

Webinar

# Societal Impact in Research Management and Governance

**AESIS**  
NETWORK FOR  
ADVANCING & EVALUATING THE SOCIETAL IMPACT OF SCIENCE

novo  
nordisk  
**fonden**  
Benefiting people and society

## ***Moving towards an impact-driven university***

Igor Campillo (Euskampus Director & ENLIGHT Impact Task Force Leader)

Gloria Nunes & Iñigo Puertas (Euskampus & ENLIGHT Task Force)



université  
de BORDEAUX



# CONTENTS

- ENLIGHT European University Alliance
- Understanding impact
- Moving towards an impact driven university
- Moving towards an impact driven university - ENLIGHT

# CONTENTS

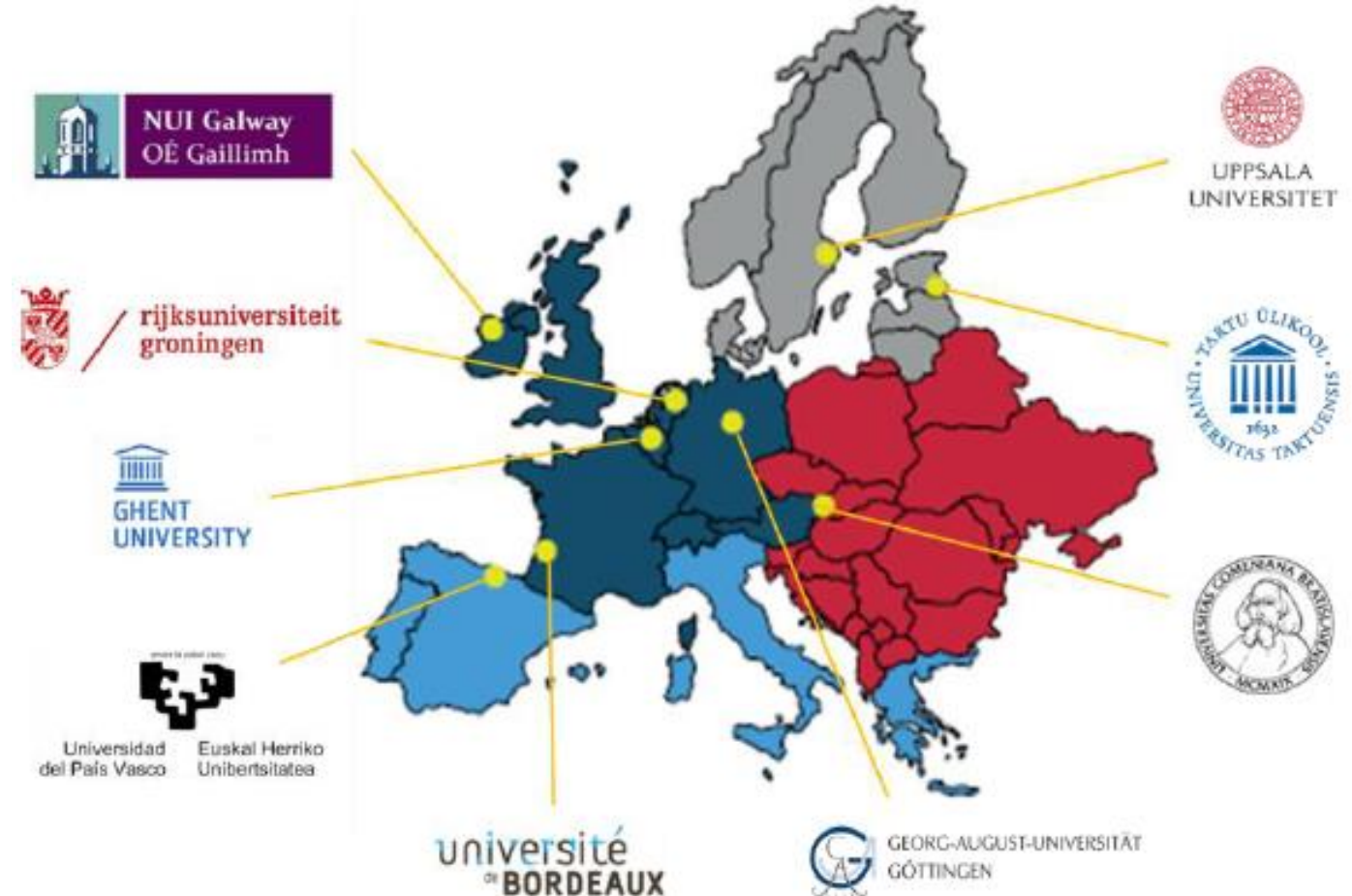
- ENLIGHT European University Alliance
- Understanding impact
- Moving towards an impact driven university
- Moving towards an impact driven university - ENLIGHT

# EUROPEAN UNIVERSITY NETWORK TO PROMOTE EQUITABLE QUALITY OF LIFE, SUSTAINABILITY & GLOBAL ENGAGEMENT THROUGH HIGHER EDUCATION TRANSFORMATION. SHAPING OUR FUTURE CITIES AND COMMUNITIES

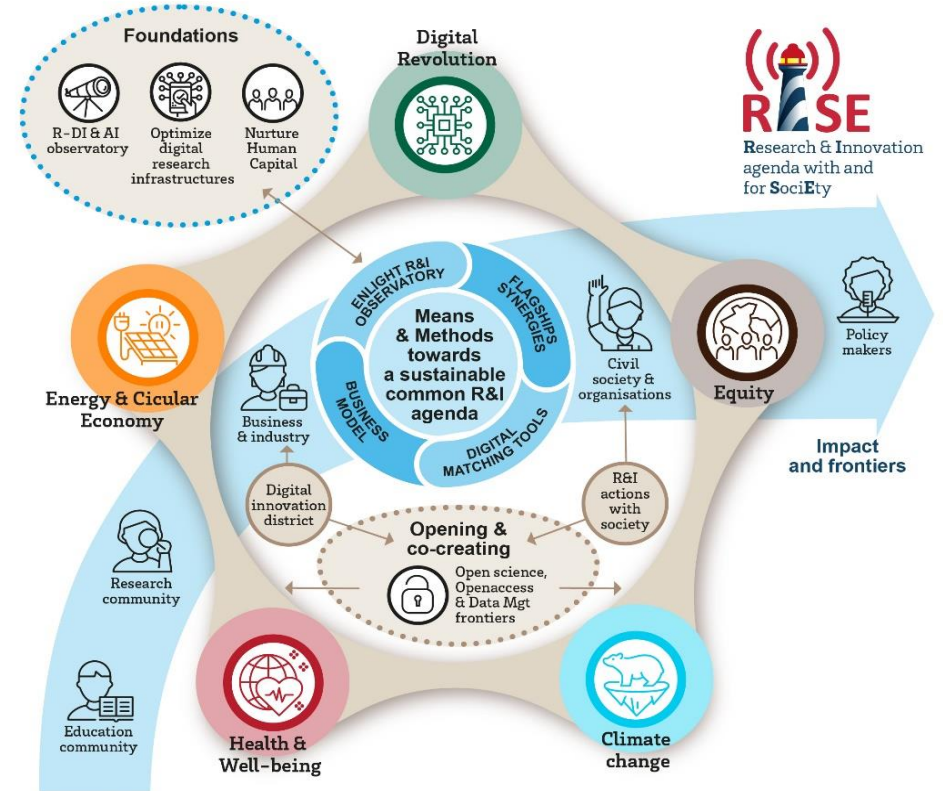
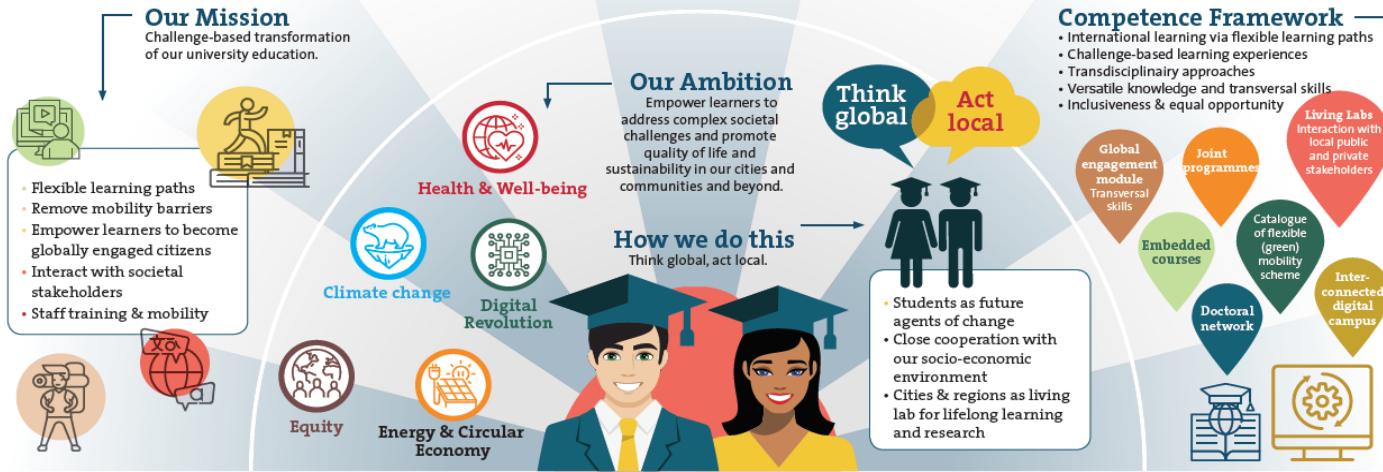


- 9 comprehensive, research-intensive universities
- Sharing a deep commitment to their **social responsibility**:

University of the Basque Country  
University of Bordeaux  
Comenius University Bratislava  
National University Ireland Galway  
Ghent University  
University of Göttingen  
University of Groningen  
University of Tartu  
Uppsala University



# ONE ALLIANCE, TWO INSTITUTIONAL-WIDE PROJECTS, MANY DIFFERENT WORKING GROUPS AND PACKAGES



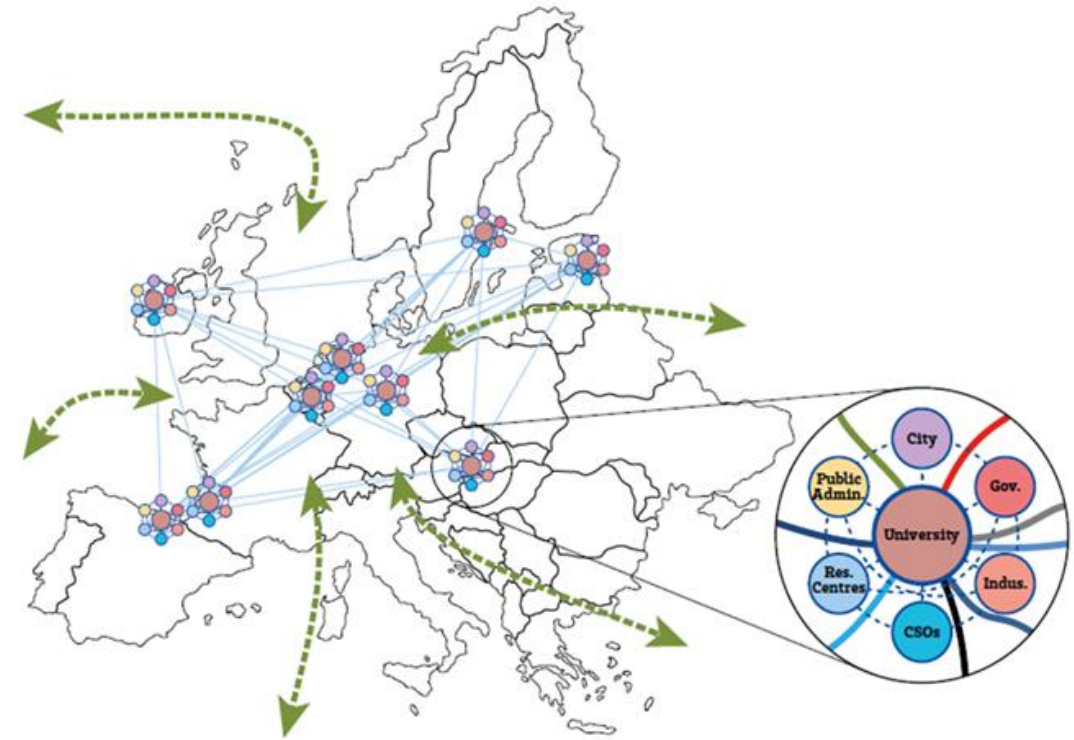
ENLIGHT aims to undertake a **fundamental transformation of European Higher Education** by **empowering learners as globally engaged citizens** with state-of-the-art **knowledge, skills, and innovation potential** to tackle the major societal transition and to promote **equitable quality of life and sustainability**.

ENLIGHT RISE will deploy a **comprehensive joint transformation agenda in R&I**, in synergy with the educational component. We aim to jointly promote a greener, healthier, more equitable and sustainable Europe.

# ONE ALLIANCE, TWO INSTITUTIONAL-WIDE PROJECTS, MANY DIFFERENT WORKING GROUPS AND PACKAGES

**Long-term Outcome:** an open integrated space (**ENLIGHT European University System**) with free movement of students and staff and sharing of resources that gradually integrates quality assurance, international outreach and global engagement, talent recruitment and investment in large research infrastructure

- › Major joint **structuring impact on all partner universities**
- › **Systemic impact** on local socio-economic environments
- › Successful **model for institutional transformation** to maximize the societal impact of HEIs in Europe
- › Novel framework for addressing complex local and global challenges via **partnerships between HEIs and other relevant stakeholders**



# ENLIGHT IS AN IMPACT-ORIENTED ALLIANCE

## TWO WORK PACKAGES ADDRESS TWO MAIN OBJECTIVES

### ENLIGHT Erasmus+ WP6



To create a comprehensive methodology and tools for measuring the long-term impact of ENLIGHT on people, communities, institutions, and systems at large in such a way that the addressed and accomplished transformations may be monitored, measured and communicated transparently.

### ENLIGHT RISE WP8



To explore the frontiers of a common impact-driven R&I agenda.

# CONTENTS

- ENLIGHT European University Alliance
- **Understanding impact**
- Moving towards an impact driven university
- Moving towards an impact driven university - ENLIGHT



# Understanding IMPACT

## *What is NOT Impact?*

*Although (strongly) linked to..*

- It is not **performance**
- It is not **quality assurance**
- It is not **outreach, communication and dissemination**
- It is not **societal engagement**



# Understanding IMPACT

## *What IS Impact?*

***Impact*** can be defined as the effect or change over time that we can see (demonstrate, measure, capture) on different stakeholders, and which happens because of an activity or an organization (caused by, contributed to, attributable to).



# Understanding IMPACT

## What IS Impact?

Going deeper ...

### ➤ *Pathway to Impact vs. Impact*

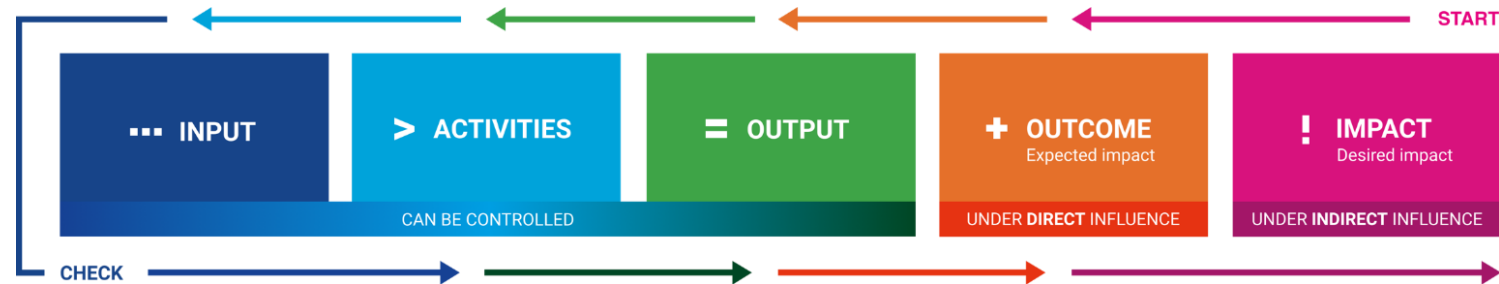


Figure taken from <https://www.erasmusplus.nl/en/impacttool-mobility>

- › INPUT (what you need) = All the resources necessary for the project to be implemented.
- › ACTIVITIES (what you do) = The actions carried out by the project team during the project period.
- › OUTPUTS (the product) = The products which derive directly from the activities.
- › OUTCOMES (expected) = Results expected to be achieved from the activities and outputs.
- › IMPACTS (desired) = Changes brought about as direct or indirect result from inputs/outputs/ outcomes.

### ➤ *Impact can be:*

- › Intended or unintended
- › Immediate or long-term
- › Small or big; local or global (reach)
- › Instrumental (direct, tangible change) or conceptual (ideas, feelings)

# Understanding IMPACT

## *What IS Impact?*

**Impact** is defined as the effect or change over time that we can see (demonstrate, measure, capture) on different stakeholders, and which happens because of an activity or an organization (caused by, contributed to, attributable to).

**Impact assessment** is the identification/measurement/evaluation of the changes and effects, and the extent of those changes and effects, on different stakeholders over time.

**Impact-driven organization** is an organization whose strategy, leadership and management is oriented to maximize and minimize positive and negative impacts, respectively.



# CONTENTS

- ENLIGHT European University Alliance
- Understanding impact
- **Moving towards an impact driven university**
- Moving towards an impact driven university - ENLIGHT

# Moving towards an impact-driven university

## What IS Impact in Higher Education?

Multiple similar definitions (see [ENLIGHT repository\\*\\*](#))

### ENLIGHT definition:

*“effects or changes that we can see (demonstrate, measure, capture) in (institution wide\*) and beyond academia (on society, economy, environment, etc.) which happen because of an activity in the Higher Education environment”*

*\* students, academics, staff, leaders, structures...*

*\*\* <https://impact.enlight-eu.org/>*



# Moving towards an impact-driven university

## *What IS Impact-driven university?*

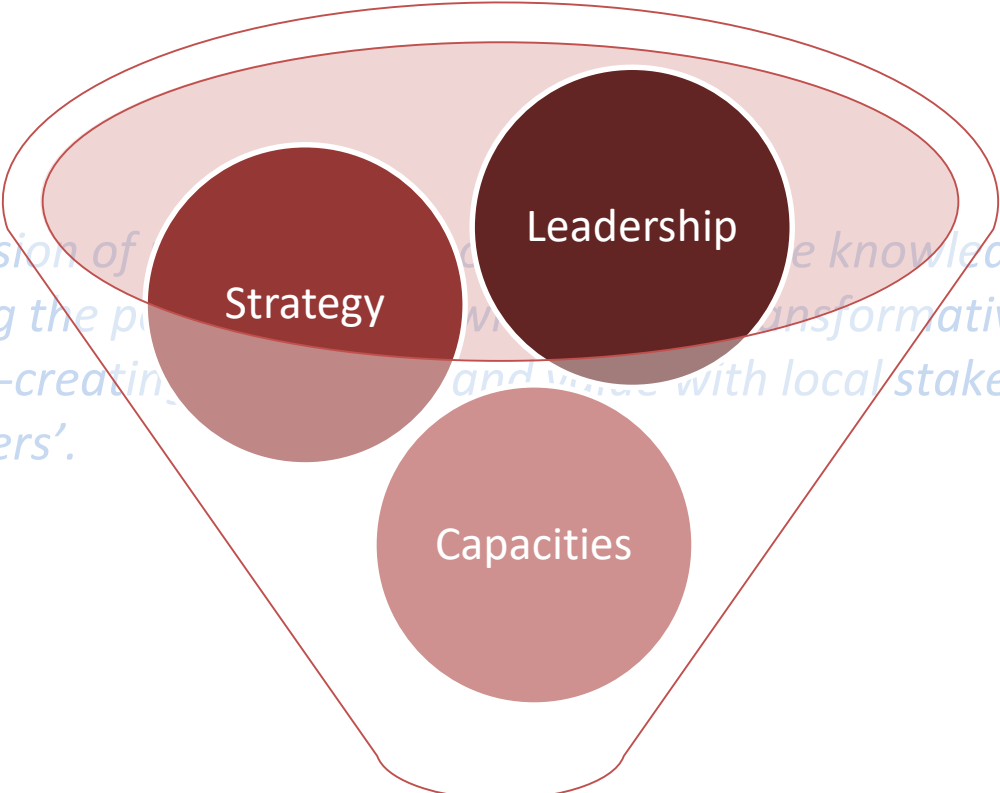
*it is a radical change in the mission of universities, moving from mere knowledge producers and transmitters towards untapping the potential of knowledge as a transformative force to tackle the complex transitions of our society, by co-creating knowledge and value with local stakeholders and becoming globally engaged 'change-players'.*



# Moving towards an impact-driven university

*What do we need to move towards an Impact-driven university?*

*it is a radical change in the mission of universities as knowledge producers and transmitters towards untapping the potential of their research as a transformative force to tackle the complex transitions of our society, by co-creating and validating with local stakeholders and becoming globally engaged 'change-players'.*

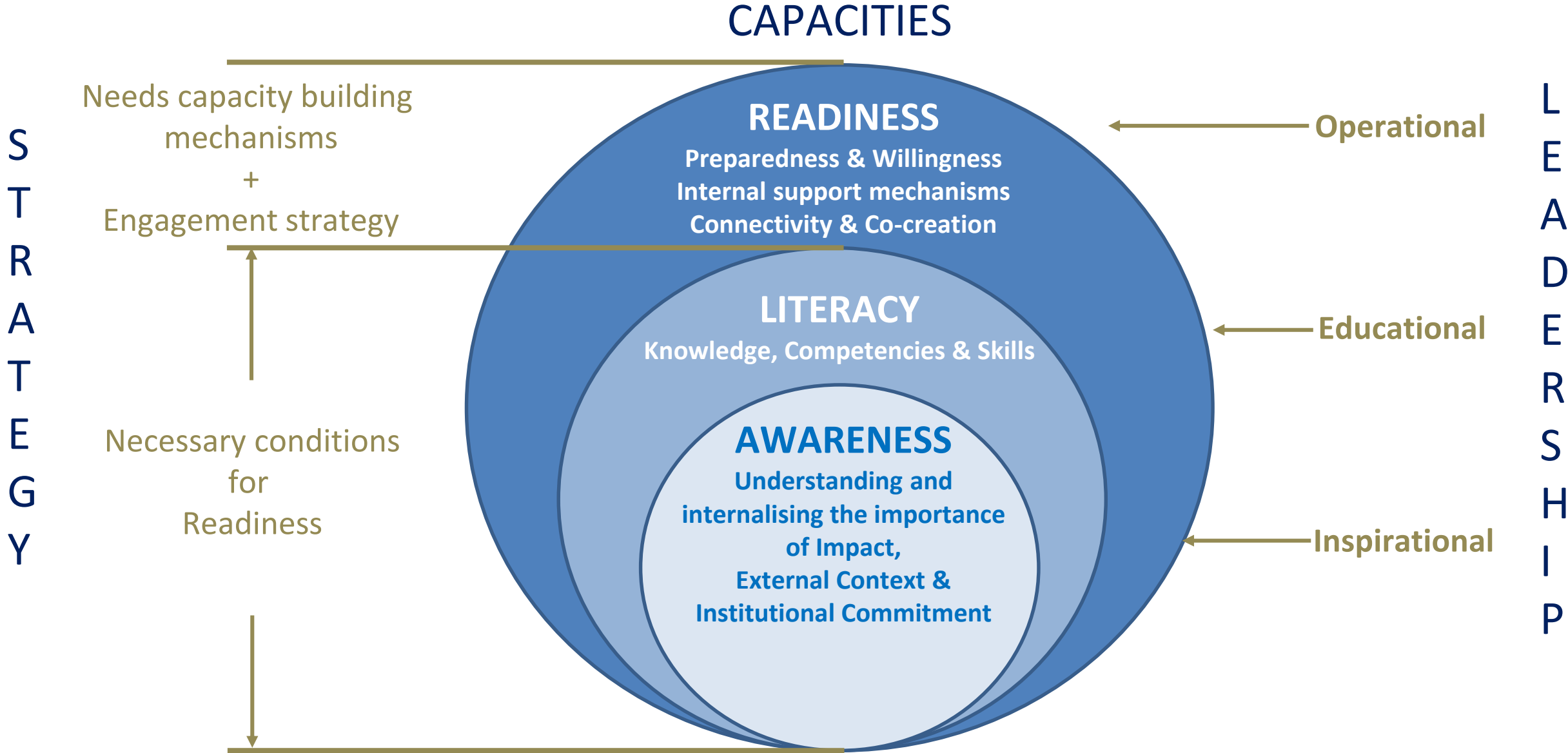


**IMPACT**





# Moving towards an impact-driven university



# CONTENTS

- ENLIGHT European University Alliance
- Understanding impact
- Moving towards an impact driven university
- Moving towards an impact driven university - ENLIGHT

# ENLIGHT IS AN IMPACT-ORIENTED ALLIANCE OUR OWN THEORY OF CHANGE FOR IMPACT

## INPUTS

What we mobilise

Task Force  
Staff  
ENLIGHT  
Action lines  
Existing  
Methods  
&Tools  
ENLIGHT  
Universities'  
examples

## ACTIVITIES

What we do

Case Study Selection  
& Analysis (6)  
Methodology  
&Toolkit  
Development  
Surveying & Analysis  
Call for applications  
(awards)  
Training &  
mentoring  
Exchange,  
dissemination and  
reporting

## OUTPUTS

What we achieve

Methodology  
Toolkit  
Repository of good  
practices  
Impact  
Conference  
Ambassadors  
Network  
Training  
Portfolio  
Papers &  
Communications  
....

## OUTCOMES

What we aim for

**SHIFTING** our way of **THINKING**

Raise **Impact Awareness**  
(understanding and internalising  
the importance of impact)

Acquire **Impact literacy**  
(background concepts,  
methods, skills)

**SHIFTING** our way of **ACTING**.

Develop **Impact Readiness**  
(being able to take action and  
direct our activities through  
pathways towards maximizing  
the value generated)

## IMPACT

What we hope for

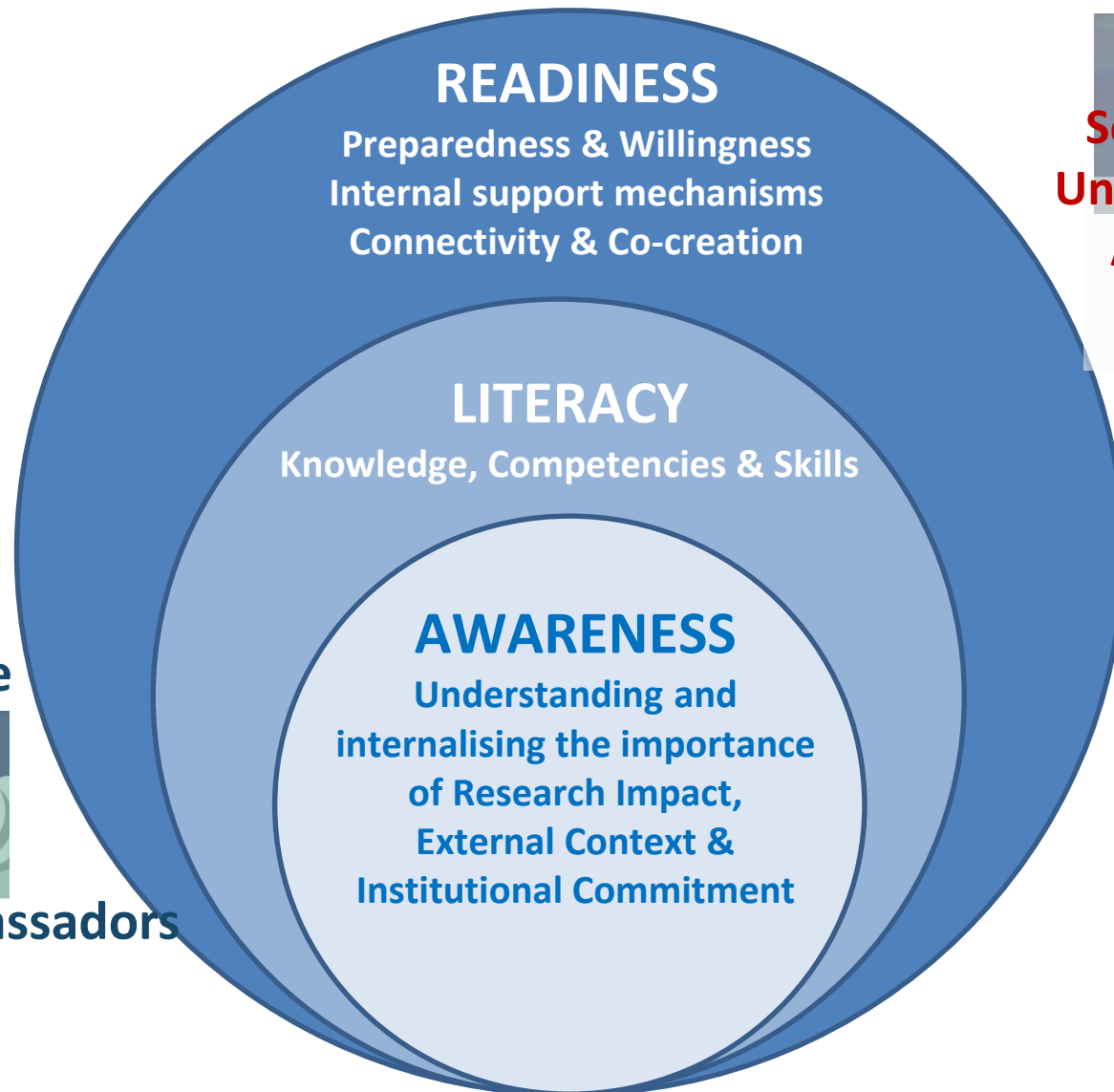
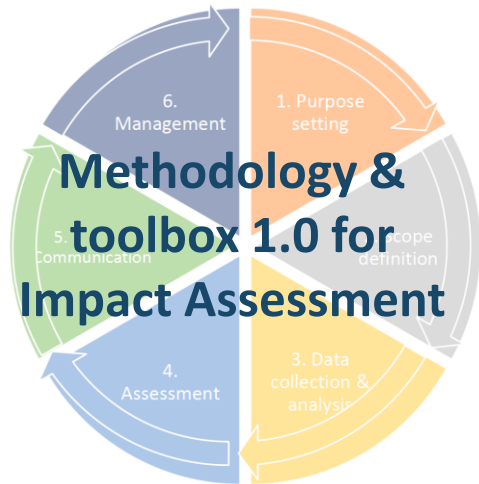
**SHIFTING** our way of **BEING**

Promoting and  
institutionalizing a culture of  
impact

Becoming a role model of an  
impact-driven alliance, co-  
creating value with our local  
stakeholders and global  
partners for equitable well-  
being and sustainability

Extending the impact  
culture to HEIs and  
transforming the European  
Higher Education

# Moving towards an impact-driven university - ENLIGHT



**Impact Literacy Survey**  
Is your University Impact Ready?

**Self-assessment toolkit for Universities' Research Impact Awareness, Literacy and Readiness**  
(to be launched very soon)

The toolkit includes icons for: CLARITY, CONTEXT, COMMUNITY, COMPETENCES & RESOURCES, CO-CREATION, and CONNECTIVITY.

## ENLIGHT Impact Conference



## ENLIGHT Impact Award & Ambassadors

**ENLIGHT**  
Repository of Good Practices on Research Impact

Latest sources:  
- Developing Research Impact  
- Policy Frameworks for Research Impact  
- Higher Education Institutions Policies  
- Methodologies for Research Impact

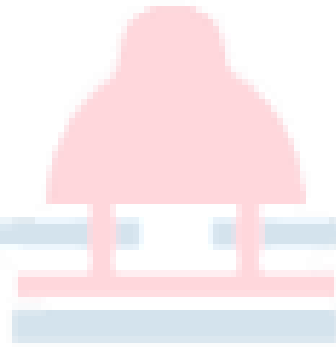
**Thank-you for your  
attention**

**Eskerrik asko zure  
arretagatik**

**Bedankt voor uw  
aandacht**

**Tänan teid tähelepanu  
eest**

**Merci pour votre  
attention**



**Vielen Dank für Ihre  
Aufmerksamkeit**

**Go raibh maith agat as do aird**

**Ďakujem za pozornosť**

**Gracias por su atención**

**Tack för din uppmärksamhet**

