



## Good Practice Statements: Reviews, reflections and forward planning

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The Association  
of Commonwealth  
Universities



# Good Practice Statements

- An inaugural “constitution”
- Aspirations and core qualities of research uptake
- 50 statements across four sections
- Helped to frame a range of DRUSSA activity
- Formed the basis of Action Plan templates



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**Five years on, how do they look?**



# Good Practice Statements

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- Rating pertinence of Statements in your own plans
- Reflecting on applications and barriers to implementation
- Paring down and prioritising
- Imagining new Statements – what would we tell ourselves in 2012?

# Reported most pertinent

#	Good Practice Statement 2012	YES	NO	NET
23	The University should maintain an active database of research activities and the research specialisations of academic staff.	10	0	10
1	The overall mission and strategy of the University reflect the need to produce research findings for wider use.	9	1	8
11	Policies should be in place to ensure that ethical issues in research uptake are addressed, including any conflict of interest for university staff.	7	0	7
29	The university should provide assistance to academic staff in approaching and negotiating agreements with external funders of research.	8	1	7
2	The University should have a clear research strategy document which explicitly recognises the importance of research for social, economic and development needs.	7	1	6

# Active database of research activities

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“We deem this to be extremely important for M&E, and to ensure that the variety of spin-off benefits from RU activity can be effectively harnessed.”

“Regular research audits are crucial in promoting research uptake.”

“This is important for not RU alone but institutional visibility and profiling.”

# Mission and vision reflect need for research to have wider use

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“[We have] continued to uphold the need to link research and training to community development.”

“This has helped us to align our research strategy.”

“Embedding RU into our strategy [explicitly, not implicitly] provided a foundation for the progress we have made.”

# Reported least pertinent...

#	Good Practice Statement 2012	YES	NO	NET
8	A Research Committee monitors the progress of the research uptake policies at regular intervals.	1	7	-6
26	Clear processes should exist for decisions to be taken about the level of support available for research uptake in specific cases.	1	6	-5
49	Internal assessment mechanisms should exist to assess the quality and viability of research prior to engagement with external stakeholders and users of research.	0	5	-5
21	Where professional staff with research uptake responsibilities are based in different offices, clear mechanisms should exist for them to meet with each other and share information on research activities that the university is engaged in.	2	6	-4
13	The university should support and facilitate research uptake activities in job descriptions of academic staff and, when appropriate, clearly state the expectations on academic staff to be involved in research uptake activities.	3	6	-3
15	Staff/offices with responsibility for research uptake should have access to designated budgets, for both internal and external research uptake activities.	3	6	-3



# Research committee monitors research uptake policies

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“A monitoring and evaluation team for research uptake has yet to be established.”

“Not practical in our situation due to the nature of the committee system.”

“The research uptake policy has not yet been implemented.”



# Assessing research quality pre-engagement

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“Not possible, the task is enormous.”



# Some early reflections

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- Relevance of statements  $\neq$  universal application
- Research uptake in strategies and policies is critical – but not necessarily sufficient
- Despite advances, joining up offices and units remains a challenge
- But supportive structures are widely recognised as essential



# Amending the constitution?

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“Document, conduct and publish scientific research on research uptake practices.”

“A University must provide a crisp definition of Research Uptake, which is aligned to its own operational context.”

“There should be designated officers in the Research Management Office whose sole responsibility shall be the advancement of research uptake.”

“Efforts must be in place to develop regular [RU] training of staff.”

“Establish and award scheme or provision of special incentive packages.”

# Amending the constitution?

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“Allocation of financial resources for research uptake to backup human resources.”


“Mechanisms should exist to engage local Chambers of Commerce.”

“Early introduction at secondary school level of the concept of research and its uptake.”

“Make Research Uptake core business.”

# Continuing the task

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- What's been most practical in facilitating change at your institution?
  - What would we change to aid future generations and peer institutions?
  - What goes into our message for 2016 and beyond?
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#	Statement	YES	NO	NET
23	The University should maintain an active database of research activities and the research specialisations of academic staff.	10	0	10
1	The overall mission and strategy of the University reflect the need to produce research findings for wider use.	9	1	8
29	The university should provide assistance to academic staff in approaching and negotiating agreements with external funders of research.	8	1	7
11	Policies should be in place to ensure that ethical issues in research uptake are addressed, including any conflict of interest for university staff.	7	0	7
2	The University should have a clear research strategy document which explicitly recognises the importance of research for social, economic and development needs.	7	1	6
37	Academic staff should be actively encouraged to include Uptake activity in their research proposals to external bodies, and potential users should be involved in project planning from an early stage.	7	2	5
10	Clear policies should exist for the ownership and management of intellectual property and publication generated by university staff.	6	1	5
42	Academic staff should be provided with assistance in producing and distributing materials about their work to external audiences.	6	1	5
44	A range of mechanisms should exist to bring the work of the University to external users, such as centrally produced newsletters, open days, research fairs, mailing lists and the university website.	6	1	5
5	Progress towards a research strategy (including research uptake) should be coordinated by a senior university official (possibly Deputy Vice-Chancellor level), and the strategy should be overseen at regular intervals by a high level committee.	7	3	4

14	Clearly designated professional staff in the University should have responsibility for promoting research uptake amongst staff.	6	2	4
16	Staff with responsibility for research uptake should have access to the most senior level of management in the University.	6	2	4
17	Staff with responsibility for research uptake should have access to appropriate external expertise where necessary.	6	2	4
20	Staff with research uptake responsibility should be at a sufficiently senior level to communicate effectively with academic staff.	6	2	4
30	Academic staff, departments and faculties should have appropriate incentives to engage in research uptake activity.	6	2	4
46	The University should maintain regular contact with appropriate media contacts.	6	2	4
24	Research uptake activity should be embedded in overall research and community service objectives and should be included in relevant staff induction or postgraduate training programmes.	5	1	4
6	Research uptake policies should be developed at operational level by Research Offices (or similar) with input from faculties, academics and, where possible, users taking into account the mission and objectives of universities as well as individual research programmes.	5	2	3
28	Clear processes should exist for determining the nature of research activity in specific cases (for example, the possibility of commercial protection through patents) and the extent to which such decisions are delegated to academic staff.	4	1	3



43	Specific routes to promote university research activity should be tailored to key target groups, such as business, government and NGOs.	4	1	3
48	The University should have clear access points, with the appropriate authority, for external bodies wishing to know more about its work in specific areas.	4	1	3
36	The University should keep records of its external contacts and potential research users in specific fields, and share these internally.	5	3	2
9	Research strategy (including research uptake) should be actively communicated to staff.	4	2	2
19	Staff with research uptake responsibility should be encouraged and assisted to undertake appropriate training in the field.	4	2	2
31	Clear rules should exist to determine the division of any revenue received in respect of research uptake activity.	3	1	2
49	The promotion of University research to external bodies should be recognised, valued and rewarded as key research activity by the University.	3	1	2
4	Research strategy and research uptake policy documents should be taken into account when allocating internal resources.	5	4	1
33	Activity on research uptake should be included in criteria for the promotion and/or re-grading of academic staff where appropriate, taking into account university processes and competing demands on academic time.	3	2	1
34	Central mechanisms should exist to record successful research uptake activity, and to learn from the lessons of previous projects and share success stories.	3	2	1
45	Promotional activities should be aimed at a range of levels within external organisations, including senior policy makers and those at operational level, and recognise the different types of approach necessary in each case.	3	2	1

50	Staff should be well informed about the research activity throughout the University.	3	2	1
3	The University's research strategy should explicitly recognise the need to support research uptake activity, taking into account available resources, or reasonable aspirations for future resources.	4	4	0
7	Detailed research uptake implementation plans/roadmaps/guidelines should be developed at operational level (by Research Office or similar) to facilitate implementation of policies at departmental/faculty level and for individual academics.	4	4	0
27	Clear processes should exist to determine where responsibility lies for research uptake, between the academic / research team, the University and any external sponsor.	3	3	0
32	The university should develop means to quantify and assess the extent of research uptake activity at departmental/faculty and individual staff level.	3	3	0
35	Where professional support is available for research uptake activity, these services should be actively publicised to staff.	3	3	0
25	Policies should take into account competing demands on academic time and where appropriate, encourage research active academic staff to engage in research uptake activities.	2	2	0
22	The University should have mechanisms in place to identify research with uptake potential at an early stage.	4	5	-1
18	Staff with research uptake responsibility should be encouraged to network with similar staff at other universities within the region.	3	4	-1
41	The university should provide, or have access to, qualified staff to assist academics in identifying research suitable for research uptake, and advice on the most appropriate time and means to bring research to external stakeholders and users.	3	4	-1

38	Academic staff should be assisted to match specific opportunities to specific potential users.	2	3	-1
47	Mechanisms should exist to review the effectiveness of external communication activities.	2	3	-1
13	The university should support and facilitate research uptake activities in job descriptions of academic staff and, when appropriate, clearly state the expectations on academic staff to be involved in research uptake activities.	3	6	-3
15	Staff/offices with responsibility for research uptake should have access to designated budgets, for both internal and external research uptake activities.	3	6	-3
12	The institution should collect sufficient information on research uptake activity to inform future policy.	2	5	-3
40	Mechanisms should exist for potential users of research to be aware of, and where appropriate, involved in, assessing the potential of research at an early stage.	1	4	-3
21	Where professional staff with research uptake responsibilities are based in different offices, clear mechanisms should exist for them to meet with each other and share information on research activities that the university is engaged in.	2	6	-4
26	Clear processes should exist for decisions to be taken about the level of support available for research uptake in specific cases.	1	6	-5
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