

HERDING CATS & LEADING HORSES TO WATER

Creating a supportive impact culture at Ghent University

NABI Conference – 30 April 2019 - Esther De Smet
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LET'S SET THE SCENE OF THIS TALE

- ✓ No top-down driver (except maybe EU funding)
- ✓ Institutional policy plan (May 2015) but no funds or staff
- ✓ Decentralized university
- ✓ Quantitative assessment system (metrics crazy)
- ✓ New leadership
- ✓ Problematic mental wellbeing of researchers

Policy

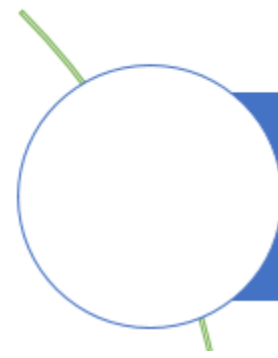
People

Platforms

“THE SECRET OF
CHANGE IS TO FOCUS
ALL OF YOUR ENERGY,
NOT ON FIGHTING THE
OLD, BUT ON BUILDING
THE NEW.”

— SOCRATES





Policy

- ✓ **Cherry picking from institutional policy plan**
 - Common understanding: valorisation > impact
 - Taxonomy of pathways to impact
 - Roadmap of changes
- ✓ **Institutional vision for research evaluation (DORA, responsible use of indicators, storytelling)**
- ✓ **New career progression model for professors**
- ✓ **Open science & interdisciplinarity**

People

✓ Strategic investment in impact knowledge brokers

- Embedded in interdisciplinary research consortia aimed at societal impact
- Funded by own Special Research Fund + Part of Research Department
- Cf. Business liaison centres/officers funded by Industrial Research Fund
- Evaluation on the basis of (1) impact trajectories or pathways and (2) case study approach
- <http://www.ugent.be/nl/onderzoek/financiering/bof/interdisciplinaireonderzoekscosortia/idcoproep.htm>

People

- ✓ **Becoming part of international conversation & networks**
- ✓ **Community of practice: decentralised network, train-the-trainer**
- ✓ **Impact literacy**
- ✓ **Back to the core values of universitas and science**

Platforms

- ✓ **GISMO (integrated research information system): making impact activities & expertise visible**
 - E-CV (reusable data)
 - Altmetric
- ✓ **University-wide PE & outreach platforms**
 - Extensive scicomm events
 - De Krook
 - Ghent University Museum
- ✓ **Adapted communication (incl. case studies/success stories)**

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<https://www.ugent.be/en/research/soc-impact.htm>

