

Societal Impact in Research Management and Governance

Research Impact is a Team Game

AESIS

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<https://inorms.net/activities/raaap-taskforce/>



CRedit Working Group, NISO 

Board Member, EARMA



Past Chair, ARMA



Session Overview

- **Simon**
- **The importance of research culture for impact, a UK perspective**
- **Incentives and the avoidance of perverse incentives**





Simon

- 30+ years a research manager and administrator
(Computer geek before that)
BSc NatSci, DProf ERA/RMA

- Various national roles
 - Metric Tide
 - Open Access
 - Research Information Management
 - **REF Panel C Adviser**



- ACU, Supporting Research Community
- NCURA, Global Fellow
- EARMA Board, Awards Committee
- Past Chair of ARMA, CASRAI
- PI of RAAAP projects
- NISO CRediT Co-Chair
- JHU Masters in Research Administration
- JoRMA, Editor



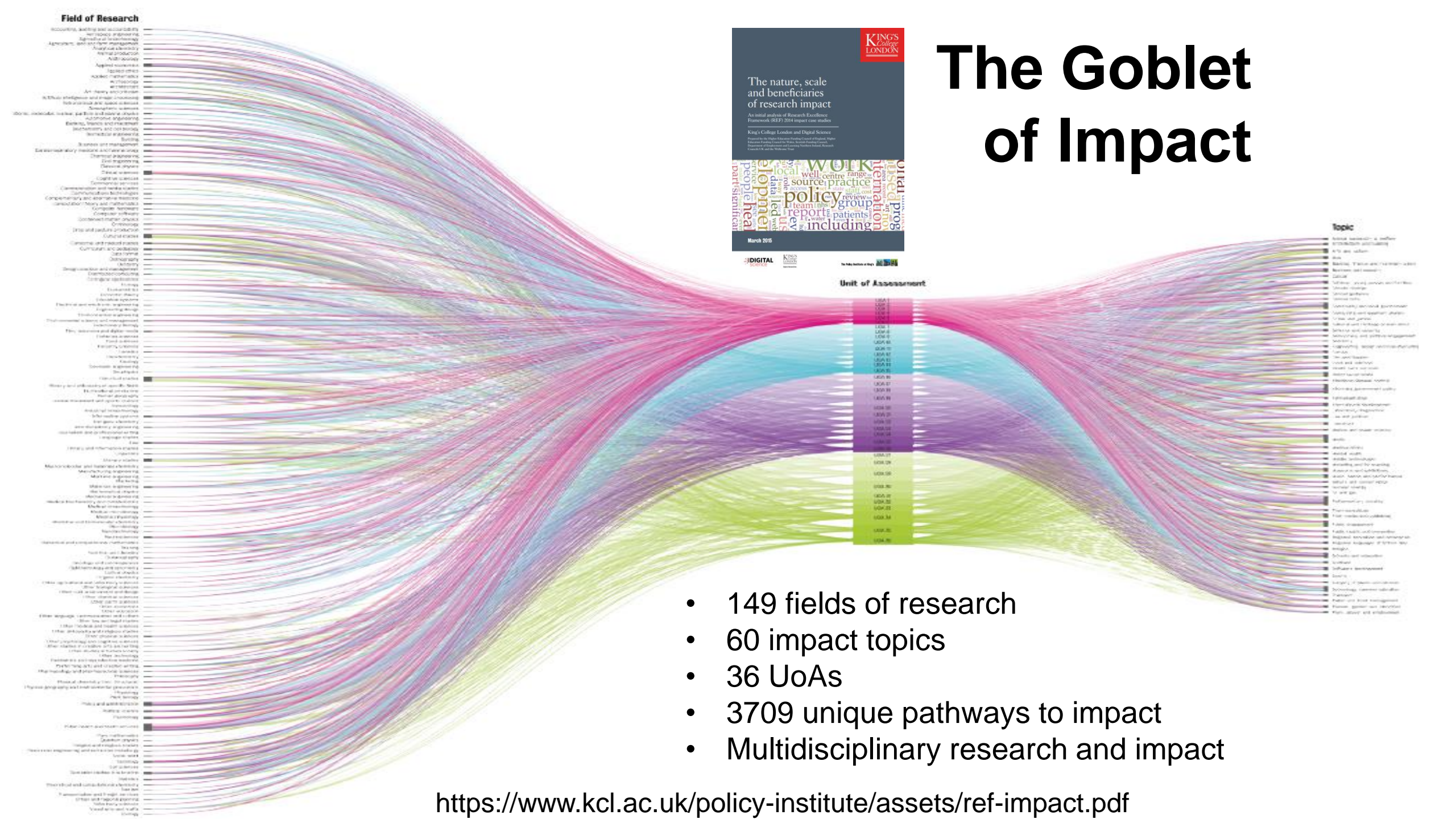
The Association of Commonwealth Universities



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The Goblet of Impact



- 149 fields of research
- 60 impact topics
- 36 UoAs
- 3709 unique pathways to impact
- Multidisciplinary research and impact

<https://www.kcl.ac.uk/policy-institute/assets/ref-impact.pdf>

Impact Considerations

- Intentional Impact... but don't ignore serendipity
- Build impact in from the very start... so before the project starts!
 - STAKEHOLDERS!!!
- Tracking and evidencing impact... how will you do it
 - (remember... impact, not just dissemination and engagement)
- Quantitative indicators are good
- Qualitative indicators can be persuasive... testimonials
- Beware ephemeral evidence of impact



Image: Ciel Fotos

Thanks to Dr Julie Bayley for the University of Lincoln slides

Tracking and capturing impact

Evidence of impact = required

Type of evidence of impact = dependent upon type of impact

Requires continued link/follow up with users

Requires ongoing tracking of work being:

- Noticed / referenced
- Adopted / used ...
- ... And then those things being used

Store evidence in a reliable (and easy to use) place

- Surely your organisation has one?

Itemise impact on your CRIS

- Maybe your Organisation has one that supports impact case studies?

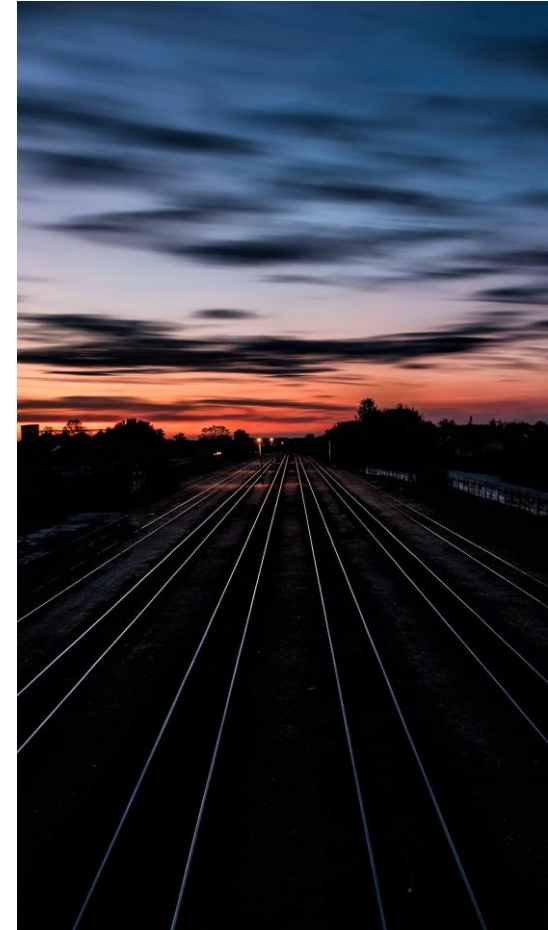


Image: David Bartus

Examples of evidence

Citations in policy documents, professional guidance, commercial reports...

Service reports/feedback

Sales figures from company

Testimonials

Something that **PROVES** there has been a change

Be wary of ephemeral evidence (eg webpages, tweets)



Image: Nataliya Vaitkevich

Generating and Evidencing Impact...

Is a LOT of work, and takes MANY people...

... not just the researcher

- stakeholders
- support staff



Image: Dio Hasbi Saniskoro

Are all of these people recognised and rewarded...?

- indeed ... is the researcher rewarded for their role in impact generation?

Research Culture



Image: Edward Jenner

UKRI

- Open Research
- Bullying and Harassment
- Research Integrity
- **Research and Innovation Culture**
- Equality, Diversity, and Inclusion
- Preventing Harm in Research and Innovation



Image: Mick Latter

Research and Innovation Culture

- Research & innovation is conducted with integrity, centred on reproducibility, responsible innovation, collaboration, interdisciplinarity and multidisciplinary
- Research & innovation is communicated to **maximise impact**, built on transparency and openness, and **partnership** with the public
- **Career paths**, and training environment, are provided to recognise a diversity of talents, skills, and outputs, and embrace **team science** as the way of working
- From an organisational point of view:
 - research & innovation culture focuses on behaviours, norms and attitudes that add up to an **institutional level of culture**

Incentives

- Recognise...
 - Impact Generation
 - Support for Impact
 - Supporting Others
- Reward...
 - Awards
 - Promotion
 - → Research Impact Professor...?



Playing the Impact Game...

- Chasing the rewards
- Gaming the system

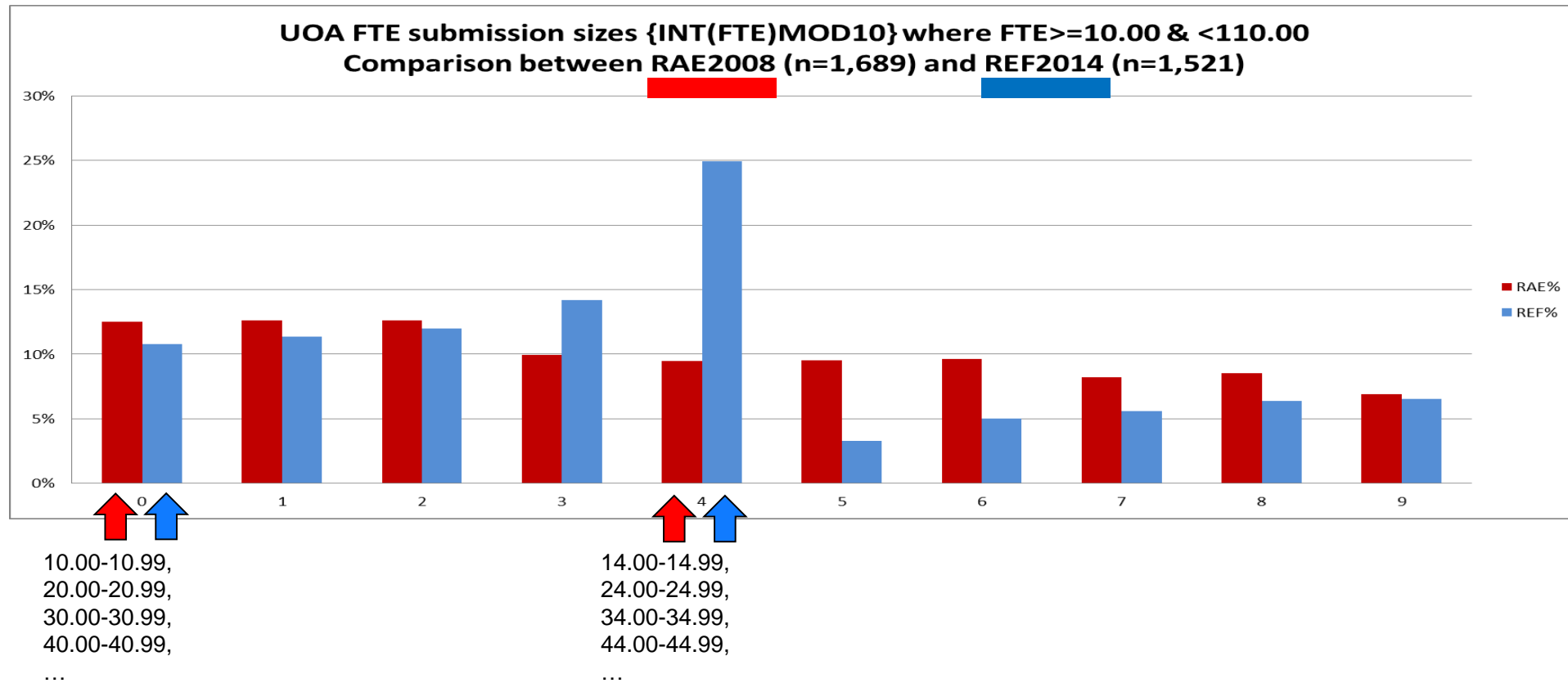


The Impact of Impact Assessment

REF 2014 Gaming

- Stigma of “non submission”, becomes worse with a potential contract change?
- Impact Case Studies thresholds can make a huge difference.
 - 34.99 FTE → 3 ICSs
 - 35.00 FTE → 4 ICSs
 - If you have 35 FTE and a much weaker 4th Case Study... what do you do?
- Conversely, join UOA submissions to share the ICS load
 - (particularly for submissions over 110 FTE – a huge advantage!)
 - 2x 80 FTE submissions need 7 ICSs each
 - 1x 160 FTE submission only needs 10 ICSs
- The ICS Cliff Edge Effect

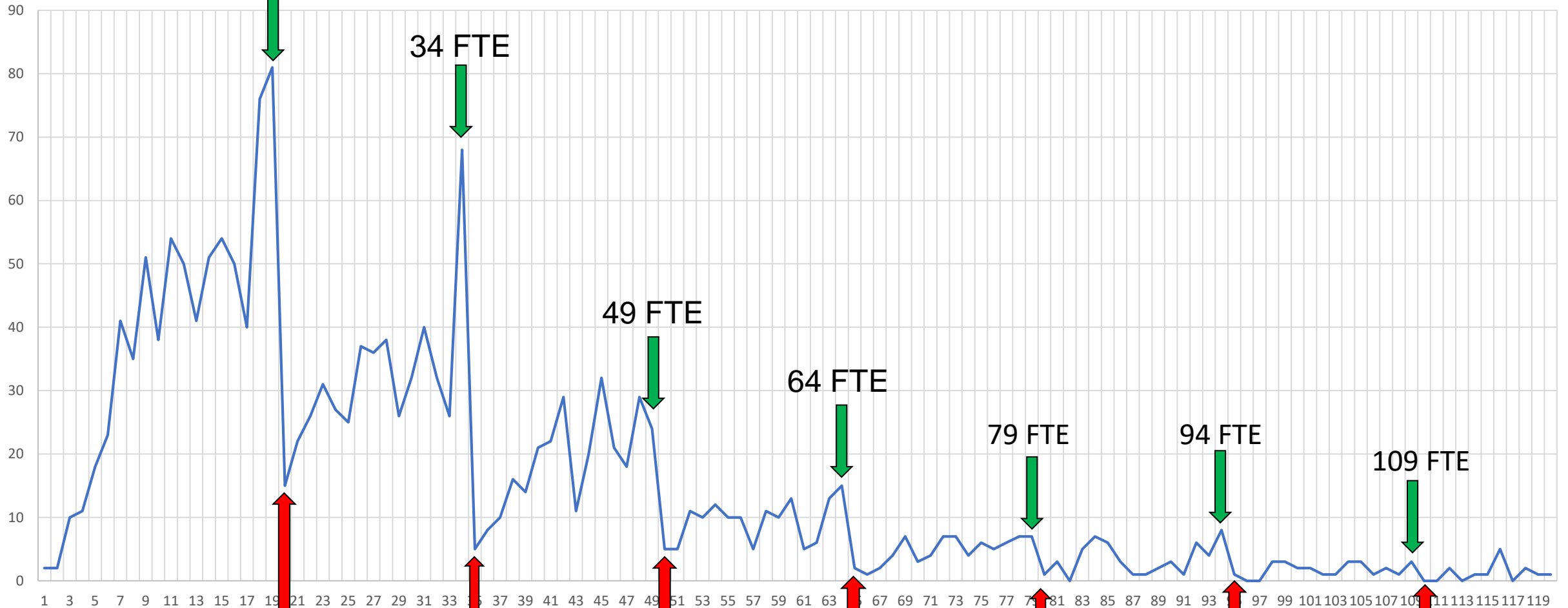
Impact Case Study Threshold



Impact Case Study Threshold – REF 2021

19 FTE

Number of REF 2021 INT(FTE) submissions (<=120) [n=1,792]



20 FTE

35 FTE

50 FTE

65 FTE

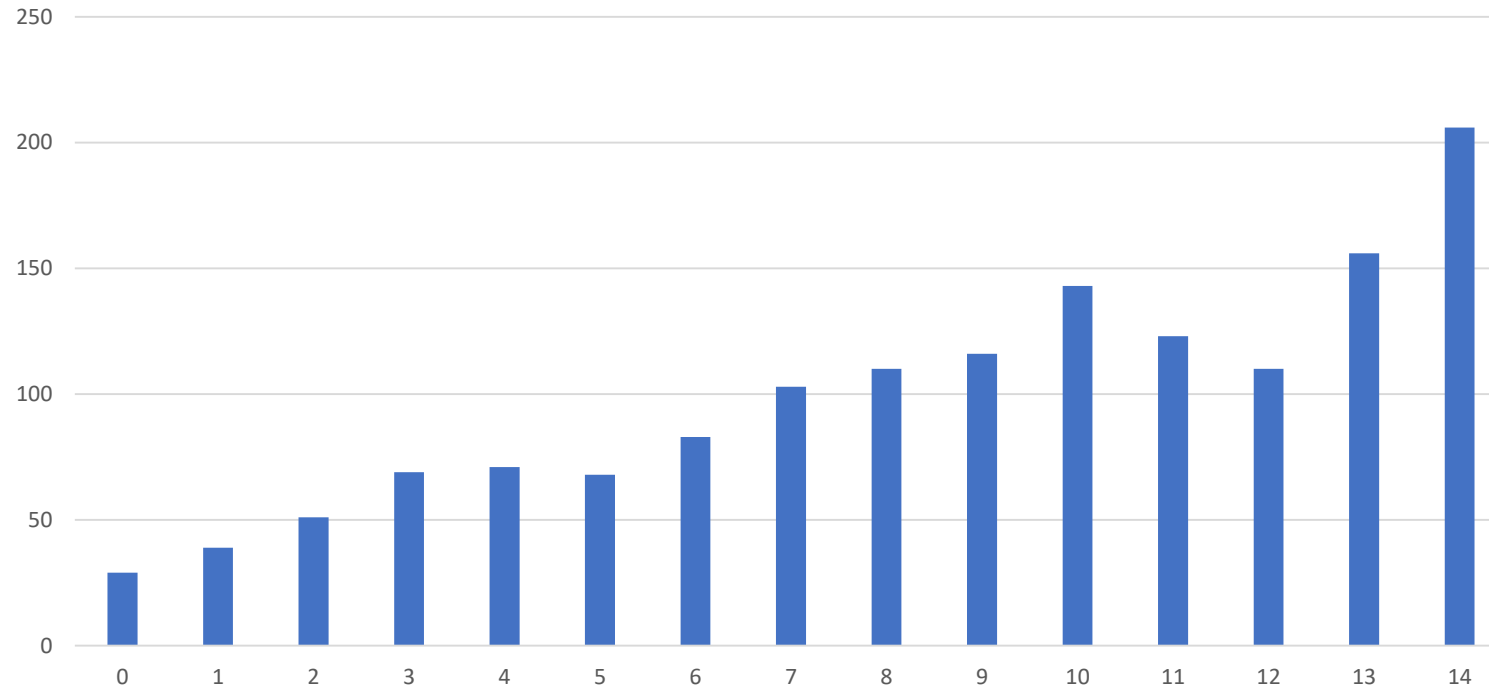
80 FTE

95 FTE

110 FTE

Impact Case Study Threshold – REF 2021

Number of submissions (in the range 12.5 to <117.5 FTE) to REF2021 by proximity to ICS Threshold [n=1,477]



20.00-20.99
35.00-35.99
50.00-50.99
65.00-65.99
80.00-80.99
95.00-95.99
110.00-110.99

On average submissions are **SEVEN** times more likely to be 1 FTE under the threshold needed for an extra case study than on or 1 FTE over



19.00-19.99
34.00-34.99
49.00-49.99
64.00-64.99
79.00-79.99
94.00-94.99
109.00-109.99

Evidencing Impact... in the future

- Trusted and “complete” infrastructure
- Open
- Semi-automated data collection
- Impact “stories”

Reward & Recognition

- <https://recognitionrewards.nl/>

- However...

this is what we said 8 years ago... in the *Metric Tide*





https://responsiblemetrics.org/wp-content/uploads/2019/02/2015_metrictide.pdf



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