

# Institutional structures for societal impact of science

A four-day workshop on integrating societal impact in your institutional strategy, implementing support structures for access to funding, and responsible assessment of impact

*23-26 May 2023, Online (PDT-EDT times)*

Engagement

Funding

Evaluation

Support

Impact

Skills

Execution

Interdisciplinarity

Governance



## ABOUT THE WORKSHOP

Science funders, research councils and universities, amongst others all over the world, put more and more emphasis on the societal impact of research. And with good reason. In a world that is rapidly transforming, with growing challenges on regional and global level, scientific knowledge and research is of the utmost importance in helping to find solutions. However, researchers themselves cannot stand alone in the pursuit of having societal impact, they need the support of their institutions and sufficient funding. Therefore research institutions need to undergo a culture change, in which policy, strategy, structure, mindset and skills are adjusted to be able to stimulate societal impact of research, and demonstrate the pathways through which they take place. This workshop offers expertise and insights to those who want to build, execute and/or strengthen these supporting structures within their institution with an interactive perspective!

Assessing societal impact is necessary to increase chances of receiving funding and to serve institutional strategy, but it is also complicated. The assessments need to be appropriate for all scientific disciplines and should ideally capture long-term impact in addition to direct impact in society. Recognising that it may not be possible to assess the full spectrum of impact of universities, it is useful to focus on which key performance indicators do make sense, especially if the data can be collected in a structured way. And even then there can often be a mismatch between what is assessed and what is meant to be assessed, which is why there is more attention needed for “responsible metrics”.

In addition to an effective evaluation system, an impact-focused institutional strategy can help create communities and ecosystems for co-creation, engagement and transformation. An institutional approach can help develop a strong internal infrastructure that offers (tailor-made) training for impact-skills, facilities to help find appropriate stakeholders in society, increase the chances of receiving funding, encourage interdisciplinary research, and spark energy for impact.

Together with experts in the field and other participants from all over North America, representing a variety of contexts and a wide range of experiences, you will be able to discuss best practices to find solutions to shared problems and strengthen both research excellence as well as societal impact within your institution. This available knowledge will be converted into practice through a case-study exercise which creates a large pool of sources to enhance your access to (impact-based) funding for the research projects you support. We look forward to welcoming you to this workshop in May!

## INTERACTIVE ONLINE EXPERIENCE

After two years of dealing with the pandemic we are all used to meeting online, and painfully aware of the aspects we miss out on in comparison to in-person events. By including additional short breaks, interactive exercises in break out rooms and informal chat opportunities, we try to make this online course as enjoyable and effective as possible. Join our **interactive course** from the comfort of your home and boost your chances of receiving funding for your own institution.

What our past participants say about this online course:

*“Worth it; I want all of my staff working in research development to take it.  
And my Vice-President Research, too.”*

*“A big energy boost to go for more societal impact”*

*“An engaging course by professionals who provide you with tools and conceptual framing  
to consider impact within ones domain”*

## ABOUT THE ORGANISERS

The Network for Advancing and Evaluating the Societal Impact of Science (AESIS) is an international, open community for professionals working on stimulating and demonstrating the impact of science (including SSHA) on economy, culture and well-being. Members come from all over the world, where they are involved in the evaluation of impact, research strategy and policy making, science funding, scientometrics, research administration, business creation, public engagement, and many more. We pursue a multi-stakeholder, system-wide approach on an international level, because we believe that stimulating dialogue between different sectors and regions, beyond the project level, will catalyse further development of effective instruments for evaluating and advancing the societal impact of science.

# AESIS

NETWORK FOR  
ADVANCING & EVALUATING THE SOCIETAL IMPACT OF SCIENCE

In collaboration with:



## Course-Coordinators

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### David Phipps

Assistant Vice-President of Research Strategy & Impact, Office of Research Services, York University & founder of Research Impact Canada (RIC), Canada

### Anika Duut van Goor

Director of the Organisation for Advancing and Evaluating Societal Impact of Science (AESIS)

### Susan Renoe

Associate Vice Chancellor, University of Missouri & Executive Director of the NSF Center for Advancing Research Impact in Society (ARIS), United States



## TUESDAY MAY 23<sup>RD</sup>

PDT	EDT	
7.50	10.50	<i>Walk-in</i>
8.00	11.00	<b>Introductions</b>

Before we start four days of training the attendees get the opportunity to introduce themselves and meet the speakers. The programme will be laid out and everyone will have the floor to explain what it is they would like to take out of this workshop. This helps our speakers understand the group and will hopefully encourage you to engage more with all the other impact -enthusiasts present, to exchange experiences.

8.50	11.50	<i>Break: 20 min</i>
9.10	12.10	<b>Embedding societal impact in your institution</b>

What is societal impact and why do we need to focus on it?  
Why is it important to assess societal impact on an institutional level?  
What is the added value of an institutional approach for impact?  
Introducing the course-exercise

*Anika Duut van Goor* Director of AESIS

10.00	13.00	<i>Break: 20 min</i>
10.20	13.20	<b>Institutional Readiness and Culture - Part A</b>

Focusing on developing institutional research impact literacy  
How 'impact literate' is your institution?

*David Phipps* Assistant Vice-President of Research Strategy & Impact, Office of Research Services, York University, Canada

11.10	14.10	<i>Break: 50 min</i>
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## TUESDAY MAY 23<sup>RD</sup> (continued)

PDT EDT

12.00	15.00	<b>Institutional Readiness and Culture - Part B</b>
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Institutional Health Check (self assessment tool)

Break out groups working on one element of the Institutional Health Check

Discussion and Q&A

*David Phipps*

Assistant Vice-President of Research Strategy & Impact, Office of Research Services, York University, Canada

12.50	15.50	<i>Break: 20 min</i>
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13.10	16.10	<b>Basics of Evaluation</b>
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This session will go through the fundamental concepts and methods of evaluation and how to apply them to the evaluation of science and scientific research. It will discuss the basic definition of evaluation, how to approach evaluation strategically using the general logic of evaluation, and how to use rubrics to put the general logic of evaluation into practice. Throughout, we will engage in discussions and activities to solidify concepts and make learning fun.

*John Gargani*

President of Gargani + Company | Co-Author of “Scaling Impact: Innovation for the Public Good”, United States

14.00	17.00	<i>End of day 1 or Assignment Preparation (Optional): 30 min</i>
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Here we open up a 30 minute session where you can choose to stay to ask questions and prepare your assignment.



## WEDNESDAY MAY 24<sup>TH</sup>

PDT	EDT	
7.50	10.50	<i>Walk-in</i>
8.00	11.00	<b>Implementing for Impact - Part A: Incorporating Monitoring Systems to Track Societal Impact</b>
		Select metrics that matter – understand the ‘What’, ‘Why’ and ‘Who’ of impact Identify monitoring tools for measuring institutional and societal impact Considerations when implementing ‘fit for purpose’ measurement approaches
		<i><b>Kathryn Graham</b></i> Executive Director at Impact Action Lab at Alberta Innovates, Canada <i><b>Jasper Buys</b></i> Director, Impact Action Lab at Alberta Innovates, Canada
8.50	11.50	<i>Break: 20 min</i>
9.10	12.10	<b>Implementing for Impact Part B: Resourcing for Societal Impact</b>
		What are institutions doing to incentivise, recognise and award societal impact? Understand the types of tools available to embed societal impact? What are the skills sets needed to advance societal impact?
		<i><b>Kathryn Graham</b></i> Executive Director at Impact Action Lab at Alberta Innovates, Canada <i><b>Jasper Buys</b></i> Director, Impact Action Lab at Alberta Innovates, Canada
10.00	13.00	<i>Break: 20 min</i>
10.20	13.20	<b>Introduction on institutional support for impact</b>
		In order to create societal impact of research, one must design and align organisational components, such as structure, processes, technology, and human capital towards this goal. This does not come about without tackling serious obstacles. Steffen shares his own experiences with strategy, process, and outcomes when building institutional support structures.
		<i><b>Steffen Bohni Nielsen</b></i> Director, Ph.d in Social Anthropology, The National Research Center for the Working Environment (NFA), Denmark



## WEDNESDAY MAY 24<sup>TH</sup> (continued)

PDT	EDT	
11.10	14.10	<i>Break: 50 min</i>
12.00	15.00	<b>Instigating cultural change</b>

Societal impact of research is inherently complex to achieve and difficult to measure. Yet it remains of the highest importance in the current era of polycrisis. In most research institutions, the road to achieving societal impacts remains elusive and one obstacle may be the organisational culture. Using his experiences with changing the culture in a research institution, Steffen will discuss the importance of leadership, communication, champions, and application of hard and soft instruments of change.

**Steffen Bohni Nielsen** Director, Ph.d in Social Anthropology, The National Research Center for the Working Environment (NFA), Denmark

12.50	15.50	<i>Break: 20 min</i>
13.10	16.10	<b>Limitations of the way universities are traditionally organised</b>

Limitations of the way universities are traditionally organised

- The US Context
- Experiences in the sustainability domain

**David Lodge** Director, Cornell Atkinson Center for Sustainability, USA

14.00	17.00	<b><i>End of day 2 or Assignment Preparation (Optional): 30min</i></b>
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Here we open up a 30 minute session where you can choose to stay to ask questions and prepare your assignment.



## THURSDAY MAY 25<sup>TH</sup>

PDT EDT

7.50	10.50	<i>Walk-in</i>
8.00	11.00	<b>The changing mission of Higher Education</b>

The introduction to this Workshop states that ‘research institutions need to undergo a culture change, in which policy, strategy, structure, mindset and skills are adjusted to be able to stimulate societal impact of research’. Universities undergoing such a culture change are no longer outliers – they are in fact part of the new mainstream. Universities not undergoing such a culture change will soon find themselves the outliers. This is because, over the past three decades or so, there has been a fundamental change in the mission of higher education. This session will aim to address and describe this change.

*Chris Brink*

Emeritus Vice-Chancellor of Newcastle University, United Kingdom

8.50	11.50	<i>Break: 20 min</i>
9.10	12.10	<b>Creating a data-informed societal impact strategy: Part A</b>

This session will work through the Tasmanian Societal Impact Model (TSIM), the results of a collaboration between Elsevier and the University of Tasmania. The TSIM is being piloted at the University of Tasmania and has been developed to enable research and teaching organisations to robustly identify areas of societal opportunities and challenges, then rate their strengths to establish importance and prioritise these areas.

*Angela McGuire*

Senior Product Manager—Research Evaluation and Associate of Elsevier’s International Center for the Study of Research

10.00	13.00	<i>Break: 20 min</i>
10.20	13.20	<b>Creating a data-informed societal impact strategy: Part B</b>

After the two sessions, participants should have established:

- A working knowledge of what the Tasmanian Societal Impact Model is and how to implement it at your institution
- Knowledge of where to get a copy of the TSIM playbook
- Knowledge of how to source SDG data for step 2 and 3 of the TSIM (including Elsevier’s SciVal and Scopus)

*Angela McGuire*

Senior Product Manager—Research Evaluation and Associate of Elsevier’s International Center for the Study of Research



## THURSDAY MAY 25<sup>TH</sup> (continued)

PDT	EDT	
11.10	14.10	<i>Break: 50 min</i>
12.00	15.00	<b>International and External Collaboration</b>
		Internal and External Collaboration
		<ul style="list-style-type: none"><li>• Interdisciplinarity</li><li>• Engagement for influencing governmental policies and public behaviour</li></ul>
		<i>David Lodge</i> Director, Cornell Atkinson Center for Sustainability, USA
12.50	15.50	<i>Break: 20 min</i>
13.10	16.10	<b>Driving Institutional Impact as an Individual</b>
		Embedding healthy, literate and productive institutional structures for impact is vital if we're to maximise the social benefit of research. But building impact into collective practice also requires the efforts of <i>individuals</i> , who drive impact as leaders, facilitators, impact champions and many other roles within the institution. Whilst these roles offer opportunities for development (both institutional and personal), they may also at times feel isolated or without clear scope. This talk will reflect on individual challenges and opportunities of driving impact within institutions, considering how colleagues can establish a clear impact 'identity', and critically engage in impact to boost their institution's approach.
		<i>Julie Bayley</i> Director of Research Impact Development at the University of Lincoln, UK
14.00	17.00	<i>End of day 1 or Assignment Preparation (Optional): 30min</i>

Here we open up a 30 minute session where you can choose to stay to ask questions and prepare your assignment.



## FRIDAY MAY 26<sup>TH</sup> (continued)

PDT	EDT	
7.50	10.50	<i>Walk-in</i>
8.00	11.00	<b>Communicating Impact</b>
		<p>Communicating Impact to different audiences</p> <p>Impact narratives as a useful tool</p> <p>Informing stakeholder decision making</p> <p><i>David Budtz</i>                      Professor of Science Communication and Director of the Humanomics <i>Pedersen</i>                              Research Centre in Copenhagen, Denmark</p>
8.50	11.50	<i>Break: 20 min</i>
9.10	12.10	<b>Current and emerging approaches to impact evaluation</b>
		<p>Creating an overview of the changing HE landscape and discussing current developments such as policy discussions and actions around accountability and societal impact Guidelines (DORA), standards, ethics, and values driven impact assessment.</p> <p>Responsible Metrics</p> <p><i>David Budtz</i>                      Professor of Science Communication and Director of the Humanomics <i>Pedersen</i>                              Research Centre in Copenhagen, Denmark</p>
10.00	13.00	<i>Break + Final Assignment preparation: 50 min</i>
10.50	13.50	<b>Participant presentations</b>
11.40	14.40	<i>Break: 20 min</i>
12.00	15.00	<b>Participant presentations</b>
12.50	15.50	<i>Break: 20 min</i>
13.10	16.10	<b>Final words and questions</b>
14.00	17.00	<i>Reception</i>

