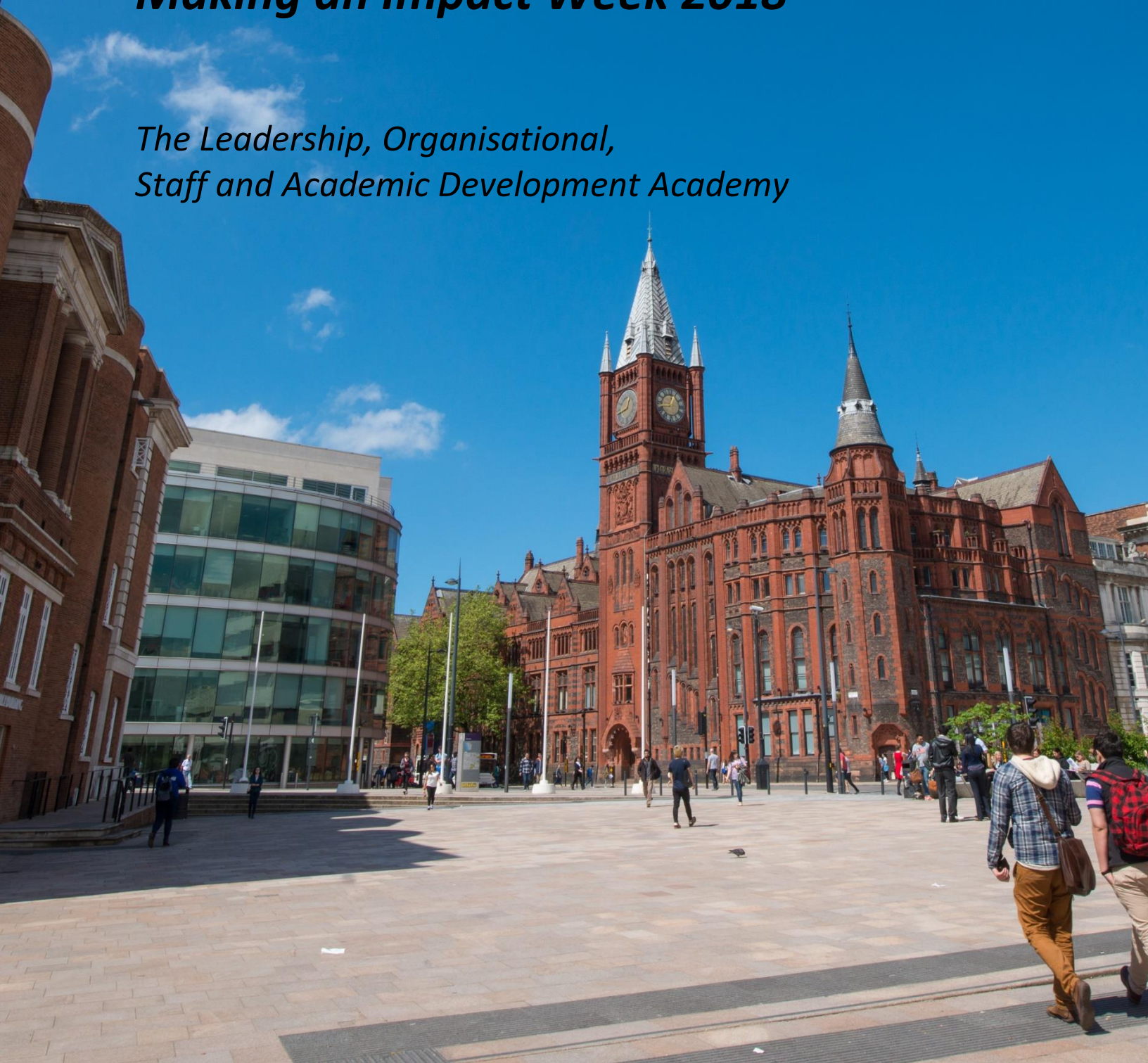




UNIVERSITY OF  
**LIVERPOOL**

# ***Report on Making an Impact Week 2018***

*The Leadership, Organisational,  
Staff and Academic Development Academy*



---

## Table of Contents

1. Executive Summary .....	4
2. Context.....	7
3. Key Numbers.....	8
4. Planning, Design and Delivery .....	10
5. Participants’ and Facilitators’ Feedback .....	11
5.1 Methodology.....	11
5.2 Internal and External Activity.....	12
5.3 Participants’ Feedback: Reaction and Learning .....	12
5.4 Facilitators’ Feedback and Evaluation .....	15
6. Overall Reflections.....	17
7. References .....	18
8. Appendices .....	19
Appendix 1: Mapping MaIW Activity Across the RDF.....	19
Appendix 2: Participant Profile by Institute or School.....	22
Appendix 3: Participant Profile by Role .....	24
Appendix 4: Sample Planning Email.....	25
Appendix 5: The Academy’s Communication Strategy.....	28
Appendix 6: Sample Email to Facilitators .....	35
Appendix 7: Sample Email to Hosts .....	37
Appendix 8: Sample Email to Participants .....	39
Appendix 9: Evaluation (For Participants) .....	41
Appendix 10: Evaluation (For Facilitators).....	42
Appendix 11: MaIW and Value for Money .....	43

---

## List of Tables and Figures

### List of Tables

Table 1.1: Making an Impact participation by Faculty .....	9
Table 4.1: A chronology of key actions led by The Academy .....	10-11
Table 5.1: Key evaluation themes mapped against MaIW objectives .....	15

### List of Figures

Figure 1.1: The Making an Impact Week programme of activity .....	6
Figure 1.2: MaIW key figures .....	8
Figure 5.1: Participants' Quantitative Evaluation of MaIW .....	13
Figure 5.2: Facilitators' Quantitative Evaluation of MaIW .....	16

# 1. Executive Summary

In support of the University’s Vision to be “globally recognised in all our research and impact activities”, and to help deliver the Research and Impact Strategy which “is first and foremost about our people; creating the right environment and supporting our researchers at every career stage” (Strategy 2026, p.6,p.10), The Academy partnered with colleagues from Research, Partnerships & Innovation (RPI) to design and deliver [Making an Impact Week 2018](#) (MaIW) between the 11-15 June 2018.

MaIW aimed to:

- Provide a week of rich, varied, high-quality development opportunities for researchers at all stages of their careers
- Utilise short term investment from HEIF Industrial Strategy funds for maximum return
- Augment the University’s engagement with the [International Business Festival \(IBF\) 2018](#)
- Pilot a range of development approaches to inform the future support of research staff

In accordance with the University’s HR Excellence in Research Award (Section 2.3.1 of the [University’s 2017-2019 Concordat Implementation Plan](#)), MaIW sessions were mapped against the [Vitae Researcher Development Framework](#) which describes the knowledge, behaviour and attributes of successful researchers.

MaIW interventions were delivered by 90 external and internal colleagues who engaged staff in thinking about research impact in relation to their work – how it can be conceptualised, enriched, supported and sustained. Almost 800 registrations, comprising approximately 400 individual participants, engaged with 5 days of intensive development activity across 28 sessions. These included 1:1 surgeries, panel Q&A’s, facilities tours, keynotes, workshops, micro-seminars and showcases (Figure 1.1 on p.6). Communications for the Week included a [Twitter competition](#) sponsored by the University’s cultural partner, Tate Liverpool.

The evaluation outlined in this document consists of primary data from two surveys administered during MaIW.

Participants’ qualitative evaluations (n=240) of the extent to which MaIW it achieved its stated objectives are positive. Key themes are summarised in the table below:

<b>MaIW Objective</b>	<b>Key themes arising from participants’ evaluation feedback</b>
Provide a week of rich, varied, high-quality development opportunities for researchers at all stages of their careers	<ul style="list-style-type: none"><li>• Useful application of skills during and post-sessions</li><li>• Informative session content</li><li>• Valuable first-hand insights from academic colleagues</li></ul>
Utilise short term investment from HEIF Industrial Strategy funds for maximum return	<ul style="list-style-type: none"><li>• Productive value of time</li><li>• Constructive session design that resonated with all staff groups</li><li>• Raising the profile of research impact-based activities</li></ul>

<b>MaIW Objective</b>	<b>Key themes arising from participants' evaluation feedback</b>
Augment the University's engagement with the International Business Festival (IBF) 2018	<ul style="list-style-type: none"> <li>• Facilitator's knowledge and engagement with participants</li> <li>• Networking opportunities with colleagues from across the University</li> </ul>
Pilot a range of development approaches to inform the future support of research staff	<ul style="list-style-type: none"> <li>• A worthwhile research staff development offering</li> <li>• Usefulness of an ongoing pan-institutional development programme</li> </ul>

Participants' quantitative feedback was similarly positive; 87% indicated that respective sessions met their expectations. 82% said that respective sessions were relevant to their current needs, and an overwhelming 90% affirmed that respective sessions were useful to their future needs/career plans.


Facilitators' feedback was also sought during MaIW. Key themes arising from their comments (n=17) related to the usefulness of pre-event communications; flexibility before and during the event; on-site organisation; engagement of and contribution by participants.

The [University's 2017-2019 Concordat Implementation Plan](#) outlines actions that that the University commits to undertake in order to retain its HR Excellence in Research Award. MaIW met the University's commitment to the support and career development of researchers in accordance with the success measures for Sections 3.2.1 and 3.3.1 of the University's 2017-2019 Concordat Implementation Plan.

Evaluations of MaIW sessions will inform the ongoing planning and delivery of researcher development made available to staff by The Academy, in liaison with partners across the University and beyond.



Monday	Tuesday	Wednesday	Thursday	Friday
<b>Accelerating Innovation through the Industrial Strategy</b> (Welcome and Keynote Address) VGM Leggate Theatre <b>11am-12:30pm</b>	<b>Support for impact: top things to know</b> (Information Session) Foresight Centre Thornton Room <b>10am-12pm</b>	<b>Knowledge Exchange Concordat for Universities: A model for approach, self-reflection and improvement</b> (Keynote Address) Foresight Centre Gallery <b>10am-11.30am</b>	<b>The Impact Roads Lead to Success: by Associate Pro Vice-Chancellors (R&amp;I):</b> (Keynote seminar series) Foresight Centre Chandler Room <b>10am-11:30am</b>	<b>Liverpool City Region: Liverpool at 2030 - What it should look like and how we should get there</b> (Keynote address) Foresight Centre Gallery <b>10am-11:30am</b>
Getting Ready to do Business: (Workshop) Foresight Centre Halsall Room <b>12pm-4pm</b>	<b>Working with the Media: How academics can work with the media and what they can get out of it:</b> (Panel Q&A) Foresight Centre Thornton Room <b>12pm-2pm</b>	<b>Negotiate Your Way to Success:</b> (Workshop) Foresight Centre Halsall Room <b>12pm-3pm</b>	<b>Consultancy – Facilitate the Impact of your Research:</b> (1:1 surgeries) Foresight Centre Laura Jones Room <b>12pm-2pm</b>	<b>University of Liverpool Research Staff Association (UoL RSA) networking and Lunch:</b> (interactive world cafe) Foresight Centre Gallery <b>12:30pm-2pm</b>
<b>Working with data from third parties, a 'win win' situation or complicated but worthwhile?</b> (Panel Q&A) Foresight Centre Laura Jones Room <b>1pm-3pm</b>	<b>How to Market Yourself and Develop Connections Online:</b> (Workshop) Foresight Centre Laura Jones Room <b>12:30pm-4pm</b>	<b>Entrepreneurial thinking for researchers: startups, innovation &amp; impact:</b> (Workshop) Foresight Centre Laura Jones Room <b>1pm-4pm</b>	<b>Public engagement and Research Impact:</b> (Workshop) Foresight Centre Chandler Room <b>12pm-2pm</b>	<b>Accelerating Impact – An IAA Showcase</b> (Closing showcase and mini-workshop) Foresight Centre Gallery <b>2pm-3pm</b>
<b>Satellite activities:</b> (Tours of Research Facilities) Materials Innovation Factory (MIF) <b>2pm-4pm</b> MIF tours 10ppl/tour; 4 tours@40min	<b>Getting attention: Elevator pitching:</b> (Workshop) Foresight Centre Halsall Room <b>12:30pm-1:30pm</b>	<b>Satellite activities:</b> (Tours of Research Facilities) Sensor City/Tours of Sensorcity 10ppl/tour; 4 tours @20-30mins <b>2pm-4pm</b>	<b>Intellectual Property Crash Course:</b> (Workshop) Foresight Centre F20 Room <b>12pm-2pm</b>	
	<b>Influencing with Integrity:</b> (Workshop) Foresight Centre Halsall Room <b>2pm-4pm</b>	<b>Impact and bid writing:</b> (Panel Q&A) Foresight Centre Thornton Room <b>2pm-3pm</b>	<b>Organising and Leading impact with Impact lead networking:</b> (closed event) Foresight Centre Waterhouse Room <b>12pm-2pm</b>	
	<b>What impact will your research have?</b> (Workshop) Foresight Centre Thornton Room <b>2:30pm-4:30pm</b>		<b>Making an Impact in the developing world:</b> (Workshop) Foresight Centre Gallery <b>2pm-4pm</b>	
			<b>Developing Your Resilience:</b> (Workshop) Foresight Centre Chandler Room <b>2pm-5pm</b>	
			<b>Recording and Tracking Activity with Elements:</b> (Workshop) Foresight Centre Waterhouse Room <b>2pm-3pm</b>	
			<b>How to commercialise IP at Liverpool:</b> (Workshop) Foresight Centre Laura Jones Room <b>2pm-3pm</b>	
			<b>Peer review: what actually happens?:</b> (Workshop) Foresight Centre Laura Jones Room <b>3pm-4pm</b>	



## Making an Impact Week

11th-15th June 2018

“Transform your skills, knowledge and expertise”

#unilivimpact18

An initiative by The Academy and RPI

### INTERNATIONAL BUSINESS FESTIVAL THEMES

- GLOBAL ECONOMICS
- URBANISATION & CITIES
- SUSTAINABLE ENERGY
- FUTURE TRANSPORT
- MANUFACTURING
- GLOBAL LOGISTICS & SHIPPING
- HEALTH & LIFE SCIENCES
- CREATIVE INDUSTRIES
- SPORT CULTURE & TRAVEL

### MAKING AN IMPACT WEEK THEMES

- Knowledge exchange and impact
- How to influence others for impact
- Making your personal impact
- Making an impact with your research
- Community impact and engagement

KEY

- ☒ Lunch provided
- ☕ Refreshments provided

Figure 1.1: The Making an Impact Week programme of activity

---

## 2. Context

In support of the University's Vision to be "globally recognised in all our research and impact activities", and to help deliver the Research and Impact Strategy which "is first and foremost about our people; creating the right environment and supporting our researchers at every career stage" (Strategy 2026, p.6,p.10), The Academy partnered with colleagues from RPI on the design and delivery of [Making an Impact Week 2018](#) (MaIW), 11-15 June 2018.

MaIW was a new initiative aimed at providing a week of rich, varied, high-quality development opportunities for researchers at all stages of their career. Whilst of particular relevance to Early Career Researchers, specific elements of the programme were directly relevant to PGRs and more experienced academics and researchers. Sessions and activities were specifically designed to foster conversation and interaction, in support of our ambition for a borderless research community here at Liverpool.

The objectives of MaIW were defined as follows:

- Provide a week of rich, varied, high-quality development opportunities for researchers at all stages of their careers
- Utilise short term investment from HEIF Industrial Strategy funds for maximum return
- Augment the University's engagement with the [International Business Festival \(IBF\) 2018](#)
- Pilot a range of development approaches to inform the future support of research staff.

The Week was a particularly significant initiative in the context of the Research Excellence Framework (REF). In REF2014, for the first time, the research of UK academics was evaluated for societal and economic impact. In REF2021, the weighting for impact has increased from 20% (in REF2014) to 25% (in REF2021), and with it the significance of the impact case study as a channel for research funding. In the current REF2021 environment of "competitive accountability" (Watermeyer and Tomlinson 2018), impact is construed as the ultimate indicator of "evolving modalities of scholarly distinction", wherein impact is seen "as both a process and outcome of distinction" (Watermeyer and Chubb, 2018). The debate in relation to REF impact has resulted in a sector-wide focus on systems of performative evaluation and development initiatives that lead to scholarly distinction and excellence in impact.

MaIW aimed to further raise the profile of impact-based activities by augmenting the University's engagement with the [International Business Festival \(IBF\) 2018](#). This enabled development focused interventions, designed to enhance impact skills, knowledge and expertise of researchers at the University of Liverpool, to be contextualised within a prominent external event. This approach supported academics and researchers in thinking about research impact, how it can be conceptualised, enriched, supported and sustained and also capitalised on the University's collaborations across industry and positioning as the venue for IBF 2018.

Furthermore, in accordance with the University's HR Excellence in Research Award (Section 2.3.1 of the [University's 2017-2019 Concordat Implementation Plan](#)), MaIW sessions were mapped against [Vitae Researcher Development Framework \(RDF\)](#). The RDF describes the knowledge,

behaviour and attributes of successful researchers. The mapping of MaIW activity against the domains of the RDF is indicated in Appendix 1.

### 3. Key Numbers



*Figure 1.2: MaIW key figures*

The breakdown of participation by Faculty is indicated in Table 1.1 on the following page. Further information about Schools, Institutes and participant job roles can be found in Appendices 2 and 3.



Session	Number of participants per session	Faculty			
		HLS	S&E	HSS	Other
Welcome session	63	17	14	15	17
Getting ready to do business	7	3	4		
Working with data from 3rd parties	13	7	4	1	1
Tours of Materials Innovation Factory	14	3	5	4	2
Support for Impact	42	22	13	5	2
Getting attention: elevator pitching	22	13	6	1	2
Working with the media	24	12	6	4	2
How to market yourself online	22	13	6	2	1
Influencing with integrity	22	11	9	2	
What impact will your research have?	21	8	9	4	
Knowledge exchange	64	21	9	5	29
Negotiate your way to success	21	11	9	1	
Pathways to impact and bid writing	53	22	13	14	4
Entrepreneurial thinking	23	10	13		
Tours of Sensor city	16	9	3	1	3
The impact roads lead to success	35	19	9	4	3
Consultancy workshop	22	12	4	5	1
IP Crash Course	14	4	9		1
Public engagement	31	16	9	4	2
How to commercialise IP	10	6	4		
Recording with elements	11	7	2	2	
Developing your resilience	33	20	7	5	1
Making an impact in the developing world	45	14	12	13	6
Peer review	16	10	3	2	1
Liverpool city region	80	11	8	11	50
RSA networking	29	15	10	2	2
Close and showcase	14	6	2	1	5
<b>Totals</b>	<b>767</b>	<b>322</b>	<b>202</b>	<b>108</b>	<b>135</b>

Table 1.1: Making an Impact participation by Faculty

## 4. Planning, Design and Delivery

The Week of connected activities was planned jointly by representatives of The Academy and RPI teams. An investment of available HEIF funds was to be used to support the activity; £14,000 to be spent by 31 March 2018 and £10,000 by 31 July 2018. A Steering Group was chaired by the Director of The Academy and an initial scoping discussion was held on 6 November 2017. This was followed by a series of Steering Group meetings during which keynote speakers were finalised and session formats were proposed. It was decided to brand the activity as ‘Making an Impact Week’ so as to build on the existing ‘Making an Impact’ sessions delivered at Liverpool. The Academy led on the coordination of the event. A chronology of the key actions that The Academy led and engaged in, in relation to the planning, comms and marketing and delivery of the Week are indicated below:

	Key Actions	Timeline
Planning Stage	Monthly Steering Group meetings commence, during which dates, keynote speakers and the ethos of the Week are confirmed.	November 2017
	Appointment of a part-time post-doc (0.175FTE) to support The Academy’s Research Staff Developer to deliver the event.	Early March 2018
	Rooms provisionally booked, speakers and facilitators contacted (sample email included in Appendix 4) and dates confirmed in diaries of senior staff.	March 2018
	Sessions mapped according to 9 IBF themes (based on high-growth areas of innovation and impact) and 5 research impact-related themes, derived from the proposed keynote speakers, panel Q&A and workshop sessions.	Early April 2018
Comms and Marketing	Liaising with ERMC regarding website, Eventbrite pages (including GDPR considerations) and MaIW comms strategy (Appendix 5), and also raising new supplier requests for those not already on the system + booking travel and accommodation for speakers and facilitators. CSD contacted for technical support during the keynote sessions.	April 2018
	Launch of MaIW website, online programme and opening of registrations	Early May 2018
Before and During the Week	All hosts and facilitators sent personalised pre-information emails (Appendices 6 and 7). Permission sought from keynote speakers to stream capture their sessions.	Early June 2018
	The Academy’s in-house marketing and comms strategy supplemented the work of EMRC to publicise MaIW. Staff news articles were published on <a href="#">May 30, 2018</a> , <a href="#">June 1, 2018</a> , <a href="#">June 8, 2018</a> and <a href="#">June 13, 2018</a> .	Early June 2018

	Key Actions	Timeline
Before and During the Week	Adjustments to the programme, including additional room changes made to accommodate varying session capacities as per registration numbers.	Week before MaIW
	Personalised emails (Appendix 8) + Eventbrite auto-reminders to all participants registered for MaIW sessions	Before and during MaIW

*Table 4.1: A chronology of key actions led by The Academy*

Reflecting on the work undertaken, a series of recommendations are proposed as effective practice for future activities:

- Regular progress review meetings with the steering group to continue in the run-up to the event, and to include a colleague from ERMIC. The latter to lead in planning the communication of how multi-activity cross-overs (such as MaIW and IBF) are relayed to participants and followed through.
- For clarity around ownership of areas of action, contingency planning to be in place and decision-making with deadlines set if colleagues are unavailable due to unforeseen circumstances.
- Support from a central team such as ERMIC to develop marketing images
- Steering Group members should actively disseminate event via appropriate stakeholder forums.
- Senior leaders to be briefed and actively advocate for the event in the run up to delivery.

The Week was capped with a [Twitter competition](#) which formed a useful strategy to get participants to tweet about the impact of the development activity. The University’s cultural partner, Tate Liverpool, sponsored the prize, underpinning the University’s strategic external collaborations.

## 5. Participants’ and Facilitators’ Feedback

The feedback reported in this document consists of primary data based on two surveys that were administered during Making an Impact Week. There were 240 respondents to the participant survey (Appendix 9) and 17 respondents to the facilitator’s survey (Appendix 10).

### 5.1 Methodology

The Kirkpatrick model of evaluation (Kirkpatrick, 2009) is being applied to evaluate the development impact of MaIW and to evidence value for money. The model constitutes “four levels” of evaluation for measuring the effectiveness of development activity. These four levels of evaluation – Reaction (Level 1), Learning (Level 2), Behaviour (Level 3), and Results: Organisational Performance (Level 4) – consist of building ‘a chain of evidence’.

---

All participants will be contacted again in December 2018 and then in June 2019 with a follow-up about the longer-term outcomes of the sessions and how they have applied the knowledge, skills and expertise gained during MaIW in their respective work environments. The model will also be useful to gauge how participants continue to cultivate the cross-disciplinary conversations and ideas that were initiated during the Week. With regard to behaviour and results at this early stage, informal conversations indicate a number of researchers pursuing the potential for collaborative projects, particularly following the Research Staff Association (RSA) session during MaIW. Furthermore, there were ECRs who reported that they found the impact and bid-writing Panel Q&A especially useful for proposals that they were putting together at the time.

## **5.2 Internal and External Activity**

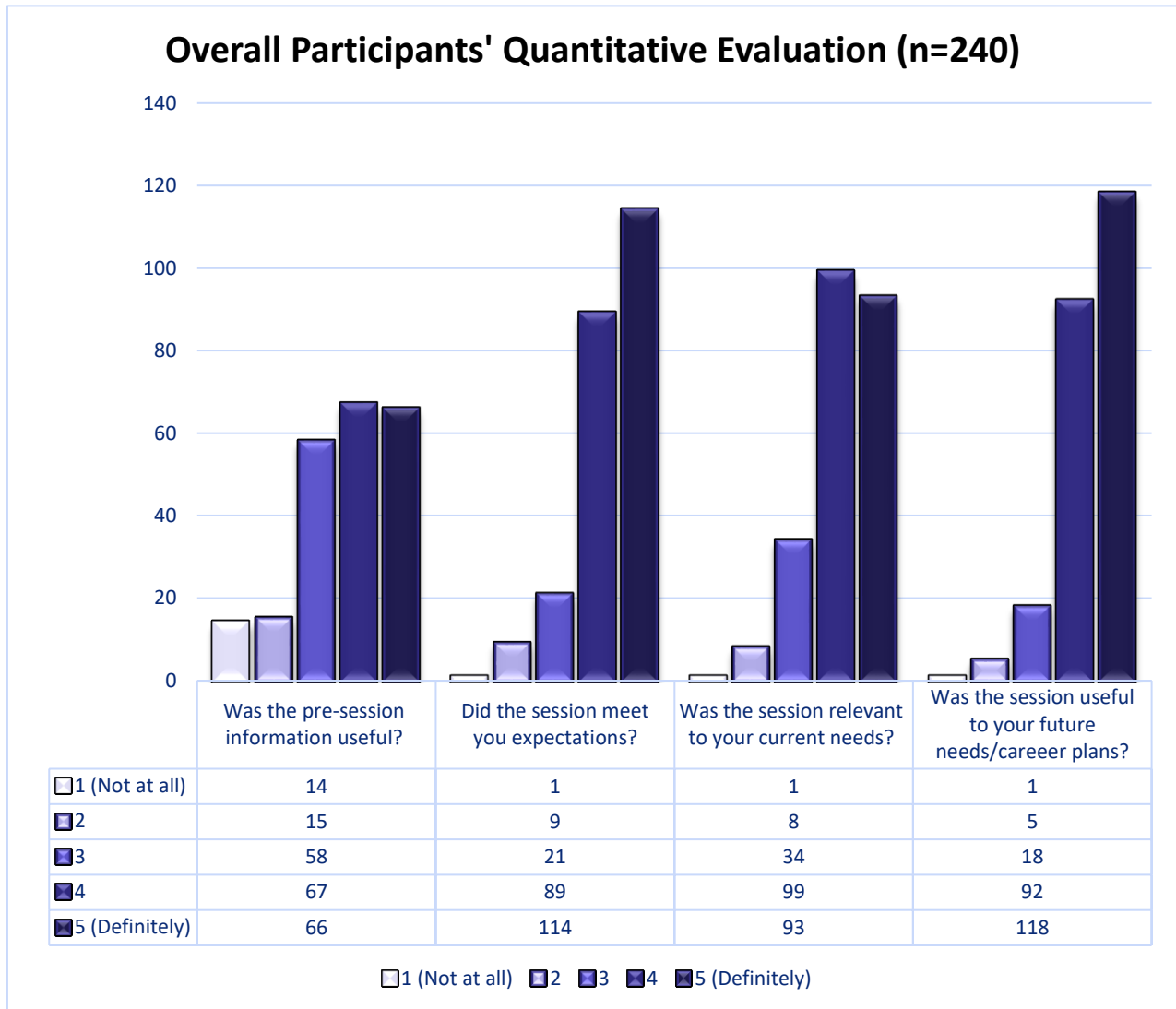
During MaIW, a mix of external and internal speakers and facilitators engaged colleagues from the University in thinking about research impact across 28 individual sessions – how it can be conceptualised, enriched, supported and sustained. Experts delivered focused sessions aimed at enhancing the skills of researchers, as they improve their personal ability to develop and communicate the impact of their work. The impact of both internal and external activities are indicated in the following sections of the report.

## **5.3 Participants' Feedback: Reaction and Learning**

This section shall explore participant feedback in the context of these objectives, focusing on their reactions and the learning. The themes are supported with a representative selection of participants' testimonies.

In addition to the qualitative feedback about participants' reaction and learning that is discussed later in this section, the quantitative evaluation based on Questions 1-4 of Appendix 9, is indicated in Figure 5.1 on the following page:





*Figure 5.1: Participants' Quantitative Evaluation of MaIW*

Additionally, participants **commented on the useful application of skills during and post sessions** that were useful for their roles in relation to impact:

*“Very clear presenter, to the point and engaging, great to have time to apply skills in session and get feedback from peers, would recommend”* (external facilitator: Getting attention: Elevator pitching)

A number of participants also mentioned the productive **value of their time** spent on the development activity:

*“Can apply this information to my whole life and not just work. Stress-free environment, feel good and worthwhile use of my time. Great info, well explained and presented.”* (external facilitator: Developing your resilience)

---

**Informative session content** was a central theme that participants alluded to, in relation to knowledge about available resources at the university:

*“Best session all week! I have an impact case but haven’t been updating it. I now know what I need to do and can update more info and link to publications. I had no idea we were expected to be doing this!”* (internal facilitators: Recording with Elements)

Additionally, the **constructive design of sessions** resonated with all staff groups:

*“All presentations were very useful, especially the two presentations from the academics, sharing their experience, best practice and very practical tips which can be applied by other academics and PS staff.”* (internal facilitators: Pathways to impact and bid-writing)

Participants appreciated the **valuable first-hand insights from academic colleagues**:

*“I really enjoyed the honesty of the presenters who have a large amount of experience in this area. I think it's important that they talked about the pro's and con's of consultancy.”* (internal facilitators: Consultancy workshop)

**Facilitators’ knowledge and engagement** with the participants of various impact-related roles who engaged with the Week’s activities was another success factor:

*“Very useful, able to ask basic questions without feeling self-conscious, please arrange similar workshops for PS staff.”* (internal facilitators: Support for impact)

The Week was also a key channel for **raising the profile of research impact-based activities**:

*“Definitely encouraged me to think seriously about whether I am doing enough to have impact, giving creative ideas about how I can engage with both experts and non-experts.”* (internal facilitator: What impact will your research have?)

A number of participants commented on the **opportunities to network with colleagues from across the University**:

*“This was a lot of fun, really enjoyed meeting people who I never otherwise would have met professionally.”* (internal facilitators: Building career impact and networking)

The worthwhile **research staff development offering** was a central theme that ran through participants’ feedback:

*“It was a very informative and useful session, I really enjoyed it. If there is any subsequent ones, I would be willing to attend too. There were a few high profile academics attending and it showed that this is perhaps something that people in academia need, to know how to commercialise their research.”* (external facilitator: Entrepreneurial thinking for researchers)

A number of participants commented on the usefulness of an **ongoing pan-institutional development programme**:

*“I would suggest spreading the Impact week over a month would be good as many find it hard to go to all the events within the time they had.”* (external facilitator: Entrepreneurial thinking for researchers)

Detailed participant’ evaluations have been shared with all facilitators for their respective sessions.

Table 5.1 below summarises the key themes arising from participants’ feedback, mapped against the objectives of MaIW to indicate how they were successfully achieved:

<b>MaIW Objective</b>	<b>Key themes arising from participants’ evaluation feedback</b>
Provide a week of rich, varied, high-quality development opportunities for researchers at all stages of their careers	<ul style="list-style-type: none"> <li>• Useful application of skills during and post-sessions</li> <li>• Informative session content</li> <li>• Valuable first-hand insights from academic colleagues</li> </ul>
Utilise short term investment from HEIF Industrial Strategy funds for maximum return	<ul style="list-style-type: none"> <li>• Productive value of time</li> <li>• Constructive session design that resonated with all staff groups</li> <li>• Raising the profile of research impact-based activities</li> </ul>
Augment the University’s engagement with the International Business Festival (IBF) 2018	<ul style="list-style-type: none"> <li>• Facilitator’s knowledge and engagement with participants</li> <li>• Networking opportunities with colleagues from across the University</li> </ul>
Pilot a range of development approaches to inform the future support of research staff.	<ul style="list-style-type: none"> <li>• A worthwhile research staff development offering</li> <li>• Usefulness of an ongoing pan-institutional development programme</li> </ul>

*Table 5.1: Key evaluation themes mapped against MaIW objectives*

## **5.4 Facilitators’ Feedback and Evaluation**

The quantitative evaluation based on Questions 1-3 of Appendix 10, are indicated in Figure 5.2 on the following page:

## Overall Facilitators' Quantitative Evaluation (n=17)

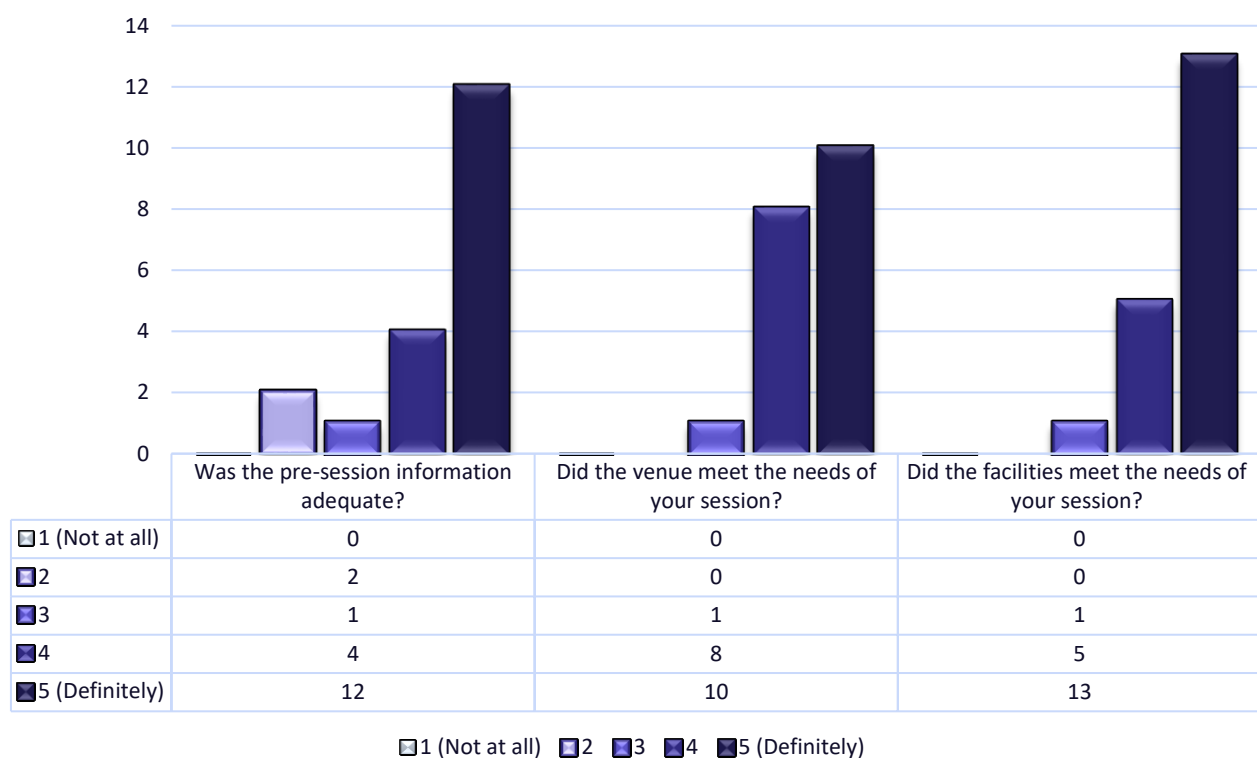


Figure 5.2: Facilitators' Quantitative Evaluation of MalW

Facilitators commented on the **usefulness of pre-week communications** that were sent to them:

*"The information ahead of the session was excellent – I clearly knew what was expected and where and when I was supposed to turn up."*

It was evident from the feedback received that the organiser's **flexibility before and during the event** was an important element of success:

*"All information was timely, specific and relevant. [Names redacted] were always approachable, in the run up to the event and as well on the day. All interactions were highly professional, efficient and effective. The unforeseen changes on Tuesday were out of our control and I think you handled the situation in the most professional way."*

There were also a number of positive observations about the venue and **on-site organisation**:

*"Very good idea to have most of the sessions in the same building. I think that is key. A paper at the main entrance stating where is each session for each day is good."*

A key theme that emerged from facilitator's feedback was the constructive **engagement of and contribution by participants** who attended their sessions:

*"I observed a lot of inter-disciplinary conversations and exchanges at the tables, which participants hopefully will have found stimulating and enriching their experience."*



---

In summary, the data from participants and facilitators indicates positive impacts across participants' personal, socio-cultural, cognitive, and professional competencies. The sessions have led to improvements in the manner in which staff feel able to support and deliver research impact via a more informed and evidence-based approach. MaIW has been instrumental in fostering conversations on impact between staff across the University, enriching their professional networks.

The evidence presented supports Liverpool's ambition to "make our staff feel valued, empowered and free to innovate in pursuit of our strategy" (Strategy 2026, p.17). Participant testimonies are also evidence of progress towards a culture of research development at the University of Liverpool.

## 6. Overall Reflections

Making an Impact Week provided a step-change in development practice at Liverpool, in seeking to provide innovative research-impact development opportunities to all University staff. Initiatives were designed to be offered locally, whilst harnessing external intellectual capital and facilities. The Week successfully achieved its core purpose of supporting the University's Vision to be "globally recognised in all our research and impact activities", and aiding the delivery of the Research and Impact Strategy which "is first and foremost about our people; creating the right environment and supporting our researchers at every career stage" (Strategy 2026, p.6, p.10). The success of MaIW also relates back to the University's commitments to the support and career development of researchers in accordance with the success measures for Sections 3.2.1 and 3.3.1 of the [University's 2017-2019 Concordat Implementation Plan](#).

The Week met its key objectives and deliverables in relation to the development of staff engagement with research impact. The involvement of diverse stakeholders – ranging from an external Vice Chancellor, leading industry professionals, internal impact-related champions, external development experts, facilities and technicians, academic, research and research-related professional staff – is evident in sections 5.3 and 5.4 of this report.

The themes arising from participants' feedback indicate the successful development of core knowledge, skills and capabilities in relation to research impact. These outcomes include the development of personal, socio-cultural, cognitive, and professional competencies. It is now critical that we sustain the momentum generated through MaIW and channel it towards the continued support of the University's Research and Impact Strategy. Indeed, nurturing the core capabilities of staff through collaboration, innovation and enhancement is at the core of The Academy's remit, as we provide opportunities for continuous improvement at individual, team and organisational levels in pursuit of Liverpool's strategic objectives.

The Academy's management and administration systems and workflow processes ensured the smooth running of the event and mitigation of risks. Strategic planning measures via the Kirkpatrick model are in place to evaluate the longer-term outcomes of MaIW against objectives and to evidence a Return on Investment.

---

Finally, the financial viability of the activity has been demonstrated through the following measures: participant testimony about quality of sessions; participant overall evaluations; resources that facilitated knowledge and skill development in relation to research impact. Additional information about how MalW activity maximised efficiency and optimised use of funding is indicated in Appendix 11.

## 7. References

Kirkpatrick, D. L. (2009). *Implementing the Four Levels: A Practical Guide for Effective Evaluation of Training Program*. San Francisco: Berrett-Koehler Publishers, Inc.

University of Liverpool. (2016). *Our Strategy 2026*. Available from: <https://www.liverpool.ac.uk/strategy-2026/>

Watermeyer, R., and Chubb. J. (2018): Evaluating 'impact' in the UK's Research Excellence Framework (REF): liminality, looseness and new modalities of scholarly distinction, *Studies in Higher Education*. Available from: <https://www.tandfonline.com/doi/full/10.1080/03075079.2018.1455082>

Watermeyer, R., and M. Tomlinson. (2018). "The Marketization of Pedagogy and Problem of 'Competitive Accountability'." In *Pedagogical Peculiarities: Conversations at the Edge of University Teaching and Learning*, edited by E. Medland, R. Watermeyer, A. Hosein, I. Kinchin, and S. Lygo-Baker, 87–98. Rotterdam: Brill/Sense.

## 8. Appendices

### Appendix 1: Mapping MaIW Activity Across the RDF

Making an Impact Week 11-15 June 2018		Domain A: Knowledge and Intellectual Abilities			Domain B: Personal Effectiveness			Domain C: Research Governance and Organisation			Domain D: Engagement, Influence and Impact		
Day	Title	A1: Knowledge base	A2: Cognitive Abilities	A3: Creativity	B1: Personal Qualities	B2: Self-Management	B3: Professional and Career Development	C1: Professional Conduct	C2: Research Management	C3: Finance, Funding and Resources	D1: Working with Others	D2: Communication and Dissemination	D3: Engagement and Impact
Monday 11 <sup>th</sup> June 2018	<a href="#">Welcome session and Accelerating Innovation through the Industrial Strategy (Keynote)</a>	A1: Knowledge base		A3: Creativity					C2: Research Management				D3: Engagement and Impact
	<a href="#">Getting Ready to do Business (Workshop)</a>			A3: Creativity	B1: Personal Qualities	B2: Self-Management	B3: Professional and Career Development				D1: Working with Others	D2: Communication and Dissemination	D3: Engagement and Impact
	<a href="#">Working with data from third parties, a 'win win' situation or complicated but worthwhile? (Workshop)</a>	A1: Knowledge base	A2: Cognitive Abilities					C1: Professional Conduct	C2: Research Management			D2: Communication and Dissemination	D3: Engagement and Impact
	<a href="#">Tours of Materials Innovation Factory (MIF): Accelerate your discoveries (Tours)</a>	A1: Knowledge base		A3: Creativity									D3: Engagement and Impact
Tuesday 12 <sup>th</sup> June 2018	<a href="#">Support for Impact: Top Things to Know [Series of short seminars]</a>	A1: Knowledge base				B2: Self-Management	B3: Professional and Career Development	C1: Professional Conduct	C2: Research Management		D1: Working with Others		D3: Engagement and Impact
	<a href="#">Working with the Media: How academics can work with the media and what they can get out of it [Q&amp;A panel]</a>	A1: Knowledge base									D1: Working with Others	D2: Communication and Dissemination	D3: Engagement and Impact
	<a href="#">How to Market Yourself and Develop Connections Online (Workshop)</a>			A3: Creativity	B1: Personal Qualities	B2: Self-Management	B3: Professional and Career Development				D1: Working with Others	D2: Communication and Dissemination	D3: Engagement and Impact
	<a href="#">Getting Attention: Elevator Pitching (Workshop)</a>			A3: Creativity	B1: Personal Qualities		B3: Professional and Career Development					D2: Communication and Dissemination	D3: Engagement and Impact

Making an Impact Week 11-15 June 2018		Domain A: Knowledge and Intellectual Abilities			Domain B: Personal Effectiveness			Domain C: Research Governance and Organisation			Domain D: Engagement, Influence and Impact		
	<a href="#">What impact will your research have? [Workshop]</a>	A1: Knowledge base	A2: Cognitive Abilities	A3: Creativity			B3: Professional and Career Development		C2: Research Management			D2: Communication and Dissemination	D3: Engagement and Impact
	<a href="#">Influencing with Integrity [Workshop]</a>				B1: Personal Qualities							D2: Communication and Dissemination	D3: Engagement and Impact
Wednesday 13 <sup>th</sup> June 2018	<a href="#">Knowledge Exchange Concordat for Universities: A model for approach, self-reflection and improvement [Keynote]</a>	A1: Knowledge base		A3: Creativity					C2: Research Management				D3: Engagement and Impact
	<a href="#">Negotiate Your Way to Success [Workshop]</a>			A3: Creativity	B1: Personal Qualities		B3: Professional and Career Development				D1: Working with Others		D3: Engagement and Impact
	<a href="#">Entrepreneurial thinking for researchers: start-ups, innovation &amp; impact [Workshop]</a>	A1: Knowledge base	A2: Cognitive Abilities	A3: Creativity		B2: Self-Management	B3: Professional and Career Development		C2: Research Management	C3: Finance, Funding and Resources			D3: Engagement and Impact
	<a href="#">Impact and Bid Writing [Q&amp;A panel]</a>	A1: Knowledge base							C2: Research Management	C3: Finance, Funding and Resources			D3: Engagement and Impact
	<a href="#">Tours of Sensor City: A technical innovation centre and University Enterprise Zone [Tours]</a>	A1: Knowledge base		A3: Creativity									D3: Engagement and Impact
Thursday 14 <sup>th</sup> June 2018	<a href="#">The Impact Roads Lead to Success [Keynote seminars from APVCs]</a>	A1: Knowledge base					B3: Professional and Career Development		C2: Research Management	C3: Finance, Funding and Resources			D3: Engagement and Impact
	<a href="#">Consultancy- Facilitate the Impact of Your Research [1:1 surgeries]</a>	A1: Knowledge base	A2: Cognitive Abilities	A3: Creativity			B3: Professional and Career Development	C1: Professional Conduct	C2: Research Management	C3: Finance, Funding and Resources		D2: Communication and Dissemination	D3: Engagement and Impact
	<a href="#">Public Engagement and Research Impact [Workshop]</a>		A2: Cognitive Abilities	A3: Creativity					C2: Research Management			D2: Communication and Dissemination	D3: Engagement and Impact



Making an Impact Week 11-15 June 2018		Domain A: Knowledge and Intellectual Abilities			Domain B: Personal Effectiveness			Domain C: Research Governance and Organisation			Domain D: Engagement, Influence and Impact		
	<a href="#">Intellectual Property Crash Course [Workshop]</a>	A1: Knowledge base	A2: Cognitive Abilities	A3: Creativity			B3: Professional and Career Development	C1: Professional Conduct	C2: Research Management			D3: Engagement and Impact	
	Organising and Leading Impact [Networking]	A1: Knowledge base							C2: Research Management			D3: Engagement and Impact	
	<a href="#">How to Commercialise IP at Liverpool [Workshop]</a>	A1: Knowledge base	A2: Cognitive Abilities	A3: Creativity			B3: Professional and Career Development	C1: Professional Conduct	C2: Research Management	C3: Finance, Funding and Resources		D3: Engagement and Impact	
	<a href="#">Recording and Tracking Activity with Elements [Workshop]</a>	A1: Knowledge base							C2: Research Management			D3: Engagement and Impact	
	<a href="#">Making an Impact in the Developing World [Workshop]</a>	A1: Knowledge base		A3: Creativity					C2: Research Management			D3: Engagement and Impact	
	<a href="#">Developing your resilience [Workshop]</a>				B1: Personal Qualities	B2: Self-Management	B3: Professional and Career Development				D1: Working with Others		D3: Engagement and Impact
	<a href="#">Peer review: what actually happens? [Workshop]</a>	A1: Knowledge base	A2: Cognitive Abilities	A3: Creativity				C1: Professional Conduct	C2: Research Management			D2: Communication and Dissemination	D3: Engagement and Impact
Friday 15 <sup>th</sup> June 2018	<a href="#">Liverpool City Region [Keynote]</a>	A1: Knowledge base		A3: Creativity								D3: Engagement and Impact	
	<a href="#">Research Staff Association Session: Building career impact and networking [Networking]</a>	A1: Knowledge base	A2: Cognitive Abilities	A3: Creativity			B3: Professional and Career Development		C2: Research Management		D1: Working with Others	D3: Engagement and Impact	
	<a href="#">Closing Showcase: Accelerating Impact – An IAA Showcase</a>	A1: Knowledge base		A3: Creativity			B3: Professional and Career Development		C2: Research Management	C3: Finance, Funding and Resources		D3: Engagement and Impact	

## Appendix 2: Participant Profile by Institute or School

Session	HLS					S&E				HSS					Total
	IIB	IPHS	IACD	IGH	ITM	Engineering	Physical sciences	Electrical Eng.	Environ. Sciences	ULMS	Law, social justice	Histories, Lang and Cultures	Arts	Other	
Welcome session	2	1	7		3	3	9	2	2	8		3	3	20	63
Getting ready to do business	2		1			2	2								7
Working with data from 3rd parties		3	1	2		1		1	2	1				2	13
Tours of Materials Innovation Factory			2	1		1	1	1	2	1		1	1	3	14
Support for Impact	1	5	8	2	4	2	6	2	3	3			2	4	42
Getting attention: elevator pitching	1	3	4	2	3	1	3	2					1	2	22
Working with the media	1	7	6	2	1		2		1					4	24
How to market yourself online	1	3	4	1	1	1	4		2		1		1	3	22
Influencing with integrity	2	2	4	1	3	2	4	2					1	1	22
What impact will your research have?		3	3	2	1	6		3		1		1	1		21
Knowledge exchange	2	3	4	1	5	1	6	1	2	2		1	1	35	64
Negotiate your way to success	3		5	1	1	2	4	2	1			1		1	21
Pathways to impact and bid writing	1	11	5	1	3	3	3	3	2	4		5	1	11	53
Entrepreneurial thinking		2	5	1	2	7	3	1	1					1	23
Tours of Sensor city	1	1	3	2	3	2		1						3	16
The impact roads lead to success	1	7	5	2	3	2	2	1	4	1		1	2	4	35
Consultancy workshop		4	4	1	3		1	2		5				2	22
IP Crash Course			1	1	2	3	4	2						1	14
Public engagement		5	5	2	3	2	1		4				4	5	31
How to commercialise IP			2		4	1	2	1							10
Recording with elements	1	2	3		1	1		1					2		11
Developing your resilience	1	7	3	5	4	1	2	1	2			1	1	5	33

Session	HLS					S&E				HSS					Total
	IIB	IPHS	IACD	IGH	ITM	Engineer- ing	Physical sciences	Electrical Eng.	Environ. Sciences	ULMS	Law, social justice	Histories, Lang and Cultures	Arts	Other	
Making an impact in the developing world		6	5	3		2	6		2	3		8	2	8	45
Peer review	3	3	2	1		2		1			1		1	2	16
Liverpool city region	2	3	2		3	1	2	1	2	5		2	4	53	80
RSA networking	3	3	3	2	3	3	4	2					2	4	29
Close and showcase	3	1	2				2	3		1				2	14
<b>Totals</b>	<b>31</b>	<b>85</b>	<b>99</b>	<b>36</b>	<b>56</b>	<b>52</b>	<b>73</b>	<b>36</b>	<b>32</b>	<b>35</b>	<b>2</b>	<b>24</b>	<b>30</b>	<b>176</b>	<b>767</b>

## Appendix 3: Participant Profile by Role

Session	PGR	Postdoc	Early Career Researchers (excluding post-docs and academic research staff)	Academic Research Staff	Other	Total
Welcome session	5	5	1	24	28	63
Getting ready to do business	1	2	1	3		7
Working with data from 3rd parties	2	3		7	1	13
Tours of Materials Innovation Factory		3		4	7	14
Support for Impact	1	7	4	15	15	42
Getting attention: elevator pitching	1	9	2	8	2	22
Working with the media	4	5	5	7	3	24
How to market yourself online	3	8	3	5	3	22
Influencing with integrity	1	8	3	8	2	22
What impact will your research have?	13	4	3	1		21
Knowledge exchange	1	7	3	17	36	64
Negotiate your way to success	4	10	3	4		21
Pathways to impact and bid writing		12	6	16	19	53
Entrepreneurial thinking	4	8	5	4	2	23
Tours of Sensor city		1	1	7	7	16
The impact roads lead to success	1	7	6	14	7	35
Consultancy workshop	1	6		13	2	22
IP Crash Course	1	9	2	1	1	14
Public engagement	3	10	5	11	2	31
How to commercialise IP	3	3	1	3		10
Recording with elements		2	1	6	2	11
Developing your resilience	4	13	5	7	4	33
Making an impact in the developing world		8	4	21	12	45
Peer review	5	2	1	4	4	16
Liverpool city region	4	1	2	15	58	80
RSA networking	3	12	4	8	2	29
Close and showcase	2	1	1	6	4	14
<b>Totals</b>	<b>67</b>	<b>166</b>	<b>72</b>	<b>239</b>	<b>223</b>	<b>767</b>



---

## Appendix 4: Sample Planning Email

Dear <<name>>

I hope you're well. As you may be aware, The Academy is currently in the planning phases for the 'Making an Impact' Week from 11-15 June, which we are running as a pilot researcher development programme here at the University of Liverpool.

**The context:** The Academy is working in partnership with the Research Partnerships and Innovation (RPI) unit in planning this week-long series of events and activities coinciding with the Liverpool International Business that will give researchers, particularly early career researchers, the opportunity to meet and engage first hand with key industry stakeholders. The Making an Impact week session themes will be dovetailed with IBF themes which can be found at: <https://www.internationalbusinessfestival.com/programme>. The five key impact-related areas of developmental activities that the Week will be framed around are: How to influence others for impact; Making your personal impact; Knowledge exchange and impact; Making an impact with research; Community impact and engagement. Thus far, the keynote speakers that have been confirmed include Professor Trevor McMillan, VC Keele University and Knowledge Exchange Champion for HEFCE (on Wednesday 13 June), Dr Rick Holland, Lead Technologist in Built Environment at Innovate UK and Professor Mark Boyle, Heseltine Institute for Public Policy & Practice.

**Your session:** At the recent Steering Group meeting, it was proposed by <<name>> to have a session on '<<session title>>' about <<proposed session details, if any>>. The currently proposed time for the session is Wednesday (13<sup>th</sup> June) afternoon, in the Foresight Centre (c.70-140 participants) from 3.00-4.00pm. However, we would be grateful if you could let us know your availability for the rest of the week as well to help with the organisation of this session.

**Action required:** As a starter for ten, we'd be happy for your thoughts on the proposed session and kindly ask that you complete the attached form which details your availability for the session, a short summary of content and other requirements such as room layout etc so we can tailor the schedule to suit.

We would be grateful if you could let us know ASAP as we need to pencil in timings and make room arrangements.


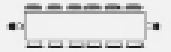

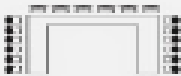

We look forward to hearing from you.

### "Making an Impact Week" 11-15<sup>th</sup> June 2018 Session Booking Form

Please return completed forms to: <<email address>> by **12<sup>th</sup> March 2018**

<b>'Catchy' Session Title</b>	
<b>Brief Description</b> (Max 100 words) <i>How will participants benefit from your session? (Try to draw attention to your exciting session. Please see <a href="#">this example</a>)</i>	
<b>Duration of session</b> (please mention breaks, if any, given)	

<b>Presenter's name</b> <i>(if more than one, please give all presenters' details)</i>						
<b>Presenter's Biography</b> <i>(This will be used to introduce your session, and will also be included on the Eventbrite page)</i>						
Presenter's mobile phone number						
<b>Maximum number of attendees that you recommend for your session</b>						
<b>Do you think there is a specific target audience who will benefit the most from your session?</b> <i>(Please check all that apply)</i>	<b>Post-docs</b>	<b>Early Career Researchers (excluding post-docs and academic research staff)</b>	<b>Academic research staff</b>	<b>Academic teaching and research staff</b>	<b>Other (please specify below)</b>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Corresponding MaIW themes</b> <i>Please check all that apply</i>	<b>How to influence others for impact</b>	<b>Making your personal impact</b>	<b>Knowledge exchange and impact</b>	<b>Making an impact with your research</b>	<b>Community engagement and impact</b>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Corresponding IBF themes</b> <i>Please check all that apply</i>	<b>Global economics</b>		<b>Urbanisation &amp; cities</b>	<b>Sustainable energy</b>		
	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		
	<b>Future transport</b>		<b>Manufacturing</b>	<b>Global logistics &amp; shipping</b>		
	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		
	<b>Health &amp; life sciences</b>		<b>Creative industries</b>	<b>Sport, culture &amp; travel</b>		
<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			

<b>Room layout required</b> <i>Please check ONLY ONE</i>	<b>Theatre</b> 	<b>Board Room</b> 	<b>Class</b> 	<b>U-Shaped</b> 	<b>Cabaret</b> 
	<b>Theatre</b> <input type="checkbox"/>	<b>Boardroom</b> <input type="checkbox"/>	<b>Class</b> <input type="checkbox"/>	<b>U-Shaped</b> <input type="checkbox"/>	<b>Cabaret</b> <input type="checkbox"/>
<b>AV Requirements</b> (All rooms have networked laptop facilities, but if you require sound, please let us know)					

---

<b><u>Presenter Availability (please state yes/no for your availability on all days, and please state times where possible)</u></b>	Mon 11 Jun	
	Tues 12 Jun	
	Wed 13 Jun	
	Thurs 14 Jun	
	Fri 15 Jun	

## Appendix 5: The Academy's Communication Strategy

(To be supplemented with comms by ERMC)

Action	Group(s) to be contacted	Communication medium	Date	Notes
Programme (including Eventbrite links for each session) sent to ERMC to be hosted on the website	ERMC		Tuesday 17 April	
'Book the dates in your diary' email/tweets (Annex 1 of this document)	All academic, research and professional staff	<p><b>Email networks</b></p> <ul style="list-style-type: none"> <li>- RSA (almost 900 research staff)</li> <li>- Academic/Ed Dev mailing lists</li> <li>- OD mailing lists (including prof services staff)</li> <li>- Faculty R&amp;I Managers for inclusion in the Faculty/Institute/School newsletters/bulletins</li> <li>- RPI mailing lists to their stakeholders</li> </ul> <p><b>Twitter accounts</b></p> <p>@LivResearcher (tagging all other Faculty/Institutes on twitter)</p> <p>@The Academy</p> <p>@UoL_RSA</p> <p>@livuniresthemes (RPI twitter)</p>	Friday 20 April	<ul style="list-style-type: none"> <li>- Dependent on timely distribution of comms through the Faculty newsletters/bulletins</li> <li>- <b>Tagline ideas:</b> <ul style="list-style-type: none"> <li>• <b>Transform your skills, knowledge and expertise</b></li> <li>• Developing you and your research impact</li> <li>• Industry, Innovation, Engagement and Enterprise development</li> <li>• Develop your Impact through: knowledge exchange, community engagement, research, personal and professional influence</li> </ul> </li> <li>- <b>Twitter hashtag ideas:</b> <ul style="list-style-type: none"> <li>• #unilivimpact18</li> <li>• #makinganimpact</li> <li>• #maiw2018</li> <li>• #impactweek</li> <li>• #devyourimpact</li> </ul> </li> </ul>

Action	Group(s) to be contacted	Communication medium	Date	Notes
MaIW registrations opened (Annex 2 of this document)	All academic, research and professional staff	<ul style="list-style-type: none"> <li>- <b>RSA meeting on 25 April 2018</b> (+separate email sent to RSA steering group+ liaison committee members for dissemination at local levels)</li> </ul> <p><b>Email networks</b></p> <ul style="list-style-type: none"> <li>- RSA (almost 900 research staff)</li> <li>- Academic/Ed Dev mailing lists</li> <li>- OD mailing lists (including prof services staff)</li> <li>- Faculty R&amp;I Managers for inclusion in the Faculty/Institute/School newsletters/bulletins</li> <li>- RPI mailing lists to their stakeholders</li> </ul> <p><b>Twitter accounts</b>  @LivResearcher (tagging all other Faculty/Institutes on twitter)  @The Academy  @UoL_RSA  @livuniresthemes (RPI twitter)  + <b>Series of retweets will be interspersed during the whole period</b></p>	<p><u>1<sup>st</sup> email/tweets:</u> Wednesday 25 April</p> <p><u>1<sup>st</sup> Reminder email/tweets:</u> Thursday 10 May</p> <p><u>2<sup>nd</sup> Reminder email/tweets:</u> Friday 25 May</p> <p><u>3<sup>rd</sup> Reminder email/tweets:</u> Thursday 7 June</p>	<ul style="list-style-type: none"> <li>- Dependent on ERM to confirm dates by which MaIW tab/website to be ready + <b>development of a printable calendar</b> (similar to what was done for Wellbeing Week: <a href="https://www.liverpool.ac.uk/intranet/media/livacuk/student-support/Wellbeing,Week,Timetable,2018.pdf">https://www.liverpool.ac.uk/intranet/media/livacuk/student-support/Wellbeing,Week,Timetable,2018.pdf</a>)</li> <li>- Additional dependent on timely distribution of comms through the Faculty newsletters/bulletins</li> <li>- To be supplemented by ERM support with Web content being updated and promoted using central mechanisms – digital screens, social media accounts, news stories, event app(?), UoL weekly staff newsletter; <b>Particular priority should be given to the Keynotes and the first and last sessions on Monday 11<sup>th</sup> and Friday 15<sup>th</sup> Jun 2018 as indicated in accompanying detailed document about target groups for each MaIW event.</b></li> <li>- <b>Tagline ideas:</b> <ul style="list-style-type: none"> <li>• <b>Transform your skills, knowledge and expertise (our preferred option)</b></li> <li>• Developing you and your research impact</li> <li>• Industry, Innovation, Engagement and Enterprise development</li> <li>• Develop your Impact through: knowledge exchange, community engagement, research, personal and professional influence</li> </ul> </li> <li>- <b>Twitter hashtag ideas:</b> <ul style="list-style-type: none"> <li>• <b>#unilivimpact18</b></li> <li>• #makinganimpact</li> <li>• #maiw2018</li> <li>• #impactweek</li> <li>• #devyourimpact</li> </ul> </li> </ul>
Monitoring of bookings to see	Academic, research and	<p><b>Emails</b></p> <ul style="list-style-type: none"> <li>- RSA + Faculty R&amp; I Managers</li> </ul>	Ongoing throughout until	Booking system remains open throughout (for sessions not registered to peak capacity)

Action	Group(s) to be contacted	Communication medium	Date	Notes
whether certain events need more promotion and send mailshots/tweets about these accordingly. (Example in Annex 3 of this document)	professional staff as relevant for the various sessions	<ul style="list-style-type: none"> <li>- LDC email to PGRs only about the joint LDC/Academy event on Tuesday</li> </ul> <p><b>Twitter</b></p> <ul style="list-style-type: none"> <li>- @LivResearcher</li> <li>- UoL_RSA</li> <li>- @livuniresthemes (RPI twitter)</li> </ul>	15 June, and specifically from 1-10 June	<ul style="list-style-type: none"> <li>- <b>Tagline ideas:</b> <ul style="list-style-type: none"> <li>• <b>Transform your skills, knowledge and expertise (our preferred option)</b></li> <li>• Developing you and your research impact</li> <li>• Industry, Innovation, Engagement and Enterprise development</li> <li>• Develop your Impact through: knowledge exchange, community engagement, research, personal and professional influence</li> </ul> </li> <li>- <b>Twitter hashtag ideas:</b> <ul style="list-style-type: none"> <li>• #unilivimpact18</li> <li>• #makinganimpact</li> <li>• #maiw2018</li> <li>• #impactweek</li> <li>• #devyourimpact</li> </ul> </li> </ul>
Bespoke reminder emails via Eventbrite to participants about date/time/venue + if spaces left, to let their colleagues know	Bespoke groups for each event/session	<ul style="list-style-type: none"> <li>- Emails to those registered</li> </ul>	Thursday 7 June	ERMC/RSA/RPI/Faculty R&I Managers support
News items through ERMC to go out. Photos taken for University website & possible news story – particularly PVC address, keynotes and the showcase sessions	All academic, research and professional staff	ERMC channels	<ul style="list-style-type: none"> <li>- For a Book the date (ASAP)</li> <li>- <b>For when registrations open</b></li> <li>- On Tuesday 11 June after MaIW kicks off</li> </ul>	<ul style="list-style-type: none"> <li>- <b>ERMC to confirm when the website will be ready so that we can open registrations.</b></li> <li>- To be supplemented by ERMC support with Web content being updated and promoted using central mechanisms – digital screens, social media accounts, news stories, event app(?), UoL weekly staff newsletter; Particular priority should be given to the Keynotes and the first and last sessions on Monday 11<sup>th</sup> and Friday 15<sup>th</sup> Jun 2018 as indicated in accompanying detailed document about target groups for each MaIW event.</li> </ul>



Action	Group(s) to be contacted	Communication medium	Date	Notes
			- During w/c 18 June after MaIW ends, so as to ensure continued integration of MaIW with IBF	<ul style="list-style-type: none"> <li>- <b>These comms are important so as to ensure the link and continuity of MaIW with UoL's IBF engagement until 28 June</b></li> <li>- <b>Tagline ideas:</b> <ul style="list-style-type: none"> <li>• <b>Transform your skills, knowledge and expertise (our preferred option)</b></li> <li>• Developing you and your research impact</li> <li>• Industry, Innovation, Engagement and Enterprise development</li> <li>• Develop your Impact through: knowledge exchange, community engagement, research, personal and professional influence</li> </ul> </li> <li>- <b>Twitter hashtag ideas:</b> <ul style="list-style-type: none"> <li>• <b>#unilivimpact18</b></li> <li>• #makinganimpact</li> <li>• #maiw2018</li> <li>• #impactweek</li> <li>• #devyourimpact</li> </ul> </li> </ul>
Evaluation forms sent to all participants and session providers and links to the sessions' presentations + followups	Bespoke groups for each event/session	<ul style="list-style-type: none"> <li>- Emails to those registered</li> <li>- Reminder tweets to fill in evaluation forms from @LivResearcher</li> </ul>	Monday 18 June	- Dependent on web content being updated by ERM – presentations uploaded, photos of MaIW added to University site

**Annex 1: 'Book the dates in your diary' mailshot (first few lines can be used for Twitter/Facebook comms):**

**Registrations Opening up soon for Making an Impact Week 2018!**

*Transform your skills, knowledge and expertise*

*#makinganimpact*

***Making an Impact Week 11-15 June 2018 offers academic, research and professional services staff a wide range of FREE opportunities to develop their personal and professional research impact.***

---

The Leadership, Organisational, Staff and Academic Development Academy (The Academy) and the Research Partnerships and Innovation team are delighted to announce **a week of events that explore key concepts and skills required to engage with collaborators outside academia**. Making an Impact Week 2018 is a new initiative aimed at providing a week of rich, varied and high-quality development opportunities for academic and research staff at all stages of their career. The Week is timed to coincide with the Liverpool International Business Festival (IBF) 2018, enabling development focused interventions designed to **enhance the skills, knowledge and expertise of our staff in relation to the impact of their work**. Sessions include workshops, keynotes, panel Q&As, information sessions, showcase and satellite activities/tours of research facilities, 1:1 surgeries, and opportunities to network with Impact Leads, colleagues from across industry, University academic, research (including ECR) and professional services staff.

**Who is this for?** Whilst of particular relevance to Early Career Researchers, specific elements of the Making an Impact Week programme are directly relevant to more experienced academics, researchers, as well as some professional services staff. A number of sessions and activities are specifically designed to foster conversation and interaction, in support of our ambitions for a borderless research community here at Liverpool.

**What is the Week about?** A mix of external and internal speakers and facilitators will engage colleagues from the University in thinking about research impact – how it can be conceptualised, enriched, supported and sustained. Experts will deliver focused sessions aimed at enhancing the skills of researchers, as they improve their personal ability to develop and communicate the impact of their work. The five key impact-related areas of developmental activities that the Week will be framed around are: **How to influence others for impact**; **Making your personal impact**; **Knowledge exchange and impact**; **Making an impact with research**; **Community impact and engagement**. These have been dovetailed with IBF themes which can be found at: <https://www.internationalbusinessfestival.com/programme>.

Exciting and timely keynote addresses include:

- Accelerating Innovation through the Industrial Strategy, by Rick Holland (Innovate UK)
- Knowledge Exchange Concordat for Universities: A model for approach, self-reflection and improvement, by Prof. Trevor McMillan, (KEF Lead, VC Keele University)
- Community Engagement and Impact across the Liverpool City Region, by Mark Boyle (Heseltine Institute) and Mark Basnett (Liverpool LEP)

**Sessions will be in high demand, so booking will be essential to secure your free place.**

Watch this space for further information about registration opening soon!

**Annex 2: Once registrations open, mailshot + reminders to go out (first few lines can be used for Twitter/Facebook comms and should be supplemented with an image of the printable calendar):**

**Registrations NOW OPEN for Making an Impact Week 11-15 June 2018!**

*Transform your skills, knowledge and expertise*

*#unilivimpact18*

---

**Sing up now for a wide range of FREE opportunities for academic, research and professional services staff to develop their personal and professional research impact during Making an Impact Week 11-15 June 2018** [\[link Webpage here\]](#)

The Leadership, Organisational, Staff and Academic Development Academy (The Academy) and the Research Partnerships and Innovation team are delighted to invite you to register for various activities that explore key concepts and skills required to engage with collaborators outside academia. Making an Impact Week 2018 is a new initiative aimed at providing **a week of rich, varied and high-quality development opportunities for academic and research staff at all stages of their career**. The Week is timed to coincide with the Liverpool International Business Festival (IBF) 2018, enabling development focused interventions designed to **enhance the skills, knowledge and expertise of our staff in relation to the impact of their work**.

**If you would like to explore developmental activities, ways in which your research can have impact and how you can capitalise on your strengths, then this is your Week!** The Week is timed to coincide with the Liverpool International Business Festival (IBF) 2018, enabling development focused interventions designed to enhance the skills, knowledge and expertise of our researchers in relation to the impact of their work.

**Why not check out each day's page to see how you could improve your impact?** [\[Webpage\]](#)

**Who is this for? Who is this for?** Whilst of particular relevance to Early Career Researchers, specific elements of the Making an Impact Week programme are directly relevant to more experienced academics, researchers, as well as some professional services staff. The majority of activities are open to both students and staff but *'who will benefit the most'* will be indicated next to each session in the online programme.

**Where can I see the list of activities?** [\[Webpage\]](#)

**What is the Week about?** A mix of external and internal speakers and facilitators will engage colleagues from the University in thinking about research impact – how it can be conceptualised, enriched, supported and sustained. Experts will deliver focused sessions aimed at enhancing the skills of researchers, as they improve their personal ability to develop and communicate the impact of their work. The five key impact-related areas of developmental activities that the Week will be framed around are: **How to influence others for impact**; **Making your personal impact**; **Knowledge exchange and impact**; **Making an impact with research**; **Community impact and engagement**. These have been dovetailed with IBF themes which can be found at: <https://www.internationalbusinessfestival.com/programme>.

Exciting and timely keynote addresses include:

- Accelerating Innovation through the Industrial Strategy, by Rick Holland (Innovate UK)
- Knowledge Exchange Concordat for Universities: A model for approach, self-reflection and improvement, by Prof. Trevor McMillan, (KEF Lead, VC Keele University)
- Community Engagement and Impact across the Liverpool City Region, by Mark Boyle (Heseltine Institute) and Mark Basnett (Liverpool LEP)

**Where can I register?** [\[Webpage\]](#)

**Annex 3: Bespoke mailshots to various staff groups for sessions that have places open:**

**Making an Impact Week 11-15 June 2018**

*Transform your skills, knowledge and expertise*

*#unilivimpact18*

**Free places still left for some sessions!**

Dear All,

**Making an Impact Week 2018 consists of a wide range of developmental activities to support ways in which your research can have impact and how you can capitalise on your strengths.** There are a number of sessions for academic, research and professional services staff, including workshops, keynotes, panel Q&As, information sessions, showcase and satellite activities/tours of research facilities, 1:1 surgeries, and opportunities to network with Impact Leads, colleagues from across industry, University academic, research (including ECR) and professional services staff. All sessions require booking – the relevant link is indicated next to each activity. You can see the full timetable here [\[insert weblink\]](#)

We still have spaces left on the following sessions:

**<<include session title and time/location details + attractive blurb summary >> - and maybe a testimony from someone who has attended something similar in the past and why it was valuable for them?**

**Why not check out each day's page to see how you could improve your impact? [\[Webpage\]](#)**

Best wishes,

The Leadership Organisational Staff and Academic Development Academy (The Academy)

---

## Appendix 6: Sample Email to Facilitators

Dear <<name>>

**\*\*PLEASE READ CAREFULLY: This is a very long email but contains important information and actions required of you in relation to your session, so please read until the end\*\***

Thank you for your upcoming contribution to [‘Making an Impact Week 2018’](#). We would like to give you an idea of what you can expect and what we hope to achieve over the week, which has been dovetailed with the [International Business Festival 2018](#). We have attached the programme to give you an overview of the wide and varied sessions that will be delivered by a mix of internal and external colleagues. The programme breakdown by day and theme can also be found [here](#).

**Information about your session:** You are participating in a workshop on ‘<<session title>>’ on <<date and time>>. Information about your session which has been shared with participants can be found <<insert eventbrite link>>. This session will be held in the <<location and address>>. The expected number of participants (as of today <<date>>) for your session is <<number>> people.

**\*There are still some registration spaces open for your session, therefore we would appreciate it if you could help to promote this event through your channels using the hashtag #unilivimpact18 \***

**Refreshments** will be provided for your session but **please note that they will be served in a different room to the one in which the session will be held.** Refreshments will be served in the <<room location>>, half an hour before the session from <<time>>. Water will be provided for all session facilitators. If you have any queries, dietary requirements or additional needs that we can support you with please contact <<name>> <<email>>

**Getting to the Foresight Centre:** Please access all available transport information [here](#).

**Technical information:** All rooms are equipped with projectors and computers. We ask that you use the computer in the room for your presentation. Please bring your PowerPoint presentation on a USB stick, not your own computer. Technical help will be available on the day and this information will be discussed by the individual that introduces you and your session.

**Housekeeping:** There is no fire alarm test scheduled during your session. In the event the alarms are sounded, please adhere to fire evacuation procedures. Any information that we receive regarding additional needs or assistance required in case of evacuation will be communicated to the building reception accordingly.

In case of emergency, I will also be the point of contact for The Academy on <<number>> (any voicemails left will be picked up promptly) as will emails to <<email>>

**On the day:** An information pack will be provided for your session containing the sign-in registration sheet, technical information and an evaluation sheet for you to fill in your capacity as facilitator.

**Social media:** Many colleagues are often very active on social media, especially via Twitter. While many scholars appreciate having their name, photograph and associated work shared via social media, others

---

would prefer their work not be shared. **As a presenter, we would like you to state clearly at the beginning of your session whether or not you give permission for your presentation to be shared on social media.** Participants will be specifically requested to respect the presenters'/facilitators' preferences and only share if permission has been given to do so. The hashtag for 'Making an Impact Week 2018' will be **#unilivimpact18.**

**Evaluation:** The Academy is keen to continually improve the services that it is providing for the research community and feedback is important to us. **Therefore we ask that you please leave 5 minutes at the end of your session for completion of a short evaluation form that will be provided by The Academy.** (There will be a separate form on a coloured sheet for you to fill)

**Actions required from you:**

Please reply to this email **before 8 June 2018** including the following information:

1. A mobile number in case we need to urgently contact you. (This will be kept confidential and only used for the purpose of contacting you in case of emergency relating to your session).
2. A short biography as you would like to be introduced for your session
3. Optional further information eg: dietary requirements or additional needs
4. Any information, or questions to think about, that you would like to be sent to participants in advance of your session.

If you would like any further clarification or would prefer to meet face to face to discuss your session, please let us know. We look forward to seeing you soon at 'Making an Impact Week 2018'.

Best Wishes

<<name>>

On behalf of The Leadership, Organisational, Staff and Academic Development Academy (The Academy)



---

## Appendix 7: Sample Email to Hosts

Dear <<name>>

**\*\*This is a very long email but contains important information in relation to the keynote address that you are hosting for Making an Impact Week \*\***

Thank you for agreeing to host <<name>> keynote address during to [‘Making an Impact Week 2018’](#). We would like to give you an idea of what you can expect and what we hope to achieve over the week, which has been dovetailed with the [International Business Festival 2018](#).

### **Information about your session:**

You are hosting/introducing <<name>> session titled ‘<<session title>>’ on <<date and time>>. This session will be held in <<location>>. The currently registered number of participants for this session (as of today <<date>>) is <<number>>.

In terms of how the session is planned, <<name>> has been informed that the duration of the keynote is 1.5 hours, including the Q&A session, and will be planning his address accordingly. <<name>> informed us that he would not like his session to be stream-captured.

We would be grateful if at the beginning of the session, you remind participants that they are welcome to post their insights and thoughts on social media, using the hashtag **#unilivimpact18**. And also, if you could highlight the final keynote for Making an Impact Week, for which we continue to accept registrations:

#### **Friday 15 June: Liverpool at 2030: What it should look like and how we should get there**

*10-11.30am in the Foresight Centre Gallery*

A joint keynote by Professor Mark Boyle (Heseltine Institute) and Mark Basnett (Liverpool LEP) who will discuss the Liverpool City Region’s growing and uneven recovery as well as the city’s huge potential.

**After the session:** <<name>> has been informed that yourself and <<name>> will be hosting him for lunch. Please note that <<name>> has to leave Liverpool by 1pm.

### **Speaker’s biography:**

This is the information that we currently have for <<name>> (taken from the website: <<url>>). However, you can discuss his preferred introduction on the day:

*<<insert bio>>*

Regarding <<name’s>> travel arrangements, he will be driving in to Liverpool, and we have booked a parking spot for him the Foundation Building car park. All the venue information and maps have been provided in advance to <<name’s>> PA.

**Morning refreshments** will be provided for the keynote session in the back of the Foresight Gallery, and will be served from 9.30am onwards. Water will be provided for all speakers. If you have any queries, dietary requirements or additional needs that we can support you with please contact <<name>> <<email>>.

---

**Housekeeping:** There are currently **no** fire alarm tests scheduled at the Foresight during the session, so in the event the alarms are sounded, please advise colleagues to adhere to fire evacuation procedures.

**Technical information:** We have made appropriate audio-visual arrangements and will have a colleague from tech support at hand on the day.

We will also be at hand during the keynote for further clarifications and any additional queries, including a review on the day about the housekeeping and technical support details that are covered in this email.

In case of emergency, I will also be the point of contact for The Academy on <<number>> (any voicemails left and emails to <<email>> will be picked up promptly).

**Evaluation:** The Academy is keen to continually improve the services that it is providing for the research community and feedback is important to us. Therefore we will arrange beforehand for one-page evaluation forms to be placed on each chair ahead of the session. **We request you to remind participants to complete the forms before leaving the Gallery.** We will be on hand with additional pens and a box to collect the forms as participants leave the session.

If you would like any further clarification, please let us know.

We look forward to seeing you during 'Making an Impact Week 2018' and thank you once again for your support of this event.

Best Wishes

<<name>>

On behalf of The Leadership, Organisational, Staff and Academic Development Academy (The Academy)

## Appendix 8: Sample Email to Participants

Dear <<name>>,

**\*\*PLEASE READ CAREFULLY: This is a long email but contains important information in relation to the session(s) that you have registered for, so please read until the end\*\***

Thank you for engaging with [Making an Impact Week 2018](#). We would like to give you an idea of what you can expect and what we hope to achieve over the week, which has been dovetailed with the [International Business Festival](#). Registration is still open for some sessions which you can access [here](#), as well as information about the [Twitter competition](#) during the Week.

Refreshments will be provided for every session but please note that they will be served **half an hour before the session commences** in the location as indicated in the table below.

**Due to logistical arrangements, there have been some last minute room changes.** For your convenience, the session(s) which you are registered onto is summarised below:

Session	Day	Time	Session venue	Location where hospitality will be served
<<session name>>	<<day>>	<<time>>	<<venue>>	<<location>>
...etc				

**Waiting lists:** A number of sessions are at full capacity, and we have waiting lists for spaces that may become available. **We would greatly appreciate if you could cancel your ticket, or let us know if you are not able to attend the session, so that we can release tickets to those colleagues on the waiting list.**

**Social media:** Many colleagues are often very active on social media, especially via Twitter. While many presenters appreciate having their name and associated work shared via social media, others would prefer their work not be shared. Colleagues have been requested to state clearly at the beginning of their presentations whether or not they would mind their work being shared via social media. Therefore, as a participant, you are specifically requested to respect the presenters'/ facilitators' preferences and only share images on social media if permission has been given to do so. The hashtag for 'Making an Impact Week 2018' will be **#unilivimpact18**.

**Twitter competition:** All participants will have the chance to **win VIP access to an exclusive event at Tate Liverpool, followed by a special lunch**. All you have to do to enter is:

1. **Upload an image of your engagement with any of the sessions during Making an Impact Week stating what has made the most impact to you.**
2. Use **#unilivimpact18**
3. Tag and follow [@LivResearcher](#)

Further information about entering and competition rules are available [here](#).

**Evaluation:** The Academy is keen to continually improve the services that it is providing for the research community and your feedback is important to us. All facilitators have been requested to leave 5 minutes at the end of each session for completion of a short evaluation form which we will provide. We would greatly appreciate your comments and suggestions which will help support The Academy's commitment to provide renewed staff developmental opportunities.

---

If you have any queries or additional needs that we can support you with, please email <<email address>>.

We look forward to meeting you over the course of the next Week.

Best Wishes

<<name>>

On behalf of The Leadership, Organisational, Staff & Academic Development Academy (The Academy)

---

## Appendix 9: Evaluation (For Participants)

### Making an Impact Week 11-15 June 2018: Session Evaluation

Session Title.....

Faculty (please circle):      HLS              S&E              HSS              Other

School/Institute/Department: .....

- Role (please tick):     post-doc  
                                   early career researcher (excluding post-doc & academic research staff)  
                                   academic research staff  
                                   postgraduate student  
                                   other (please specify): \_\_\_\_\_

*For the questions below, please circle:*

**1= Not at all**

*and*

**5 = Definitely**

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Was the pre-session information useful?   | 1 | 2 | 3 | 4 | 5 |
| 2. Did the session meet your expectations?   | 1 | 2 | 3 | 4 | 5 |
| 3. Was the session relevant to your <u>current</u> needs?  | 1 | 2 | 3 | 4 | 5 |
| 4. Was the session useful to your <u>future</u> needs/career plans?  | 1 | 2 | 3 | 4 | 5 |
| 5. Please give any further details that would help us evaluate this session. For instance, why was it useful/ not useful; what would you change/preserve in the content, way of presentation, etc? |   |   |   |   |   |

---

---

---

---

---

---

---

---

As part of The Academy's commitment to provide renewed developmental opportunities in the ongoing enhancement of research practice, we value your feedback.

Thank you for taking the time to complete this evaluation.

---

## Appendix 10: Evaluation (For Facilitators)

### Making an Impact Week 11-15 June 2018: Evaluation (For Facilitators)

Session Title.....

*For the questions below, please circle:*

**1= Not at all**

*and*

**5 = Definitely**

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. Was the pre-session information adequate?          | 1 | 2 | 3 | 4 | 5 |
| 2. Did the venue meet the needs of your session?      | 1 | 2 | 3 | 4 | 5 |
| 3. Did the facilities meet the needs of your session? | 1 | 2 | 3 | 4 | 5 |

4. Please give any further details that would help us prepare better for future events. For instance, what would you change/preserve in the support/information that was provided in relation to Making an Impact Week? Please outline any expectations that were not met and what could be done to address these in the future. We also welcome any positive feedback that you may also have.

---

---

---

---

---

---

---

---

As part of The Academy's commitment to provide renewed developmental opportunities in the ongoing enhancement of research practice, we value your feedback.

Thank you for taking the time to complete this evaluation.

## Appendix 11: MaIW and Value for Money

Type of development activity	Financial Costs	Benefits for participants	How MaIW maximised efficiency and optimal use of funding
External course or conference	High cost	<ul style="list-style-type: none"> <li>• Input from specialists or experts</li> <li>• Sharing ideas</li> <li>• Possible supporting resources</li> <li>• Provides evidence of professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Ensured clarity of purpose of development provision in advance</li> <li>• Opportunity for numerous staff to attend from all Faculties</li> <li>• Utilisation of central comms as a channel for pan-institutional dissemination</li> <li>• Providing the time and circumstances that encourage participants to engage with development activity</li> </ul>
Workshops and other learning experiences with colleagues	Medium cost	<ul style="list-style-type: none"> <li>• Leads to a deeper understanding of workshop content</li> <li>• Focuses on core tasks and skills</li> <li>• Benefits all who are involved</li> <li>• Creates a positive culture of continuous learning</li> </ul>	<ul style="list-style-type: none"> <li>• Provided development activities for staff in relation to the skills needed to develop research impact, and to reflect and analyse practice.</li> <li>• Involved everyone, including senior management support</li> <li>• Not seen as a one-off, as development outcomes will be followed through via the Kirkpatrick evaluation model.</li> </ul>
Showcase, master classes, demonstration lessons	Medium cost	<ul style="list-style-type: none"> <li>• Access to high-quality practitioners</li> <li>• Production of practical ideas for research impact and instilling confidence that effective learning and skill and knowledge development can take place with a particular group (eg: Professional Services)</li> <li>• Can motivate those who are more reluctant to engage with development activities</li> </ul>	<ul style="list-style-type: none"> <li>• The facilities tours and showcase sessions were fully briefed on the purpose of MaIW and therefore tied in with the overall objectives of the Week, despite involving external colleagues, sites and equipment.</li> <li>• Provided opportunities for discussion, reflection and suggested follow-ups</li> <li>• Were very interactive and participants were actively involved during these sessions.</li> </ul>



Type of development activity	Financial Costs	Benefits for participants	How MaIW maximised efficiency and optimal use of funding
Panel sessions, collaborative enquiry and problem-solving	High cost	<ul style="list-style-type: none"> <li>• Multiple experts can share more useful insights within a single forum</li> <li>• Opportunities for both panellists and participants to engage in discussion and debate</li> </ul>	<ul style="list-style-type: none"> <li>• The panel sessions had a clear focus and a targeted set of outcomes in relation to research impact skill and knowledge development.</li> <li>• Experts in respective fields ensured that participants received useful insights</li> <li>• Allowance for wider, pan-institutional discussion and dissemination at UoL.</li> </ul>
Using external consultants	Variable	<ul style="list-style-type: none"> <li>• Gives a vital external perspective which can then be tailored to institutional needs</li> <li>• Avoids insularity as the external experts are usually high-quality, experienced practitioners</li> </ul>	<ul style="list-style-type: none"> <li>• All externally commissioned speakers and facilitators were briefed about MaIW objectives and expectations in order to avoid the problematic one-size-fits-all delivery</li> <li>• External consultants were selected based on valued colleagues' recommendations, to ensure that facilitators consisted of those who are current in their thinking, relevant in terms of experience and thereby good value for money.</li> <li>• Additionally, ongoing evaluation during MaIW enabled a small degree of quality control in relation to external colleagues who delivered multiple sessions.</li> <li>• Recognising that 'external' does not always mean 'better', MaIW sessions were interspersed with expertise from internal research impact champions.</li> </ul>

Type of development activity	Financial Costs	Benefits for participants	How MaIW maximised efficiency and optimal use of funding
Stream-captured sessions	Medium cost	<ul style="list-style-type: none"> <li>• Very flexible in that participants can view as and when appropriate</li> <li>• Videos can act as good stimulus for discussion</li> </ul>	<ul style="list-style-type: none"> <li>• The keynotes that were stream-captured have been made available for ongoing development activity: <a href="https://www.liverpool.ac.uk/researcher/making-impact/">https://www.liverpool.ac.uk/researcher/making-impact/</a></li> <li>• Potential for review of these keynotes as a shared activity with follow-up discussion and consideration of how it might be relevant to a Faculty/School/Institute's own circumstances</li> <li>• Capturing the expertise of internal and external colleagues in themed fora.</li> </ul>
Involvement with a network or partnership	Variable	<ul style="list-style-type: none"> <li>• Contact with colleagues from across the institution leads to sharing of perspectives and ideas</li> <li>• Can foster new collaborative ways of learning and sharing best practices</li> <li>• Can engage with whole-institutional activity related to UoL's priorities</li> <li>• Often cost-effective in obtaining specialist or expert insights at local levels</li> </ul>	<ul style="list-style-type: none"> <li>• The RSA session during MaIW had clear aims and expectations, building in flexibility to suit needs of individual research, academic and professional staff.</li> <li>• The Impact Leads networking sessions ensured differentiation according to different needs and aspirations according to staff roles.</li> <li>• MaIW created the right ethos and climate for the development of research impact practice-related outcomes.</li> <li>• Encouraging sharing of ideas among colleagues</li> <li>•</li> </ul>
Sharing best practice with participants from across the institution	High cost	<ul style="list-style-type: none"> <li>• Colleagues' learn about different research impact cultures and methods of organisation</li> <li>• Discussions can lead to better continuity of learning for participants</li> <li>• Participants find it motivating and usually unthreatening</li> <li>• Can improve practice through developing skills of analysis and reflection</li> </ul>	<ul style="list-style-type: none"> <li>• MaIW's clear focus on research impact and associated activity objectives, including target participant groups, enabled the identification of session foci and thereby prevented over-generalisation</li> </ul>

