Beyond the Academy

Workshop I: Mainstreaming Metrics that Matter
University of Cambridge
29-30 May, 2019

Location:
David Attenborough Building
Pembroke Street, Cambridge CB2 3QZ

Lodging:
Hilton Cambridge City Centre
20 Downing Street, Cambridge

Workshop goals:

● Establish a shared understanding of the state of the research and practice on measuring impact and rewarding scholarship, where impact refers to engaged, actionable, solutions-oriented work that advances sustainability in a diverse and changing world.

● Identify persistent barriers and challenges related to measuring and rewarding impact and co-develop a roadmap for addressing these barriers.

● Define high-impact products (research, essays, training modules, curricula, convenings, etc.) that will individually and collectively enhance efforts to reform the academy across all network institutions.

About Beyond the Academy: We are a network of research institutions united in a commitment to identify and overcome institutional barriers to tackling urgent societal challenges related to sustainability. We take aim at three barriers:

1. Metrics and rewards: Conventional systems reward individual work over collaboration and conformity over risk taking, dis-incentivizing engagement with “real world” problems.

2. Co-development: Research that is co-developed with external partners is both more credible, and more likely to translate to action. How can we promote the practice of co-development in academia?

3. Training leaders: Sustainability challenges require innovative solutions, creative thinking, interdisciplinary collaboration, and an understanding of how to translate knowledge to impact. Our network seeks to advance graduate education and training for future sustainability leaders in any sector.

University investments in institutes, graduate programs, and other cross-cutting mechanisms are signs of progress, but they remain uncoordinated experiments with limited contribution to systemic change. Beyond the Academy seeks to do collectively what single institutions cannot do alone - transform the culture of reward, collaboration, and education to promote solutions-oriented sustainability scholarship.
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| 9.30 - 11.00 | **Welcome & Opening**                         | - Welcome - [Bhaskar Vira](mailto:bhaskar.vira)    | Welcome - Bhaskar Vira  
Round table introductions  
Overview of the project and network - [Bonnie Keeler](mailto:bonnie.keeler)  
Opening activity: Priming the system for change  
- Visioning the future academy  
- Value proposition pains and gains |
| 11.00 - 1.00 | **Session 1: Ambitions & Progress**            | - [Peter Kareiva](mailto:peter.kareiva) and [Jessica Hellmann](mailto:jessica.hellmann) | Part I: Discussion led by Peter Kareiva on outcomes and objectives for the network.  
What visionary changes motivate our work? How will we measure our own success?  
Part II: Strategies for interdisciplinarity and collaboration facilitated by Jessica Hellmann  
- Goal: Harvest promising stories from each institution.  
- Format: Representatives from each institution will have 3-5 minutes to present one story relating to the workshop goals |
| 1.00 – 2.00 | **Lunch**                                     |                                                  |                                                                         |
| 2.00 - 3.30 | **Session 2: Measuring Progress**             | - [Lydia Olander](mailto:lydia.olander), [Taylor Ricketts](mailto:taylor.ricketts), [Carolyn Finney](mailto:carolyn.finney) | Presentation - Christina Locke: How can we measure research impacts outside of academia?  
Interactive session |
| 3.30 - 4.00 | **Break**                                     |                                                  |                                                                         |
| 4.00 - 5.30 | **Session 3: Learning from Success in Collaboration & Co-location** |                                                  | Panel discussion: How do organisations structure incentives to encourage collaboration? How do cross-institutional collaborations work for individuals?  
- [Bhaskar Vira](mailto:bhaskar.vira) (Moderator)  
- Katie Smith, Director of Operations and Deputy Executive Director, [Campaign for Female Education (CAMFED)](https://camfed.org)  
- [Sherry Coutu](mailto:sherry.coutu), Entrepreneur & Investor, Member of Finance Committee, University of Cambridge  
- [Mike Rands](mailto:mike.rands), Executive Director, Cambridge Conservation Initiative  
- [Andy Neely](mailto:andy.neely), Pro-Vice Chancellor, Enterprise and Business Relations, University of Cambridge  
- Alex Spataru, CEO, [The Adept Group, Inc.](https://www.adeptgroup.com) |
<p>| 5.30 - 7.00 | <strong>Break</strong>                                     |                                                  |                                                                         |
| 7.00 -    | <strong>College Dinner - Wordsworth Room at St. John’s College</strong> |                                                  |                                                                         |</p>
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| 9.30 - 11:00| **Session 4: Rewards & Incentives**  
Facilitator: Tamara Ticktin  
Presentation - Christina Locke: Institutional incentives for engaged scholarship, with a focus on tenure and promotion policies.  
Panel discussion: How do we reform academic incentive structures to reward interdisciplinarity, collaboration, and engaged scholarship? What barriers stand in our way?  
- Tamara Ticktin (Moderator)  
- Carissa Slotterback, Associate Dean, Humphrey School of Public Affairs  
- Ed Balleisen, Vice Provost for Interdisciplinary Studies, Duke University  
- Nate Sanders, Director, Environmental Studies Program and Incoming Associate Dean for Faculty Development, Rubenstein School, University of Vermont  
- Jason Neff  
- Carolyn Finney |
| 11:15 – 12.30| **Session 5: Great Ideas to Action**  
Facilitators: Bonnie Keeler, Lydia Olander, Bhaskar Vira, Holly Buck  
What can we do collectively that we cannot do alone? Introduce plans for next two workshops (Duke and UCLA). Summarize feedback from "dot voting" from yesterday. Agree upon a subset of "aspirations" to focus on during session #6. |
| 12.30 – 1.30 | Lunch |
| 1.30 - 3.00 | **Revised Session 6: Advancing short-term and long-term goals**  
Facilitators: Kirsten Rowell and Carolyn Finney  
Get specific about the who/what/when/why/how of each aspiration. Small groups use this time to make progress on:  
- research tasks: what can Christina and team do over the next 3 months to further investigate/synthesize/report back to keep advancing the conversation?  
- what are concrete and specific next steps to advance high priority shared aspirations identified in session #5?  
- what are folks willing to commit to in terms of moving some of these forward? (e.g. join a sub-committee, help plan future workshops, give a webinar on a topic, share resources or materials, draft “boilerplate” models for discussion)  
- what resources (capacity, convening, financial) are needed? |
| 3.00 - 3.30 | Break |
| 3.30 – 4.00 | **Keynote Address:** Stephen Toope, Vice Chancellor, University of Cambridge |
| 4.00 – 5.00 | **Session 7: Reflections and harvests**  
Facilitators: Bhaskar Vira, Bonnie Keeler  
Synthesis, report back, and final reflections. What did we learn from two days together and what are the near term and long term priorities for collaboration? |
| 5.30 - 7.00 | Punting / Show Cambridge /Dinner at Eagle |