HERDING CATS & LEADING HORSES TO WATER

Creating a supportive impact culture at Ghent University

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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

✓ 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
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
✓ 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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