structures
How to partner	- Be picky - Align with your competing regions	- Open offices in political centres - Align with new technologies for adressing change	- Set agenda's on poltical and strategic level - Expertise centers
Mind….	- Your academic prestige	- Political change	- Academic motivation

If your SSH disciplines are *not so well* aligned with…

	Internationally leading Clusters	**Nationally leading clusters**	**Regional or local clusters**
Initiatives	- Define a niche - Think strategic and make a plan - Strategic events with thoughtleaders	- Use media - Attract rainmakers - Be original - SSH-in-innovation niches	- Develop regional knowledge agenda's - Be audacious - Show your expertise for long term alliances
How to partner	- Step by step networking with academia/locals - Create International advisory bodies	- Show respect for technology & practice - Connect the missing links in your ambion	- Use trainings and courses - Informal networking - Disclose instruments for policy effectiveness
Mind….	- Your capacity - Committment for the business plan	- Protect the initiative - Copyrights and trademarks	- Your time investment; Create Go-No go moments