

# 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

*24-27 May 2022, 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. But 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.

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 March!

## 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:

*“An interesting, useful, fun, overwhelming, inspirational and educational course”*

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

*“Valuable way to get insights and critically think about the societal impact of research”*

## 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 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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### Susan Renoe

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

### 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)

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## TUESDAY MAY 24TH

PDT	EDT	
7.50	10.50	<i>Walk-in</i>
8.00	11.00	<b>Introductions</b>
<p>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.</p>		
8.50	11.50	<i>Break</i>
9.10	12.10	<b>Embedding societal impact in your institution</b>
<p>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: Interactive exercise in groups: laying out the science eco-system and prioritising opportunities</p> <p><i>Anika Duut van Goor</i>      Director of AESIS</p> <p><i>Susan Renoe</i>      Associate Vice Chancellor, University of Missouri &amp; Executive Director of the NSF Center for Advancing Research Impact in Society, USA</p>		
10.00	13.00	<i>Break</i>
10.20	13.20	<b>Institutional Readiness and Culture Part 1</b>
<p>Focusing on developing institutional research impact literacy            How 'impact literate' is your institution? Institutional Research Impact Literacy</p> <p><i>David Phipps</i>      Assistant Vice-President of Research Strategy &amp; Impact, Office of Research Services, York University, Canada</p>		
11.10	14.10	<i>Break</i>
12.00	15.00	<b>Institutional Readiness and Culture Part 2</b>
<p>Institutional Health Check (self assessment tool)            Break out groups working one element of the Institutional Health Check            Discussion and Q&amp;A</p> <p><i>David Phipps</i>      Assistant Vice-President of Research Strategy &amp; Impact, Office of Research Services, York University, Canada</p>		
12.50	15.50	<i>Break</i>

## TUESDAY MAY 24TH (cont'd)

PDT EDT

13.10 16.10 **Exploring the funding landscape**

Mapping out the funding landscape - including public and private financing

Finding synergy between research and financing programmes

**J. Britt Holbrook** Associate Professor in the Department of Humanities at New Jersey Institute of Technology, United States

**Jess Miner** Executive Director of the Edmond J. Safra Center for Ethics, Harvard University, United States

14.00 17.00 **End of day 1**

## WEDNESDAY MAY 25TH

PDT EDT

7.50 10.50 **Walk-in**

8.00 11.00 **Introduction on institutional support for impact**

Strategic context and use of impact-reporting for developing an institutionally responsible impact narrative, and discussing the possibilities for an impact-focused institutional narrative that helps developing communities and ecosystems for co-creation, engagement, and transformation.

- ◇ Setting the scene: Multidimensionality of universities
- ◇ Introduction to 7 impact dimensions; Strategic value of impact-reporting
- ◇ Impact & regional ecosystem; impact & sustainability reporting
- ◇ Groupwork on multidimensionality

**Wilfred Mijnhardt** Policy Director at Rotterdam School of Management, Erasmus University, the Netherlands

8.50 11.50 **Break**

9.10 12.10 **Instigating cultural change**

This session will focus around concrete ways to boost institutional cultural change for impact: From identifying the starting point to envisaging solutions: the multi-I institutional leveraging framework

Groupwork & Discussion: on top-down or bottom-up policy with applicable solutions to address a more comprehensive institutional impact approach

**Toni Caro** Strategy Consultant, Senior Researcher, Entrepreneur, EU Expert & Founder of Eohforgood, Spain

10.00 13.00 **Break**

## WEDNESDAY MAY 25TH (cont'd)

PDT EDT

10.20 13.20 **Implementing for Impact Part A: Incorporating Monitoring Systems to Track Societal Impact**

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

**Kathryn Graham** Executive Director of Impact Action Lab at Alberta Innovates, Canada

11.10 14.10 **Break**

12.00 15.00 **Implementing for Impact Part B – Resourcing for Societal Impact**

What are institutions doing to incent, recognize and award societal impact?  
Understand the types of tools available to embed societal impact?  
What are the skills sets needed to advance societal impact?

**Kathryn Graham** Executive Director of Impact Action Lab at Alberta Innovates, Canada

12.50 15.50 **Break**

13.10 16.10 **Societal impact and science funding**

How to improve access to research funding through societal impact  
Taking an active role and positioning your institution in the science eco-system

**J. Britt Holbrook** Associate Professor in the Department of Humanities at New Jersey Institute of Technology, United States

14.00 17.00 **End of day 2**



## THURSDAY MAY 26TH

PDT	EDT	
7.50	10.50	<i>Walk-in</i>
8.00	11.00	<b>Introduction on demonstrating, assessing and communicating impact</b>
		<p>We start the day by creating an overview of the changing HE landscape and discussing current developments such as policy discussions and actions around accountability and societal impact</p> <p>Following the principle of the 6 A's, what are the intended purposes of impact assessment</p> <p>Developing parameters of impact assessment that are appropriate for local, national and international purposes</p> <p><i>Simon Kerridge</i>      Principle Consultant, Kerridge Research Consulting, United Kingdom</p>
8.50	11.50	<i>Break</i>
9.10	12.10	<b>Impact assessment to serve your institution</b>
		<p>How can institutional impact assessment and research strategies reinforce each other and how can you avoid the risk of perverse incentives?</p> <p>How to embed impact assessment in your research and organizational strategies? How can you avoid the risk of perverse incentives?</p> <p>How to support and sustain funding for research? How to expand the use of science and data in policy making?</p> <p>When to take a common versus specialised approach to assessing impact across disciplines, as well as considering short versus long term impact?</p> <p>How to foster advocacy for diversity, equity, and inclusion in science within your institution?</p> <p>Guidance for developing an institutional societal impact profile – applications in practice</p> <p><i>Simon Kerridge</i>      Principle Consultant, Kerridge Research Consulting, United Kingdom</p>
10.00	13.00	<i>Break</i>
10.20	13.20	<b>Current and Emerging Approaches to Impact Evaluation I: The Need for Systems Perspectives</b>
		<p>How systems questions emerge from framing and measuring impact</p> <p>Features of system phenomena from impact assessment examples: Research programs, STI policy mix effectiveness, STI agency effectiveness, Impact of philanthropic support for science</p> <p>Principles of systems approaches</p> <p>Group activity</p> <p><i>Juan D. Rogers</i>      Professor of Public Policy at the School of Public Policy, Georgia Institute of Technology, United States</p>
11.10	14.10	<i>Break</i>

## THURSDAY MAY 26TH

PDT	EDT	
12.00	15.00	<b>Current and emerging approaches to impact evaluation - part 2</b>
		Guidelines (DORA), standards, ethics and value driven impact assessment Responsible Metrics
		<i>David Budtz Pedersen</i> Professor of Science Communication and Director of the Humanomics Research Centre in Copenhagen, Denmark
12.50	15.50	<i>Break</i>
13.10	16.10	<b>Communicating Impact</b>
		Communicating impact to different audiences Impact narratives as a useful tool Informing stakeholder decision making
		<i>David Budtz Pedersen</i> Professor of Science Communication and Director of the Humanomics Research Centre in Copenhagen, Denmark
14.00	17.00	<i>End of day 3</i>

## FRIDAY MAY 27TH

PDT	EDT	
7.50	10.50	<i>Walk-in</i>
8.00	11.00	<b>Dynamic universities for a transforming world</b>
		With the rapidly transforming world universities shouldn't stagnate and should instead take a proactive, dynamic role to serve global challenges. How can institutional structures be implemented while also being flexible to adjust to future developments?
		<i>Chris Brink</i> Emeritus Vice-Chancellor of Newcastle University, United Kingdom
8.50	11.50	<i>Break</i>
9.10	12.10	<b>Assignment preparation (including short break)</b>
10.20	13.20	<b>Participant presentations (including short break)</b>
13.10	16.10	<b>Final words and questions</b>
14.00	17.00	<i>Reception</i>