

### ● Not only cakes need layers - Institutional leadership and strategy for research impact

By now you will be hard-pressed to find anybody who is not aware of the ever-growing focus on impact in research and innovation policy and management. No matter what regional or political context you and your researchers have to operate in, some of the processes in impact generation and support are the same across the world. This session combines insights from a case study (ie. research-intensive university of Ghent University in Belgium, Europe) with a more general view to developing an institutional impact strategy and leveraging impact leadership. The three facilitators will each provide background and tips from their level of leadership and strategy development (institution-wide, research administration and support, faculty-level) as a starting point to a collaborative learning session. The facilitators will guide the participants as they tackle the four stages or quadrants of leadership and strategy. Together we will discover what are the drivers and barriers to move forward, and what actions we might take within our own institution. As is so often the case with successfully changing and implementing strategy, it all comes down to taking into account all the different layers, thus building a glorious cake.

#### Presenters:

- Ms Esther De Smet, Ghent University (Belgium)  
Esther is a senior policy advisor at the Research Department of Ghent University (BE), where she develops strategy and support on societal impact of research and research communication. She is also the business project lead for the institutional research information system. She regularly leads workshops on communication strategy, impact, digital presence and social media. By now, she has become a valued member of the worldwide impact tribe, participating in working groups and projects, and presenting at conferences (eg. INORMS, EARMA, AESIS, ...).
  - Dr Zoë Imhof, Ghent University (Belgium)  
Zoë Imhof works for the Industrial Research Fund at Ghent University as liaison for the Social Sciences, Humanities and Arts faculties. Her main tasks as liaison is to inform, encourage and support researchers about how to create socio-economic impact with research. Before she has worked at the Entrepreneurship department of Vlerick Business School where she conducted research project with companies on a variety of topics (such as financing and scaling-up young ventures) and coordinated workshops for entrepreneurs. She obtained her PhD in Business Economics at KU Leuven and holds a MSc in Communication Sciences from Antwerp University.
  - Dr Arne Vandenbogaerde, Ghent University (Belgium)  
Arne Vandenbogaerde is a research policy officer at the Faculty of Law and Criminology at Ghent University since 2019. He obtained his PhD in Law at the University of Antwerp (2015) and holds a MA degree in international relations (University of Ghent) and an LLM in International Human Rights Law from the Irish Centre for Human Rights (Galway, Ireland). His doctoral and postdoctoral research focused on the issue of accountability in international human rights law. Previous to his doctoral studies at the University of Antwerp he worked with several NGOs and intergovernmental organisations.
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