

# **SOLVING THE IMPACT CHALLENGE: MAKING IMPACT WORK FOR A UNIVERSITY**

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**VERTIGO VENTURES**



VV-IMPACT TRACKER

# BACKGROUND

- Founded in 2009 and has been working with leading research organisations globally to help them identify, capture and report the impact of their work
- VV provides a range of services such as impact training and workshops, consultancy services, and, its unique proprietary software VV-Impact Tracker
- VV has delivered impact training/consultancy to 40+ research organisations
- VV-Impact Tracker released in 2014 and is being used by approx. 30 universities around UK, Australia and Hong Kong, with 4000+ academic users. It has proved very popular among academics and universities for development/management of Impact Case Studies in particular.

VV is currently:

- Training 150+ academics/month (Pro VCs, Research Managers, Associate Deans, Impact Officers)
- On-boarding universities at the rate of approximately 2 universities / month
- Delivering own content at VV hosted events
- Running an ongoing webinar program for UK/Australia/HK based organizations
- Distributing weekly Impact newsletter to 2,000+ subscribers



University of  
**Kent**

**US**

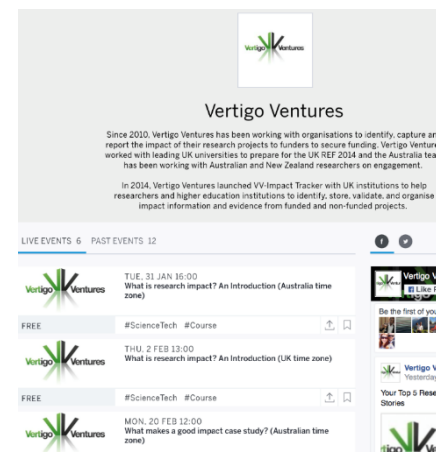
University of Sussex



The University of  
**Nottingham**

UNITED KINGDOM • CHINA • MALAYSIA

**Kingston University**  
London







# WHAT IS IMPACT?

# BRIEF BACKGROUND – WHAT IS IMPACT?

*"Impact is the **positive and negative, primary and secondary long-term effects produced by a development intervention**, directly or indirectly, intended or unintended"*

- Used by Organisation for Economic Co-operation and Development (OECD) & UK Department for International Development (DFID)

*"Impact is the **effect research has beyond academia** and consists of benefits to one or more areas of the **economy, society, culture, public policy and services, health, production, environment, international development, public understanding, or, quality of life**, whether locally, regionally, nationally or internationally"*

- UK's 2014 Research Excellence Framework (REF)

# WHAT IS IMPACT MEASUREMENT?

- What difference has been made to:



Society



Economy



Environment

- Impact measurement = performance measurement
- **NOT** Alt metrics or bibliometrics, citations etc

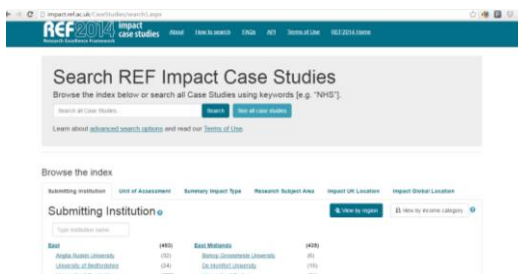
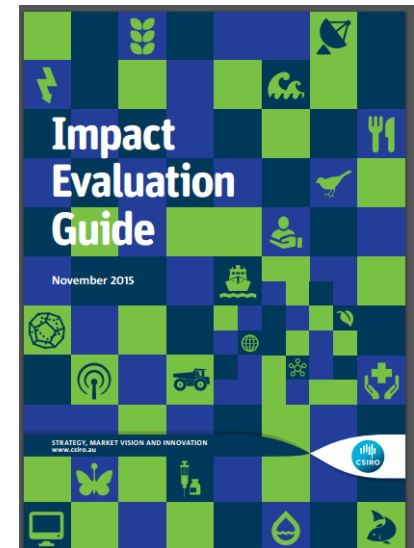
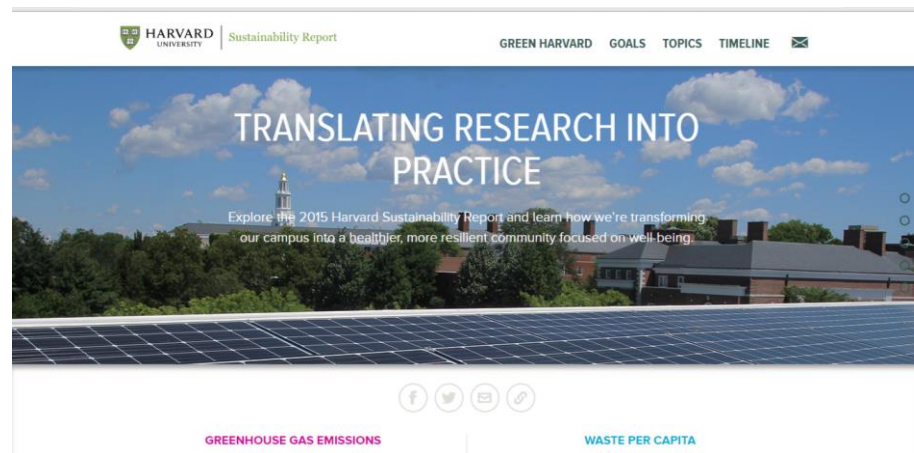
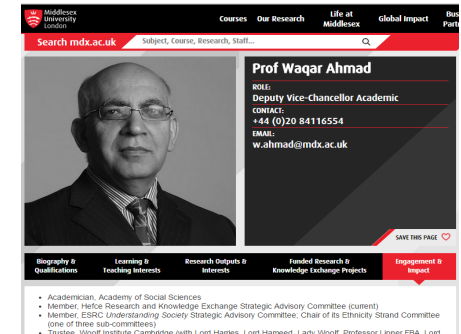
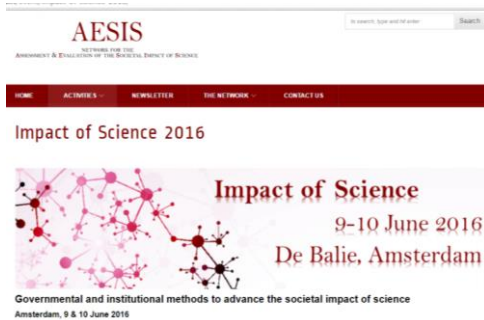
# UN SUSTAINABLE DEVELOPMENT GOALS- IMPACT!



<http://www.un.org/sustainabledevelopment/blog/2015/12/sustainable-development-goals-kick-off-with-start-of-new-year/>



# IMPACT PRACTICE IS GROWING INTERNATIONALLY & ACROSS SECTORS



# WHY IMPACT IS IMPORTANT TO THE UNIVERSITY SECTOR

Impact is important to funders

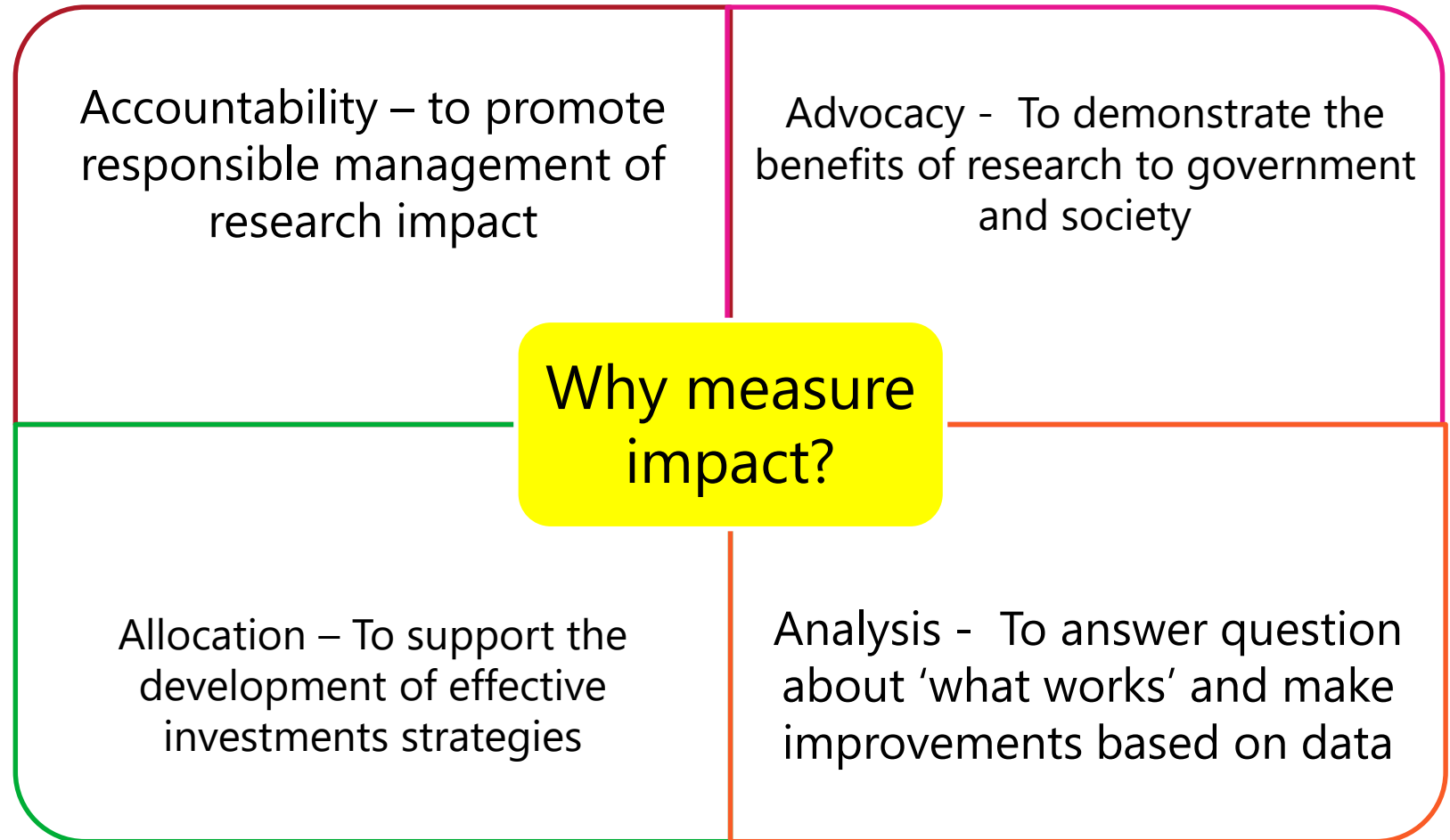
Real time monitoring essential

Focus on amplifying impact

Impact case study preparation



# WHY FUNDERS MEASURE IMPACT



*Johnathan Grant and Alex Pollitt, representing Rand and ISRIA on why funders measure impact, these key points were highlighted.*

# LOGIC MODEL FOR IMPACT



## 4\* CHECK LIST

- ✓ Headline impact identified in the summary
- ✓ Clear need/problem statement identified
- ✓ Clear structure provided
- ✓ Pathway to impact understood
- ✓ Data included (where possible, sensible and relevant)
- ✓ Specific terms used (e.g. locations, stakeholder names)
- ✓ Impact included (not just activities)
- ✓ Appropriate evidence referenced clearly
- ✓ Context easily understood
- ✓ Impact has already happened (will happen in time period)
- ✓ 'Change' is evident – use of baseline data included
- ✓ Is a 'deep dive' example into a 'reach' stat useful to demonstrate significance?



A long-exposure photograph of a beach at sunset. The sky transitions from a deep blue at the top to a warm orange and yellow near the horizon. Several dark, jagged rock formations are silhouetted against the sky and reflected in the calm water. Overlaid on the scene are several bright, glowing white light trails that form a series of overlapping loops and curves, starting from the bottom left and moving towards the right. The water in the foreground is dark and reflects the light from the sky and the light trails.

# EMBEDDING IMPACT

# WHAT'S IN IT FOR ACADEMICS?

- Project funding
- Attracting collaborators
- Personal Development Reviews

BILL & MELINDA  
GATES foundation



UK Research  
and Innovation



wellcome

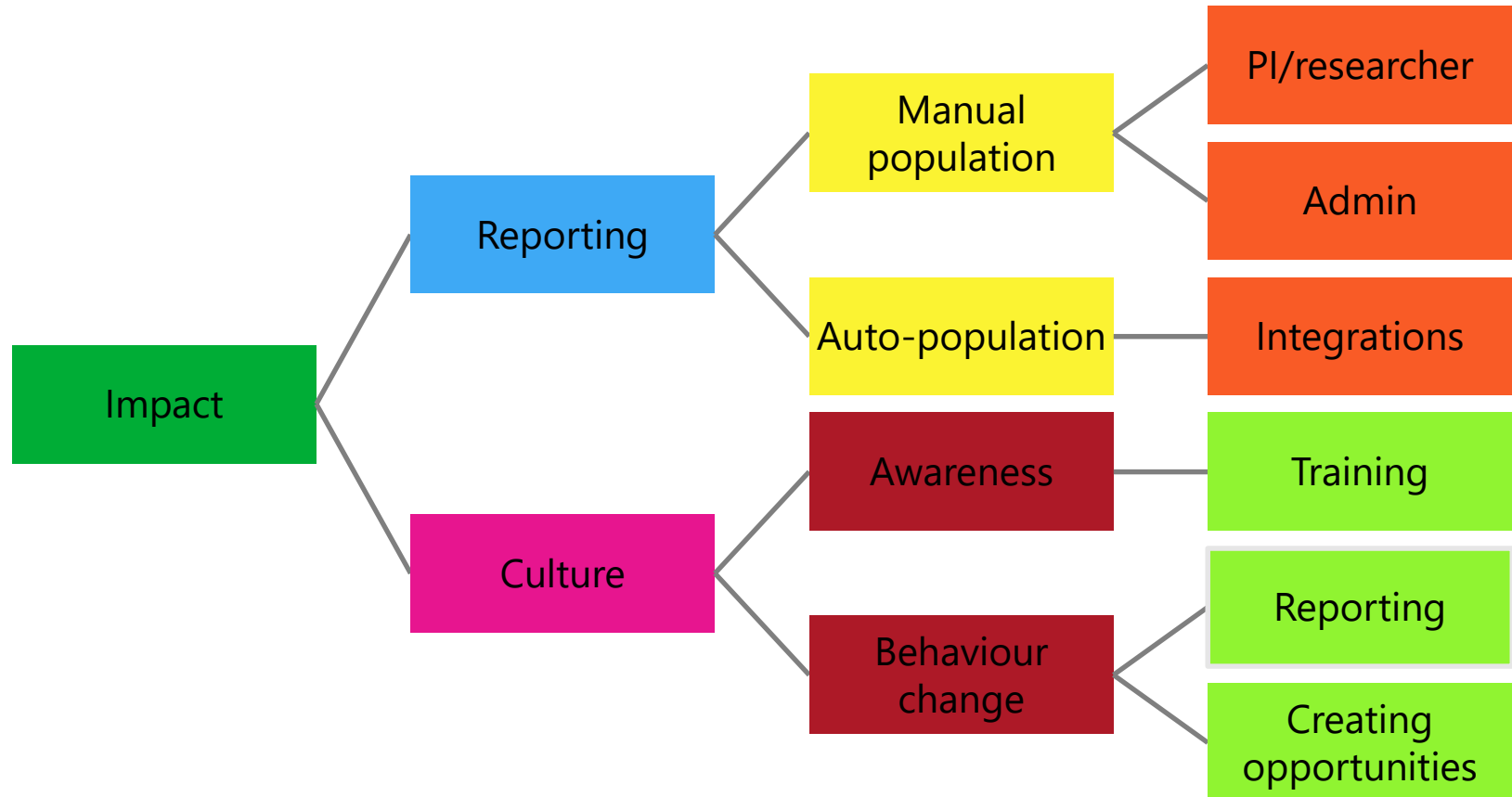


Horizon 2020

amrc  
ASSOCIATION OF MEDICAL RESEARCH CHARITIES

The screenshot shows the profile of Prof Waqar Ahmad on the Middlesex University London website. The profile includes a photo of Prof Ahmad, his title as Deputy Vice-Chancellor Academic, and contact information: +44 (0)20 84116554 and w.ahmad@mdx.ac.uk. Below the profile, there are tabs for Biography & Qualifications, Learning & Teaching Interests, Research Outputs & Interests, Funded Research & Knowledge Exchange Projects, and Engagement & Impact. The Engagement & Impact tab is highlighted with a pink circle. The list of activities under this tab includes: Academician, Academy of Social Sciences; Member, Hefce Research and Knowledge Exchange Strategic Advisory Committee (current); Member, ESRC Understanding Society Strategic Advisory Committee; Chair of its Ethnicity Strand Committee (one of three sub-committees); and Trustee, Woolf Institute Cambridge (with Lord Harries, Lord Hameed, Lady Woolf, Professor Lipner FBA, Lord

# EMBEDDING IMPACT – 2 SIDES TO THE COIN



**If we can reduce the reporting burden, it allows the focus to be on affecting behaviour change and amplify impact**



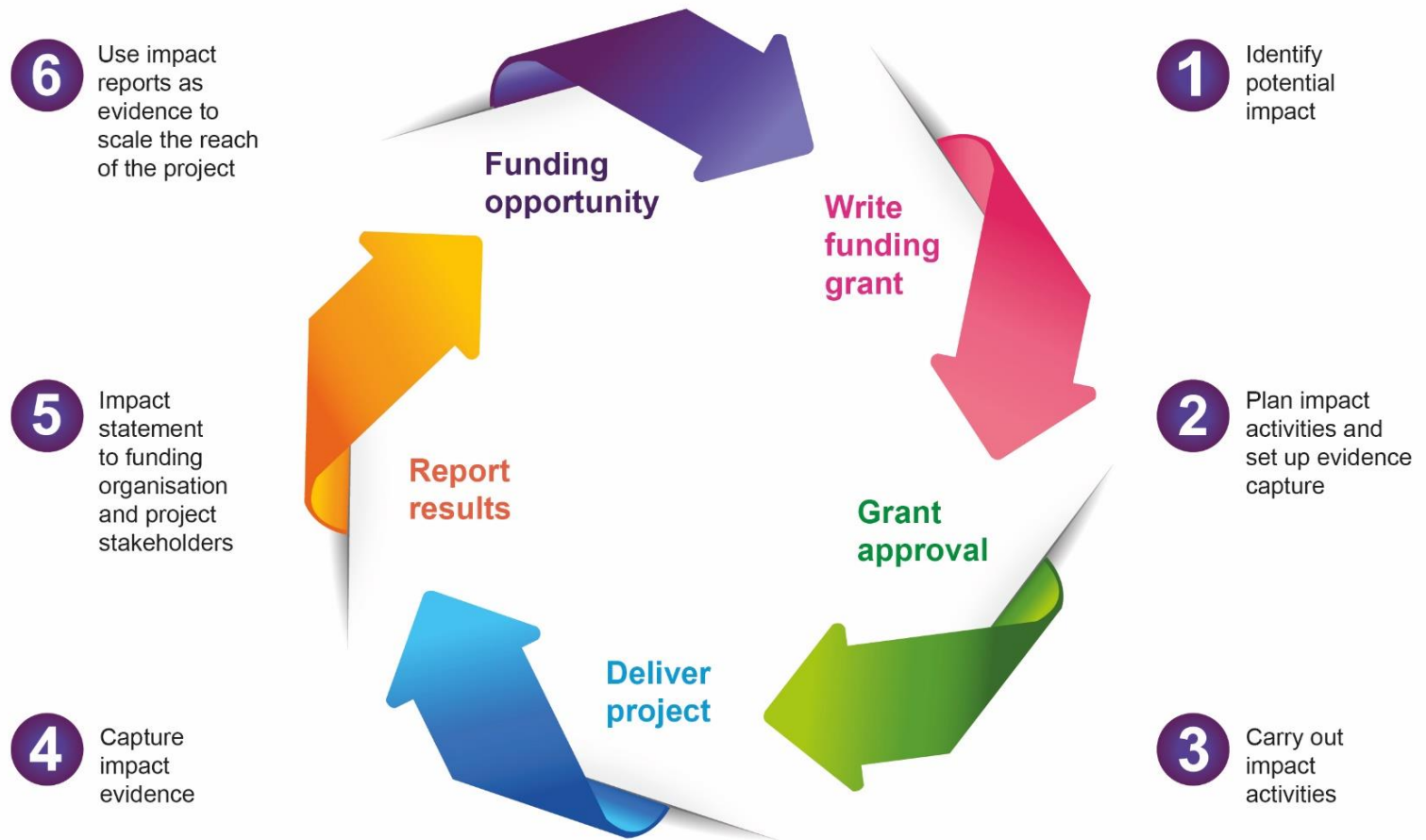
# BARRIERS AND FACILITATORS

		Frequency
<b>Barriers</b>	Time constraints and workload	18
	Access to/familiarity with research management system	12
	Limited understanding of impact / benefits of the system	9
	System use difficulties	6
	Attribution or tracking of impact	5
<b>Facilitators</b>	Training and support	20
	Raising awareness of impact and the system	18
	Edit the content and navigation of the system	16
	Link systems and embed processes across university	10
	Utilise / produce reports from system (including REF)	6
	Improve ease of access	4
	Increase relevance of impact to academics	3

Top barrier: Time and workload

Top facilitator: Training and support

# IMPACT IN THE RESEARCH PROJECT LIFECYCLE

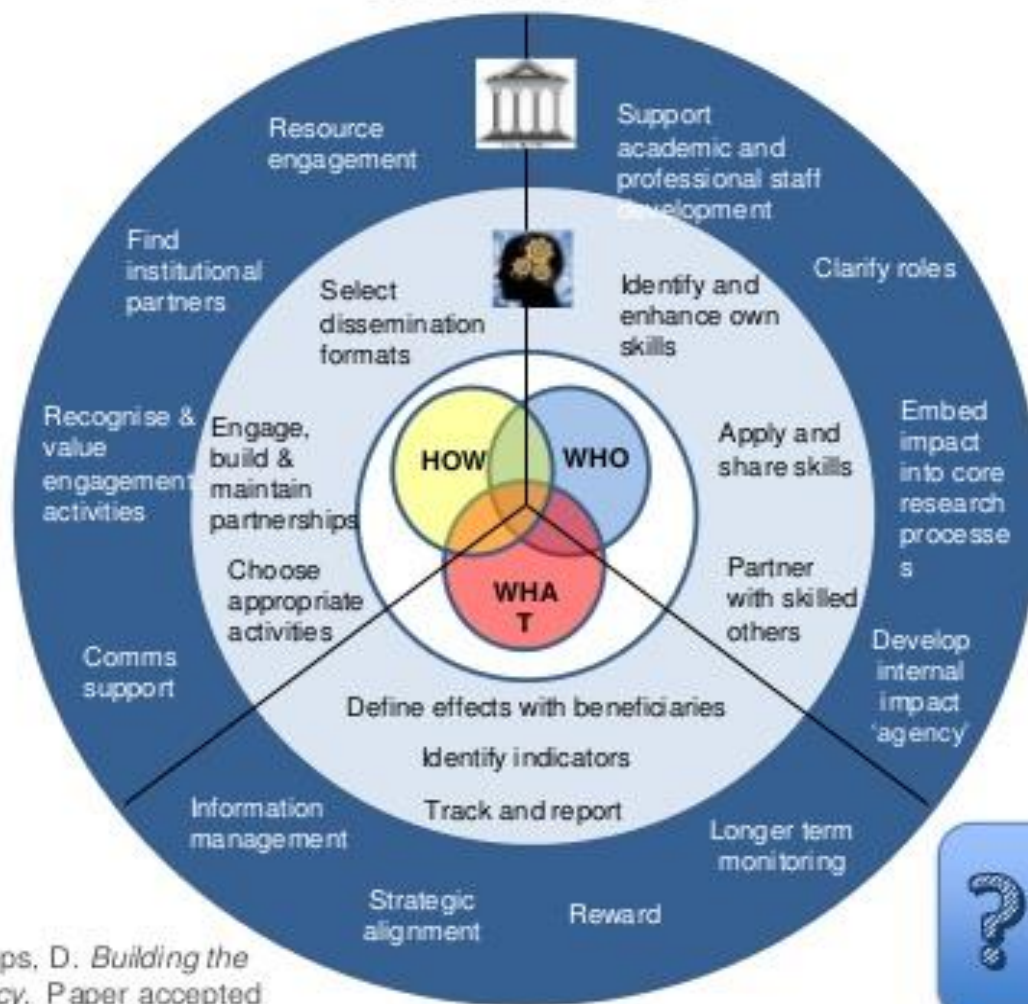


# EXAMPLES OF EVIDENCE BY IMPACT TYPE

Impact Type	Example Impact Evidence
Health and wellbeing	<ul style="list-style-type: none"> <li>• Reports on changes in Quality Of Life Years (QOLYs).</li> <li>• Statistics reflecting changes to the number of admissions, presentations at hospital facilities over time.</li> <li>• Patient surveys.</li> <li>• Testimonials from clinical staff.</li> </ul>
Commercial and economic	<ul style="list-style-type: none"> <li>• Company reports, e.g. annual reports.</li> <li>• Company websites.</li> <li>• Licence agreements.</li> <li>• Cost savings reports over time.</li> <li>• National government statistics showing changes over time.</li> </ul>
Public policy	<ul style="list-style-type: none"> <li>• Policy documentation.</li> <li>• Regulation and standards documents.</li> <li>• Public meeting minutes.</li> <li>• Social media 'shares' over time.</li> <li>• Legal documentation.</li> <li>• International non-governmental organisation policy briefings.</li> </ul>
Societal and cultural	<ul style="list-style-type: none"> <li>• Audience surveys.</li> <li>• Testimonials from influential cultural figures.</li> <li>• Media coverage statistics such as readership.</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Government reports.</li> <li>• Charity reports.</li> <li>• Independent reports or reviews on improved functionality of machines.</li> </ul>



# Developing an impact literate culture



From Bayley, J. and Phipps, D. *Building the Concept of Impact Literacy*. Paper accepted in Evidence and Policy.



How literate is  
your  
environment?

# VISIONING: LINKING IMPACT TO ORGANISATIONAL STRATEGY

*What does impact mean to the organisation?*



## Our mission and vision

### Mission

The core purpose of the University of Greenwich reflects our rich heritage and exciting future as a higher education institution. Our mission is:

**To inspire society through the discovery, application and dissemination of knowledge.**

We aim to achieve this through high-quality education, research and enterprise activities. Success is demonstrated by significant cultural, economic, environmental and social contributions at local, national and international scales.

### Vision

The university's three main campuses are all within London's zone of economic, cultural and social influence, and our impact extends throughout the South East and beyond. Today, we are a well-respected institution and compare favourably with our peers in the nation's capital; nonetheless, we believe that we can achieve more.

Our vision is:

**By 2017, we will have an enhanced reputation as a leading London university.**

Success in implementing this plan will lead to the university being positioned within the Top 50 universities in the country and the Top 10 in London.

The means to realise this vision is encapsulated in four strategic objectives which we amplify below:

- Learning and teaching
- Research and enterprise
- Community and experiences
- Services and infrastructure.

Although presented here as separate goals, each with individual projects and performance indicators, these objectives have been designed to be interlocking and mutually reinforcing. Where topics cross objectives, we have chosen not to duplicate discussion.





A person in a dark suit and white shirt is holding a glowing lightbulb with both hands. Inside the lightbulb, a string of small, warm-white lights is visible, with one light at the top of the filament glowing brightly. The background is dark and out of focus.

**THANK YOU**

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