



“How was it for you?”
Reflections of an Accidental Academic Partner.

Strategic Partnerships and Impact in the Arts and Humanities
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Background

- ❖ Cultural policy and its interaction with social and economic development
- ❖ 1998-2009 – 40 externally funded projects
- ❖ Most of this work conducted through partnerships of one kind or another – interesting question for me is whether or not they could be described as strategic
- ❖ Projects ranged from local to international via regional and national

Projects and partners

- ❖ **Huddersfield Creative Town Initiative** (1997-2001). 20 partners ranging from universities to local government to cultural organisations and business.
- ❖ **Creative Yorkshire** (2000-2005). 16 partners – principally Arts Council, England, Yorkshire Forward and 14 local authorities.
- ❖ **British Council** (1998-2006). Series of co-designed workshops, professional development and advisory projects (Mexico, Argentina, Colombia, Brazil, Croatia, Bulgaria, Lithuania and Latvia).
- ❖ **Consultancy partnership** (2000-?) with Burns-Owen Partnership – commissioned projects for a wide range of public bodies.



Current activities.....

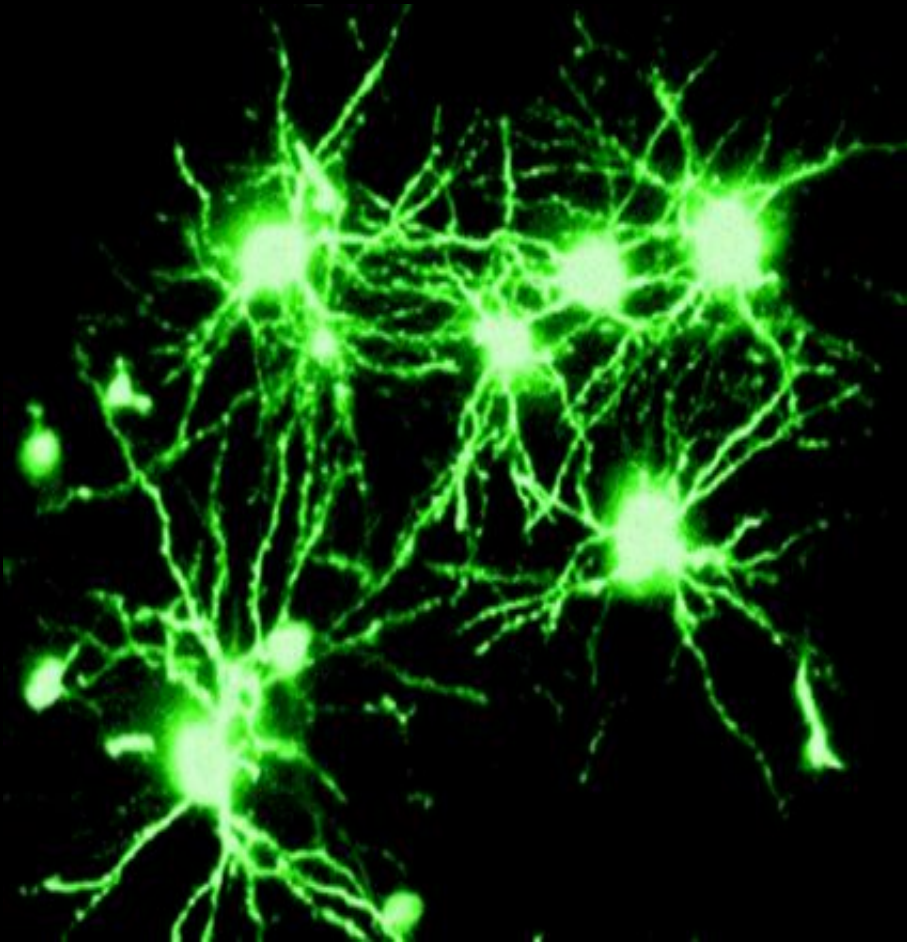
- ❖ 2007-2012 Member of **Beyond Text Programme Steering Group**
Particular brief to look at knowledge exchange and impact
- ❖ **Research funding distribution** – working on sandpit models
(EPSRC, TSB)
- ❖ 2009-2010 Member of **HEFCE/UUK ‘Sounding Board’ on Knowledge Exchange Metrics**
Extending means by which universities evaluate and report their impact
Social, cultural, community, public policy, etc.

The Impact of impact.....

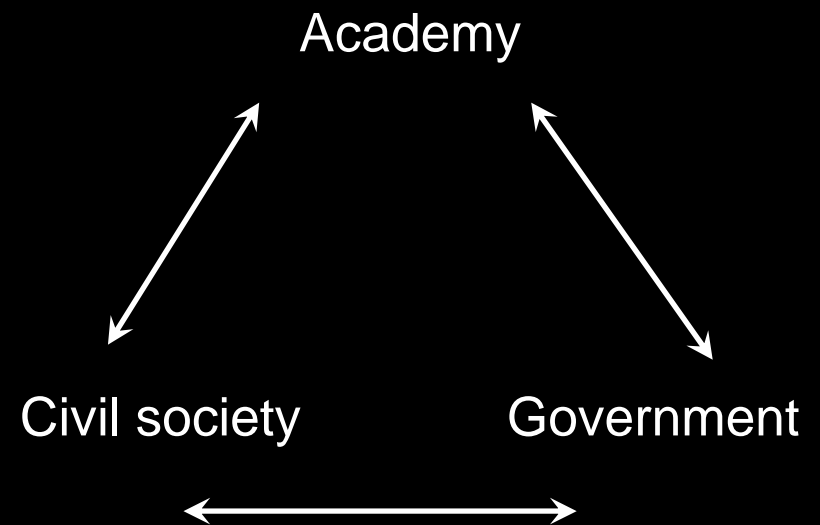
- ❖ **Research Councils** – Impact summaries and extended impact reporting
- ❖ **Research Council and other Funding Agencies (EU, etc.)** – cross-sectoral collaboration
- ❖ **Annual Benefit to Society Statements** – Pilots under way
- ❖ **Research Excellence Framework** – 20-30% supported by narrative and case studies



Impact and Strategic Partnerships

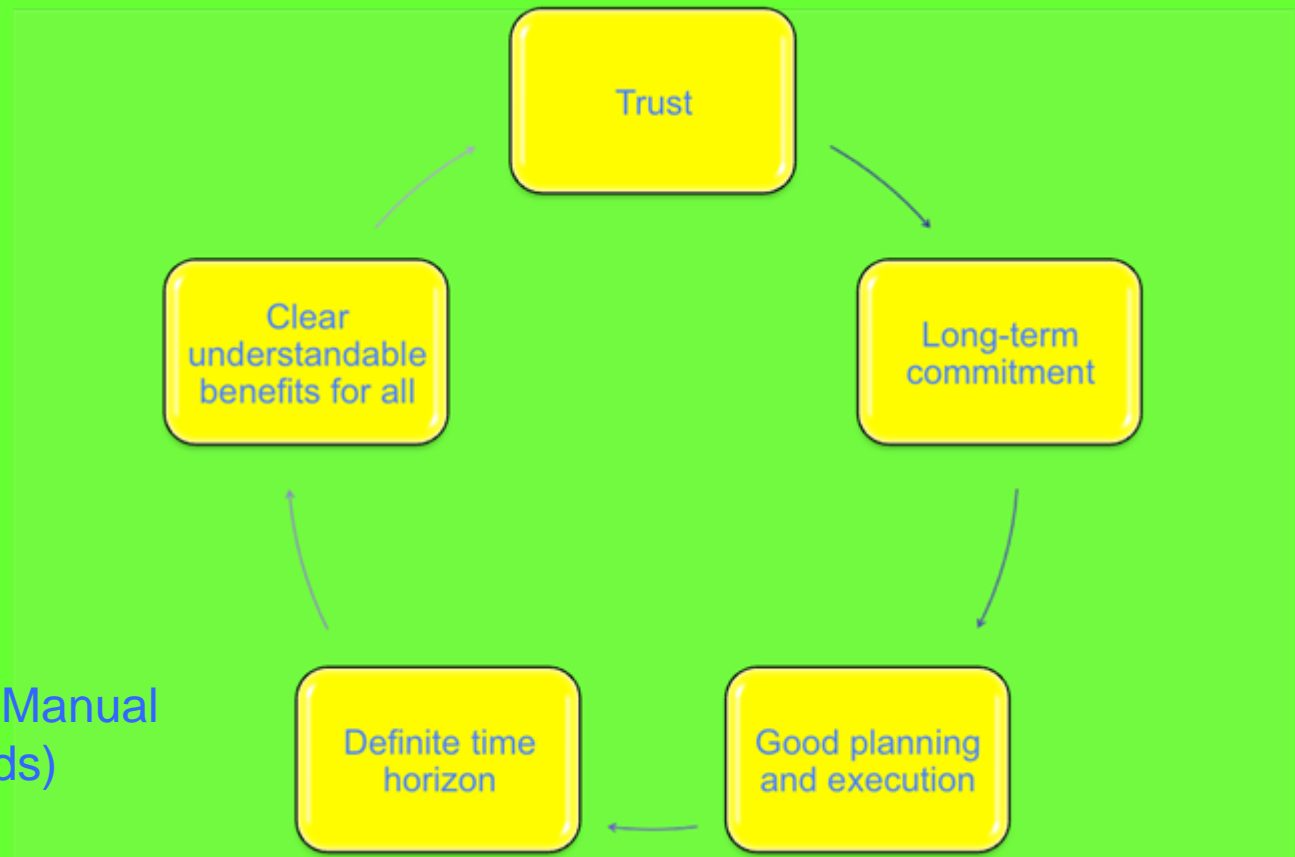


A new social contract?*



* With thanks to the Science Policy Research Unit

Strategic partnerships



Strategic Partnerships Manual
(University of Leeds)



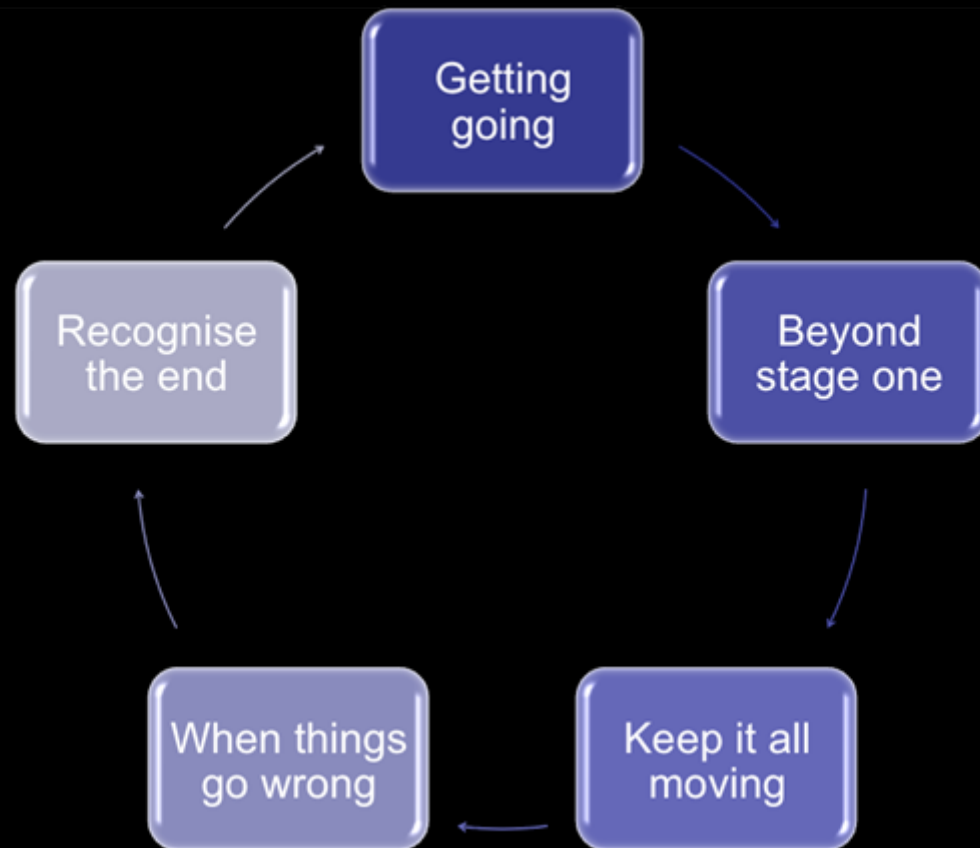
Impact and Strategic Partnerships

- ❖ Personal Research and Development
- ❖ Departmental Development
- ❖ Institutional Mission
- ❖ New research area
- ❖ New perspective on value of research
- ❖ Enhanced student experience
- ❖ New skills – particularly negotiation, team-working, communications
- ❖ Routes to resources
- ❖ Wider range of people – collaborators
- ❖ Profile and recognition



Impact and Strategic Partnerships

Partnership Life-cycle





Impact and Strategic Partnerships

Getting value from partnership working

- ❖ Have a good plan and keep it simple
- ❖ Celebrate achievement
- ❖ Give due credit
- ❖ Look after the academic benefit
- ❖ Records, records, records....
- ❖ Communicate – good flow of news and events
- ❖ Seek out new suitable opportunities



Impact and Strategic Partnerships

- ❖ Implications –
Research funders
- ❖ Impact and value for money – difficult to think that impact will not increase cost of research
- ❖ Impact evaluation and measurement methodologies



Impact and Strategic Partnerships

❖ Implications: institutional

- ❖ Institutional learning
- ❖ Sensitisation to disciplinary difference
- ❖ Systems (who, how, what, etc.)
- ❖ Recognising impact and partnership development (work-load, promotions)



Impact and Strategic Partnerships

❖ Implications -
individual

- ❖ Professional academic identities (being 'in' and 'outside' the academy)
- ❖ New skill-sets
- ❖ New networks
- ❖ New opportunities

Impact and Strategic Partnerships



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Thank you!

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