Knowledge Mobilization: Developing an Institutional Strategy that Works for You

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- Terry Campbell, MHA, Executive Director, Research Operations & Strategies, University of Ottawa, Canada
Session Agenda

- Introduction
- Institutional Case Studies
- Discussion Forum
Learning Objectives

• To identify strengths and pitfalls of institutional knowledge mobilization approaches from different jurisdictions
• To identify knowledge mobilization best practices that are relevant to an institutional context
• To explore how institutional cultures can support or inhibit knowledge mobilization efforts
What is Knowledge Mobilization (KM) and why is it important?

Worldwide, a significant amount of research knowledge underused or not used quickly enough to inform improvements in policies, products, services, interventions, treatments and outcomes. **Knowledge Mobilization accelerates the uptake of research findings.**

**Knowledge Mobilization**: the range of activities that enable researchers to improve the social relevance and impact of their research. The goal is to work with knowledge users to use evidence in product, program and services development.

**Knowledge Users**: stakeholders; decision makers, policy makers, practitioners, community groups, patients, public

**Types of Activities**: knowledge synthesis, communication and dissemination of research findings; knowledge brokering; co-creation of research; community partnership development; engaged scholarship; citizen science; community engagement

**Synonyms**: Dissemination & implementation; Knowledge transfer, translation, technology transfer - “third mission”
Knowledge Mobilization Drivers

• Funders’ Expectations
  • Value-for-money
  • Impact

• National Frameworks
  • Research Excellence Framework – UK
  • Carnegie Classification System for Community Engagement (2005) – US
  • Towards a European Framework for Community Engagement in Higher Education (2018)

• Institutional Mission (raison d’être)

• Individual Researcher Impact

• Others
Institutional Case Study
Louisiana State University

• Founded in 1860
• Became a Land-Grant institution (Morrill Act 1862)
• Flagship R1 research university
  • over 30,000 students
  • $262k in research expenditures (2017)
Institutional Case Study
Louisiana State University

Mission:

• As the Flagship institution of the state, the vision of Louisiana State University is to be a leading research-extensive university, challenging undergraduate and graduate students to achieve the highest levels of intellectual and personal development. Designated as a Land, Sea, and Space Grant institution, the mission of Louisiana State University is the generation, preservation, dissemination, and application of knowledge and cultivation of the arts.

• In implementing its mission, LSU is committed to:
  • offering a broad array of undergraduate degree programs and extensive graduate research opportunities designed to attract and educate highly qualified undergraduate and graduate students;
  • employing faculty who are excellent teacher-scholars, nationally competitive in research and creative activities, and who contribute to a world-class knowledge base that is transferable to educational, professional, cultural, and economic enterprises; and
  • using its extensive resources to solve economic, environmental, and social challenges.
LSU Institutional Context

Primary Drivers

• Land-Grant Institutional DNA
  • Core mission includes
    • Educational opportunities
    • Translation of research to economic and cultural enterprises
    • Using research to solve economic, environmental, and social challenges
  • Commitment to LA residents is embedded in everything we do

• Agency Requirements for Broader Impacts
LSU Institutional Approach

• Collaboration between Office of Research & Economic Development and Office of Strategic Communications

• Identifying
  • Mobilization Goals
  • Target Audiences
  • Engagement Strategies for those audiences
# LSU KMb Goals & Target Audiences

<table>
<thead>
<tr>
<th>KMb Goals</th>
<th>Audiences</th>
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<tbody>
<tr>
<td>Knowledgeable Populace</td>
<td>General Public, Local/National Media</td>
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<tr>
<td>Data-informed Public Policy</td>
<td>Elected Officials, Policy Makers, Alumni, General Public, Media</td>
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<tr>
<td>Research Development</td>
<td>Faculty, Students, Staff, General Public, Business Community</td>
</tr>
<tr>
<td>Foundation Engagement</td>
<td>Alumni, Donor Base, Business Community</td>
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LSU Communication Channels

Communication & Research staff identify relevant and mission related activities, and develop story packages that can be distributed through multiple communication channels

- **Print**
  - LSU Research Magazine (annual)
- **Social**
  - Facebook
  - Twitter
  - Instagram
- **Live**
  - LSU Science Café
LSU KM Messengers

• Faculty
  • They know the research
  • They are primary sources
  • Project trust and confidence

• Training
  • Communication Across the Curriculum (CXC)
    • Training for students and faculty
    • Embedding communication in the classroom and beyond
  • Media Communications Workshops
LSU Science Café

- Monthly gatherings at local music venue
- Speakers are LSU researchers
- Two-hour events
  - Hour 1: Social Gathering
  - Hour 2: 20 minute talk, 30 minutes Q&A
LSU Science Café

- Topics come from all areas of campus, not just science.
  - Detecting Gravitational Waves
  - Microplastics in the Mississippi
  - Underwater Forests in Gulf of Mexico
  - Dealing with Parkinson’s as a Pianist
  - Cybersecurity
  - Cajun Mardi Gras
LSU Science Café Survey

• Key Interests
  • Breakdown by LSU/Public
  • Impact on Communities
  • Event Loyalty

• Survey Stats:
  • 110 responses from 783 queries
## LSU Science Café Survey

### Age to Relationship with LSU

<table>
<thead>
<tr>
<th>Age</th>
<th>LSU Faculty/Staff</th>
<th>General Public</th>
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<tbody>
<tr>
<td>65+</td>
<td>30%</td>
<td>70.40%</td>
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<tr>
<td>55-64</td>
<td>53.60%</td>
<td>46.40%</td>
</tr>
<tr>
<td>&lt;55</td>
<td>75%</td>
<td>25%</td>
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</tbody>
</table>

- 29% of respondents are 65+ years old and have a relationship with LSU.
- 30% of respondents are 55-64 years old and have a relationship with LSU.
- 41% of respondents are <55 years old and have a relationship with LSU.

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OCTOBER 19 - 23  

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LSU Science Café Survey

Relationship To LSU

- Faculty: 29%
- Staff: 15%
- Student: 10%
- Alumni: 20%
- Community Member: 13%
- Other: 13%
LSU Science Café Survey

Why do you attend?

- I like science: 24%
- I'm interested in learning new things: 29%
- I want to know more about research at LSU: 19%
- I enjoy social events related to LSU: 11%
- I want to support my colleagues and friends who are presenting: 17%
LSU Science Café Survey

How has Science Café impacted your life?

- 33% It has deepened my knowledge
- 24% It has increased my awareness of the world around us
- 24% I talked with someone about what I've learned
- 12% I have advocated for science or research
- 4% I have changed my behavior
- 2% Other
- 1% I have become active in the community
LSU Science Café Survey

# of Events Attended

- 0: 12%
- 1: 17%
- 2: 16%
- 3: 18%
- 4+: 37%

# of Events Attended: 20
Institutional Case Study
University of Ottawa

• Established in 1848; located in nation’s capital
• One of Canada’s top ten research intensive universities
  (dramatic research growth over 15-year period -- $313M in 2017/18)
• Over 40,000 students, 5000 employees, 1250 Principal Investigators (PI)
• Not distinctive part of the organizational mission and culture

Mission:
• We are unique because of our location in the heart of the nation’s capital, our bilingualism and commitment to the promotion of French culture in Ontario, and the excellence of our scholarship. As a research-intensive university, we provide our students with an outstanding education and enrich the intellectual, economic and cultural life of Canada, helping our country play an important and valued role among the nations of the world.
uOttawa Institutional Context

Primary Drivers

• Federal funder KM Requirements
• Individual researcher impact & expertise
• Vice-President Research leadership
uOttawa Institutional Approach

- Steering Committee
- Environmental Scan (external and internal)
- Researcher needs assessment survey
- First tranche of priority actions identified
  - Define and Develop Awareness (consultations; website; training; awards & grants)
- uOttawa institutional strategy
  - Build Skills
  - Promote Culture
  - Engage Partners
uOttawa Researcher Survey

**Purpose**: To gather information on:

- Perception of uOttawa researchers about knowledge mobilization
- Their knowledge mobilization experience
- The barriers they face in doing knowledge mobilization
- What they think the University should do to better support KM

**Details**:

- Piloted survey prior to launch (early 2019)
- Response rate: approximately 10% of Faculty members
- Even distribution (French/English; Male/Female)
Survey Results: Knowledge Mobilization in Practice

How important is knowledge mobilization in your research?

- Not at all important: 0.00%
- Not so important: 4.65%
- Somewhat important: 10.85%
- Very important: 46.51%
- Extremely important: 37.98%

Your experience in knowledge mobilization?

- Beginner: 12.70%
- Intermediate: 34.92%
- Advanced: 43.65%
- Expert: 8.73%
### Survey Results:
#### Knowledge Mobilization Activities

<table>
<thead>
<tr>
<th>KM Activities</th>
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<tbody>
<tr>
<td>Academic publishing*</td>
<td>97</td>
<td>74.6%</td>
</tr>
<tr>
<td>Academic conferences*</td>
<td>81</td>
<td>63.8%</td>
</tr>
<tr>
<td>Use of social media to disseminate research (Twitter, Facebook, LinkedIn, etc.)*</td>
<td>56</td>
<td>43.8%</td>
</tr>
<tr>
<td>Knowledge user engagement in research process</td>
<td>49</td>
<td>39.8%</td>
</tr>
<tr>
<td>Dissemination to non-academic audiences</td>
<td>50</td>
<td>39.1%</td>
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<tr>
<td>Workshops with academic participants*</td>
<td>49</td>
<td>38.6%</td>
</tr>
<tr>
<td>Use of social media to engage with knowledge users (Twitter, Facebook, LinkedIn, etc.)</td>
<td>46</td>
<td>36.2%</td>
</tr>
<tr>
<td>Use of media (Press releases, videos, podcasts, commentary in the newspapers or on television, etc.)</td>
<td>37</td>
<td>28.9%</td>
</tr>
<tr>
<td>Research capacity building for knowledge users</td>
<td>33</td>
<td>26.0%</td>
</tr>
<tr>
<td>Co-produced knowledge mobilization leading to application of knowledge</td>
<td>28</td>
<td>22.0%</td>
</tr>
<tr>
<td>Workshops with non-academic participants (to exchange knowledge)</td>
<td>28</td>
<td>21.9%</td>
</tr>
<tr>
<td>Advocacy</td>
<td>21</td>
<td>17.5%</td>
</tr>
<tr>
<td>Impact assessment</td>
<td>14</td>
<td>11.2%</td>
</tr>
</tbody>
</table>

* Expected academic dissemination activities
Survey Results: Primary Audiences for KM

Primarily Audiences Engaged with for KM Activities last year

- Academic sector/Peers: 69.2%
- Other public sector (eg. health, education organizations): 4.6%
- Private sector and industry: 6.2%
- Not-for-profit organizations: 4.6%
- General public or targeted groups: 5.4%
- Other (please specify): 5.4%

Academic sector/Peers (69.2%)
Survey Results: Suggestions for Institutional Support

1. Dedicated staff for KM support
2. Provide researchers with dedicated time and funding for KM, open access publications and partnership building expertise
3. Reduce researchers’ administrative burden
4. Offer KM training, workshops and mentoring
5. Formally recognize/value KM
6. Promote & inform researchers about resources & processes
7. Facilitate access to partnership building with knowledge users
uOttawa Institutional Approach

• Promoting Culture Change:
  • Imbed in Strategic Planning -- Institutional and Research
    • University Participation in Canadian Carnegie Classification pilot
    • Research Impact Canada
  • Institutional support services
  • Formal Recognition & Celebration
  • Formal Evaluation

• Critical Success Factors:
  • Senior Management Support
  • Consulting and Listening
  • Engaging with like-minded institutions
  • Engaging Champions from new areas to develop new products and new skills
  • Celebration & Recognition
Celebrating Excellence
uOttawa KM Excellence Award Winners 2018

Knowledge Mobilization Excellence Award Winners 2018-2019
Left to right: Dr. Bénédicte Fontaine-Bisson, Faculty of Health Sciences; Dr. Stéphanie Gaudet, Faculty of Social Sciences and Dr. Manisha Kulkarni, Faculty of Medicine
Summary of Critical Success Factors & Lessons Learned

- Match the message with the audience
- Measure the impact of your activities
- Recognize excellence in both research and communication
- Others ??
Discussion Forum

• What are the main KM drivers in your university?
• How has this influenced your institutional strategy?
• What new areas of your institution are you engaging with and what are the results?
Questions?

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Selected References

- Research Excellence Framework UK: https://www.ref.ac.uk/about/
- Research Impact Canada http://researchimpact.ca/
- Carnegie Classification for Community Engagement https://www.brown.edu/swearer/carnegie
- Towards a European Framework for Community Engagement https://www.tefce.eu/
- Science Cafes: http://sciencecafes.org