



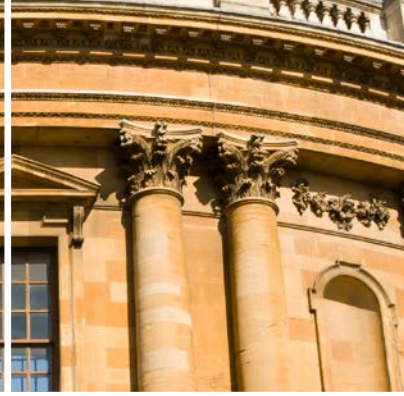
The research commercialisation office of the University of Oxford, previously called **Isis Innovation**, has been renamed **Oxford University Innovation**

All documents and other materials will be updated accordingly. In the meantime the remaining content of this Isis Innovation document is still valid.

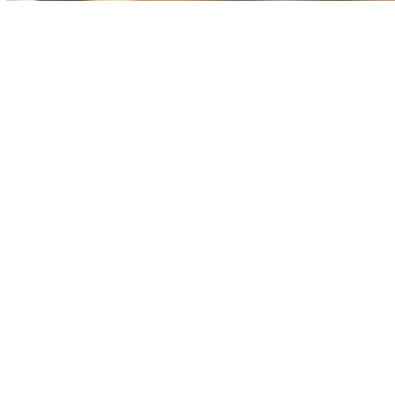
URLs beginning [www.isis-innovation.com/](http://www.isis-innovation.com/)... are automatically redirected to our new domain, [www.innovation.ox.ac.uk/](http://www.innovation.ox.ac.uk/)...

Phone numbers and email addresses for individual members of staff are unchanged

Email : [enquiries@innovation.ox.ac.uk](mailto:enquiries@innovation.ox.ac.uk)



Channelling  
expertise



Societal  
impact



Consultancy in the  
Social Sciences



**OXFORD**  
UNIVERSITY  
CONSULTING



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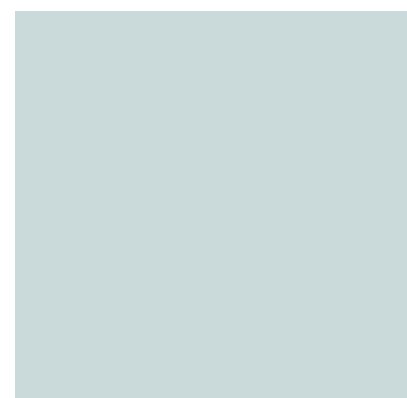
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## Introduction

A key part of the University's mission is to achieve wider engagement with society and to demonstrate the positive impact (both economic and societal) of research undertaken in Oxford. In 2000, the University established **Oxford University Consulting (OUC)**, now a division of Isis Innovation Ltd, to support staff who wish to undertake consultancy and departments that wish to make their facilities and expertise available to external organisations.

Consulting activity is one of the important means by which staff in the Social Sciences Division can make available their knowledge and expertise to benefit government, public sector organisations, community groups and business. Such interactions in turn benefit the University, as staff bring back to their teaching and research the insights, experiences and contacts they have gained as consultants.

With the REF seeking to assess not only the academic excellence of Oxford's research but also the impact of that research beyond academia, there has never been a better time for staff in the Division to be involved in consultancy activity.



*Consultancy case studies can be invaluable in demonstrating the impact of research undertaken in the Division. OUC has considerable experience of working on projects in the Social Sciences; its work with the National Audit Office is an excellent example of how it has supported Oxford's social scientists to make a real difference. Even researchers experienced in consultancy can benefit from OUC's professional approach, support with tenders, contract negotiation and the provision of insurance cover.*



**Professor Roger Goodman,  
Head of the Social Sciences Division**





*Over the past three years, OUC has seen a steady increase in the number and diversity of consultancy projects that call upon the advice and expertise of colleagues based in the Social Sciences Division. Since 2010, OUC has managed 138 consultancy projects across the Division, successfully contracting work for over 240 academic consultants.*

*We recognise that OUC's academic consultants are motivated to undertake consultancy work for a variety of reasons ranging from the desire to see their expertise applied to new challenges outside the spheres of teaching and research, through to financial benefits and the opportunity to build relationships that may lead to downstream research funding. Whatever the circumstances, we aim to work in partnership with staff in the Division, striving to offer an efficient and effective service and, where appropriate, business development support, which may include assistance in writing proposals, and tendering for work.*

*We are excited about the potential for consultancy in the Social Sciences to play an important role in both the Division's REF impact strategy and through its impact case studies. We welcome contact from staff, individually or on behalf of the department, to discuss how OUC can support the provision of consultancy services.*



**Andrew Goff, Head of OUC**



*I am delighted with the services of OUC. I was invited to assist a London-based media company in the design and facilitation of a strategic planning process for integrating the activities of its global business units. Oxford University Consulting handled all administrative aspects of the engagement, including negotiating, writing and executing the contract; arranging logistical details with the client; and billing and collections. The transaction was handled professionally in all respects, and the client was very happy with the outcome. More recently, I was invited to give a three hour business seminar to the 100 top executives of a global audit and advisory firm. Again, OUC handled all arrangements efficiently and professionally, to the satisfaction of myself and the client. I intend to use OUC for all of my future external consulting.*



**Thomas Powell, Professor of Strategy  
at the Saïd Business School**



# Academic Consulting Workshops

OUC holds a regular workshop for staff at the University entitled, “Academic Consulting – How to increase Impact and Income.” The workshop is relevant to anyone wishing to undertake academic consultancy and interested in learning more about how OUC can support them. The workshop is a stand-alone session, including lunch, and requires no prior training.

One such workshop at the Manor Road Building was a great success. A lively group of academics from the Social Sciences shared their experiences of consultancy with participants from Sociology, Economics, Criminology, Social Policy and Intervention, and Education. Judging by feedback, it is clear that the workshop’s informal, interactive style, combining practical advice with experience, is much appreciated.

If you are interested in attending a consultancy workshop please contact the Oxford Learning Institute (OLI) to reserve a place at the link below. The consultancy workshop is the first entry in the A-Z of courses directory.

[www.learning.ox.ac.uk](http://www.learning.ox.ac.uk)

## What Participants Said



Victoria Bancroft, the Administrator from the Department of Sociology, attended the workshop to see if it was something she could recommend to academics in her department. Victoria said, “This was an interesting and informative workshop, which shed light on the mysteries of consultancy! OUC is doing a great job promoting consultancy opportunities and providing support across the University, and we very much look forward to working more closely with them in the future.”

Dr. Rebecca Money-Kyrle from the Centre for Socio-Legal Studies commented, “This consultancy workshop was very informative and useful. I was surprised to learn just how much support OUC can offer to academics wanting to do individual consulting work. It worked very well as an interactive session, with participants able to ask OUC how they might manage challenges and problems that some attendees had, in the past, experienced when doing consulting work.”

Dr Therese Hopfenback from the Department of Education said, “I highly recommend this course which, thanks to the staff at OUC, gave me valuable knowledge on how to improve my skills as a professional consultant.”



How to  
increase  
Impact and  
Income

“

Oxford University Consulting has greatly reduced the paperwork and overheads involved in negotiating and completing occasional consultancy contracts, as well as complex collaborative projects. Their support has been valuable in assuring me that contracts, rights and responsibilities are handled correctly. I have no reservations in recommending OUC to my colleagues, which I routinely do.

”

Bill Dutton, Professor of Internet Studies, Oxford Internet Institute

### The benefits of using OUC

**MAXIMISING TIME**

- Managing projects
- Handling administration
- Securing payments

**REDUCING RISK**

- Negotiating contracts
- Providing insurance
- Protecting interests

**SUPPORTING IMPACT**

- Finding opportunities
- Preparing proposals
- Offering advice





**Claire Schofield, NDNA, said:**

“  
**Working with Oxford University Consulting added depth and expertise to our research into how nurseries engage with parents. It was exciting to be part of a project which challenged current academic theory on parental engagement. This project informed our thinking on practical advice to nurseries about more effective communication with parents.**  
”



School of Anthropology and Museum Ethnography  
School of Archaeology  
School of Interdisciplinary Area Studies  
Saïd Business School  
Department of Economics  
Department of Education  
School of Geography and the Environment  
Blavatnik School of Government  
Department of International Development (Queen Elizabeth House)  
Oxford Internet Institute  
Faculty of Law  
Department of Politics and International Relations  
Department of Social Policy and Intervention  
Department of Sociology  
Oxford Martin School  
Oxford-Man Institute of Quantitative Finance  
Smith School of Enterprise and the Environment

providing  
an efficient  
service to  
departments

# OUC working with Departments

Much of OUC's work in the Division is concerned with providing an efficient service to departments, as well as to individual members of staff. Last year, around one third of all revenue generated by OUC came from departmental consultancy and services agreements; revenue that OUC passed directly into departmental cost centres.

## Department of Education

The University's Department of Education has made a major contribution to the study of education for over 100 years and today it has a world class reputation for teaching and research in this field. The Department maximises its impact by applying its research expertise to provide consultancy services to governments, NGOs and commercial organisations. The consultancy ranges across the spectrum of educational age groups, from nursery associations such as the NDNA, to school improvement programmes, to higher education with the British Education Research Association.

OUC works closely with the Department. In the last year, for example, we have arranged 22 departmental consultancy projects.

## CfBT

The Department of Education has also provided consultancy through OUC to produce four reviews for the CfBT Education Trust on different aspects of the effectiveness of schools.

CfBT is a charity employing 2,500 people worldwide. CfBT's aim is to ensure that investment in educational research has a direct impact on beneficiaries via practitioners and policy makers.

The findings from these reviews were used to identify the key challenges to increasing the effectiveness of schools in the Gulf region, serving as background papers for a symposium which took place in Dubai in December 2010.

## The Academic's View

Professor Pam Sammons from the Department of Education said, "I have worked with OUC on several occasions for consultancy projects with various organisations.

I found the staff very efficient and quick in dealing with the legal and contractual aspects and in negotiating fees. I prefer to bring the fees from consultancy work into my Department to support research activity. It is good that the administrative side is dealt with so I can concentrate on the details of the academic consultancy engagement.

A recent highlight was a proactive initiative by OUC that involved the suggestion of a new consultancy contact and the arrangement of a lunch time meeting to facilitate the link to support the client's interest in school improvement."

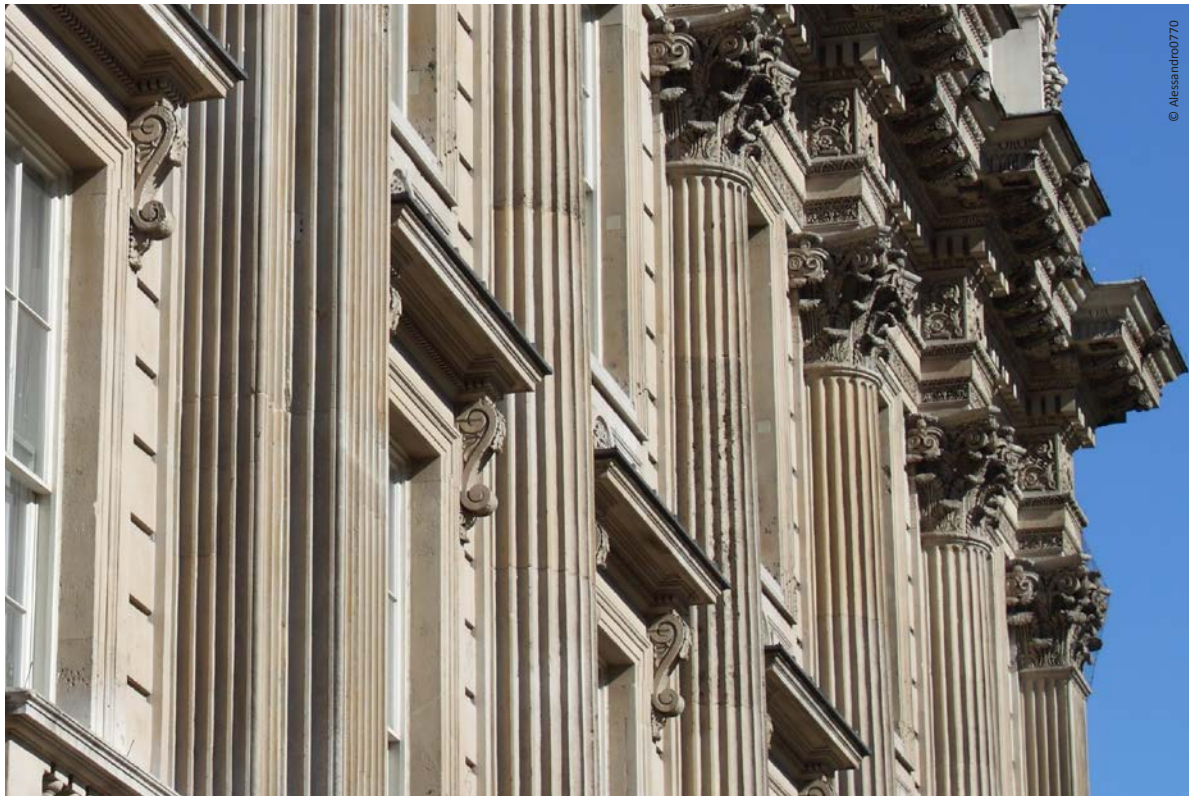


## Client

The National Audit Office

## Academics

Over 55 different academics across the University, and mainly from the Social Sciences, have undertaken consultancy on the NAO Project for Oxford University Consulting.



© Alessandro0770

## Dates

2003 - ongoing



## An Academic's View

“ Working for OUC is easy in terms of their excellent administration. It's run well by experienced, friendly and helpful staff who are sympathetic to the demands of academic life and, in particular, term time commitments. I much prefer to deal with a university body rather than an outside consultancy and to do work that enhances the reputation of the University. I also doubt that I would find the same helpful administrative support elsewhere. ”

Carolyn Hoyle, Director of the Centre for Criminology

the  
Government  
watchdog

# Supporting the nation's auditors

## Background

The NAO, often called the Government watchdog by the BBC, scrutinises Government spending on behalf of parliament and saves taxpayers millions of pounds, estimated at £9 for every £1 spent running the Office. They produce reports from their Value for Money (VfM) studies examining how Government departments are spending taxpayers' money which are presented to the Public Accounts Committee in Parliament.

## What we did

After a competitive tendering process, OUC was awarded a contract to manage the independent and objective review of over 200 of the NAO's VfM reports over a period of eight years.

## Impact and Benefits

Carolyn Hoyle, an experienced reviewer, expands on her experience...



***I have carried out external reviews of reports prepared by the National Audit Office for OUC since 2009. Until recently, I did pre-and-post publication reviews, although the NAO has now stopped the former, requesting only pre-publication review.***



***Anticipation of external review must influence those at the NAO and help to keep them accountable.***



Anthony Heath, Emeritus Professor of Sociology at the Department of Sociology comments...



***We have had various beneficial effects on the NAO itself, and its methods, for conducting VfM reports. Of all the government work that I have done, this is probably the work that has had the most direct positive impact.***



## Client

The National Day Nurseries Association

## Academics

Professor Kathy Sylva of the University of Oxford's Department of Education.



© Monkey Business Images

## Dates

2010 – 2012



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## The Academic's View

“ This project provides an ideal opportunity to capture the expertise of those at the frontline of the sector, feeding into further research and informing future improvement guidance for nurseries. ”

Professor Kathy Sylva

# Helping families with young children

## Background

National Day Nurseries Association (NDNA) is a national charity representing children's day nurseries across the UK, giving them information, training and support, so they can provide the best possible care to young children. NDNA is the voice of the sector, an integral part of the lives of nearly one million children and their families.

## Project Lead

Kathy Sylva is Professor of Educational Psychology at the University of Oxford, Department of Education. She is one of the leaders of the DCSF research on effective pre-school, primary and secondary education (EPPSE) and on the evaluations of the Graduate Leader Fund and the Early Learning Partnership Project. She was Specialist Adviser to the House of Commons Select Committee on Education in 2000-2001 and again in 2005-2009. She was awarded an OBE in 2008 for services to children and families.

## Impact and Benefits

The NDNA has, over a number of years, engaged with Professor Sylva through Oxford University Consulting. Professor Sylva, who is also a voluntary member of the National Policy Committee and Educational Advisor to the NDNA, supports the NDNA to develop their research expertise.

The Professor has been involved in supporting a project entitled, 'Exploring barriers and opportunities for parental engagement in childcare settings', which aims to identify best practice in nurseries and highlight innovative methods to engage families.

Professor Sylva commented...



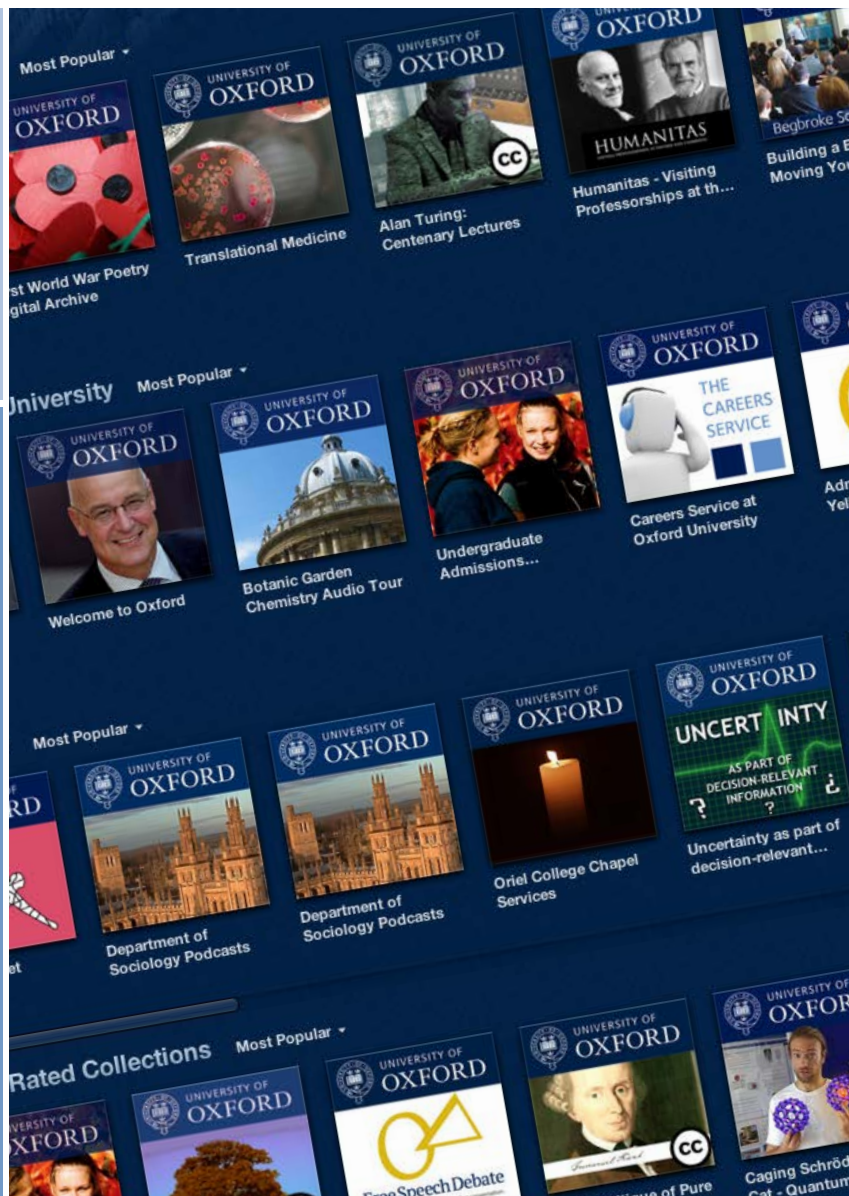
***This project provides an ideal opportunity to capture the expertise of those at the frontline of the sector, feeding into further research and informing future improvement guidance for nurseries.***



Client  
JISC

Academic

Dr Eric Meyer,  
Oxford Internet  
Institute.



Dates  
2011



The Academic's View

“ I have done several consultancies with OUC, mostly focusing on my work with the arts, culture and humanities communities. I have had projects ranging from helping organisations understand how to measure and enhance the impact of digital library and museum collections, to working with a London theatre researching how their project to create a digital platform that allows artists to engage with the theatre and with audiences has enabled new working practices. As an academic researcher, I appreciate that OUC handles the finances and legal work for me, leaving me to focus solely on the meaningful content of the project.”

Dr Eric Meyer

JISC

# Exploring digital impact

## Background

JISC is the UK's consortium for technology in higher and further education.

They commissioned a report evaluating the Impact of digital resources on research, teaching and wider society.

The report shows the outcome of the JISC impact and embedding of digitised resources programme. The author looked at digital collections such as the University of Oxford's iTunes podcasts, which attract one-two million listeners from across the world daily.

## Project Lead

Dr Eric Meyer is the DPhil Programme Director and a Research Fellow at the Oxford Internet Institute. Dr Meyer has interests in e-Social Science, social informatics, information science, technologies in regular use, regular behaviour of scientists as they use technology, social aspects of science and technology, and digital photography.

## Impact and Benefits

Dr Meyer found that, "A positive impact on wider society is evident in a number of digital resources, particularly those with content of interest to amateur historians, primary and secondary school students, and lifelong learners."



He concluded in his report that A Vision of Britain through Time has proved popular with local historians, British History Online is of broad interest to British history enthusiasts, and the Old Bailey Proceedings Online is frequently used by genealogists.

Fifteen recommendations were made on how digital resources can maximise their impact. These can be read, along with the full report, online: <http://ssrn.com/abstract=1846535> This report was particularly important to the work of JISC in terms of demonstrating the value of investing in scholarly digital content.





**Client**

The Ramphal Centre

**Academic**

Dr. Thomas Lacroix



**Dates**

2011



The World Bank has reported that remittances sent home to developing countries from migrants totalled \$325 billion in 2010, representing a lifeline for the poor and supporting development of general wellbeing, food security and entrepreneurship.

# Evaluating economic relationships involving diasporas

## Background

The Ramphal Centre is an organisation set up by the Commonwealth's 53 Member States to operate as an independent intellectual hub on policy issues to support member states in their efforts to meet the environmental, developmental and governance challenges of the 21st Century. The core activity of the Centre is to carry out policy studies of the highest quality.

The Ramphal Centre, with the assistance of the Commonwealth Foundation, has been working with the UN Food and Agriculture Organisation on a significant and dynamic study on the role of diasporas as to the food security and development of the countries of origin.

## Project Lead

Dr. Thomas Lacroix, formerly of the International Migration Institute – which forms part of the Oxford Department of International Development – and the Oxford Martin School, was commissioned by the Ramphal Centre through a consultancy agreement arranged by Oxford University Consulting to synthesise the findings of the study in a report.

## Impact and Benefits

While migration is all too often seen by nations as a problem to be solved rather than as an instrument to be used for positive benefits, evidence of the development potential that migration can bring is now being highlighted.

The Commonwealth is one of the major migration arenas, accounting for 45 million international migrants, or one fifth of the global total. The Commonwealth also contains some of the least food-secure countries in the world.

The report produced by Dr Lacroix demonstrated the positive impact of migration on rural development, food security and poverty reduction.

The Commonwealth benefits from this work through a greater understanding of the effects of diasporas and migration on agricultural development to reduce poverty and food crises. The findings of the report were also used to inform debate on migration and development during both the FAO conference on food security in Manilla and the Commonwealth Heads of Government Conference in Perth, held in November 2011.



## Client

The client, a UK-based environmental consultancy, is responsible for a project based on the United Nations framework of Reducing Emissions from Deforestation and Degradation (REDD) in Mozambique.

## Academic

Rohitesh Dhawan,  
Post-graduate  
student from the  
Environmental  
Change Institute

## Dates

2011



## The Academic's View

“ This project is pioneering in many ways and can bring real benefits to the people and environment of Mozambique. It also shows the great potential for partnerships between industry and academia in an increasingly important field. ”

Rohitesh Dhawan

# Preserving rainforests in Africa

## Background

One of the first initiatives of its kind to be funded entirely by private capital, the project aims to help preserve an area of natural forest that faces pressure from deforestation. It leverages the Voluntary Carbon Market to generate revenues that can be reinvested in the country to provide a viable alternative to the clearing of forests by local communities.

## Project Leader

Postgraduate student Rohitesh Dhawan helped develop a project that aims to preserve Mozambique's forests. Rohitesh, an MSc graduate from the Environmental Change Institute, provided consultancy for a UK-based firm that offers consultancy, verification and monitoring services for environmental resources and investments.

## Impact and Benefits

Rohitesh assisted with the development of the Business Plan and the Project Cycle. He accompanied the project team to Mozambique for meetings with key stakeholders and contributed to the development of the overall strategy.

The project is expected to have a significant impact beyond its immediate scope. It will be implemented through a Public-Private Partnership with the Eduardo Mondlane University, the oldest public university in Mozambique.

This model helps deliver on the project developer's commitment to reinvest a significant portion of the proceeds from the project into local communities and the University. In doing so, the project is expected to strengthen local research capacity, establish a new level of accuracy of data related to Mozambique's key environmental indicators and provide valuable input into the government's national REDD strategy.

The project breaks new ground in accelerating the important measures required to prevent deforestation in Africa. It will be the first project in a programme that can provide a range of benefits to Mozambique. Equally important, it paves the way for other African nations to access carbon markets and take early measures to prevent the removal of rainforest resources.

EXCELLENCE  
**CONSULTANCY**  
 SOCIETY EXPERTISE  
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**SOCIAL SCIENCES**  
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 APPLIED RESEARCH  
 RESEARCH EXCELLENCE FRAMEWORK  
 GOVERNMENT POLICY  
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**ACADEMIC**  
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 ADVICE



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To register for the  
 consultancy workshop  
 please go to

<http://bit.ly/TvIkJw>

To register as a consultant with OUC please go to  
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