

# UBC Knowledge Exchange Capacity-Building Framework

*The UBC Knowledge Exchange (Kx) Unit fosters a supportive culture of Kx and assists researchers in establishing meaningful collaborations beyond academia and communicating research ethically and effectively for greater impact.*

The Kx Unit developed this framework as its guiding architecture for conceptualizing Kx training, planning, and doing. The framework's components are specific abilities and approaches that demonstrate the scope of Kx beyond knowledge dissemination. Collectively, the components can help inform multiple elements of the research process, develop effective communication strategies, and build authentic partnerships.

The framework and its components are not meant to proceed chronologically—rather, they offer diverse and interconnected ways to identify and meaningfully engage with the expertise of audiences, stakeholders, collaborators, and partners within and beyond the academy. Lastly, we hope that this framework helps provide members of the UBC research community with a shared vocabulary for engaging in Kx.

Component	Description	Examples of Goals	Examples of Activities	Examples of Resources <sup>1</sup>
<b>Communicate</b> your research message	When, how, and with whom to communicate in order to amplify your research message	<ul style="list-style-type: none"> <li>Shift or deepen a conversation</li> <li>Build relationships with specific stakeholders and potential collaborators</li> <li>Provide decision-makers with reliable evidence to change policy or practice</li> <li>Motivate your audience to shift perspective or take action</li> </ul>	<ul style="list-style-type: none"> <li>Develop a tailored communication strategy for your intended purpose, audience, and context</li> <li>Create content to disseminate (e.g., a tweet, headline, policy brief)</li> </ul>	<ul style="list-style-type: none"> <li>Training to develop media content</li> <li>Consultations, reviews, or guidelines to tailor grant proposals for specific readers</li> <li>Design and editing training or design services</li> <li>Space for recording media content or hosting public events</li> </ul>
<b>Situate</b> your research in a wider context	Navigate the unique set of people, networks, processes, and motivations that shape your research context	<ul style="list-style-type: none"> <li>Identify the people, conditions and processes that impact decisions</li> <li>Determine how, when, and with whom to engage</li> <li>Articulate your value proposition</li> </ul>	<ul style="list-style-type: none"> <li>Map the assets, decision-making processes, and other factors that shape a system</li> <li>Diagram stakeholder influence, relationships, and power</li> <li>Conduct a SWOT analysis</li> <li>Engage in a social media listening exercise</li> <li>Write a value proposition by connecting with your stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Support to identify potential partners, collaborators, or stakeholders</li> <li>Training related to cultural sensitivity, working with industry, or informing policy changes</li> <li>Opportunities (e.g. grants, partnerships, networking activities) to connect with potential partners, collaborators, stakeholders</li> </ul>

<sup>1</sup> These are examples of resources and supports that can help develop each Kx skill and execute each Kx activity

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<b>Align</b> protocols, expectations, and processes	Create the best conditions to advance collaborative research	<ul style="list-style-type: none"> <li>• Understand the norms for your context</li> <li>• Maintain collaborative relationship resilience over time</li> <li>• Establish clear protocols and processes as early as possible</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate a shared goal and workplan with a group of partners, stakeholders, and collaborators</li> <li>• Clarify the parameters for collaboration and tools to formalize the partnership</li> <li>• Define roles and responsibilities for researchers and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Financial support to compensate partners for their expenses and contributions</li> <li>• Services to establish memoranda of understanding, research agreements, and intellectual property agreements</li> <li>• Platforms to manage or share data and research findings</li> <li>• Tools to develop research project timelines, reports, and evaluation plans</li> </ul>
<b>Co-create</b> activities, products, and tools	Elicit external knowledge to enrich your research and drive change	<ul style="list-style-type: none"> <li>• Build mutually beneficial relationships with partners</li> <li>• Mobilize tacit, explicit, experiential, administrative, and community knowledge that resonates with – and engages – partners, collaborators and stakeholders</li> <li>• Understand the conditions for partners, collaborators, and stakeholders to achieve positive outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a design thinking approach to engage with partners, collaborators, and stakeholders</li> <li>• Host consultations and focus groups to surface external knowledge</li> <li>• Co-develop metrics to evaluate whether goals have been achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Training and tools to facilitate collaborative meetings</li> <li>• Space to meet with partners, collaborators, and stakeholders</li> <li>• Guiding principles for engagement with partner organizations</li> </ul>
<b>Plan</b> for change	Design an integrated and long-term plan to drive change with research	<ul style="list-style-type: none"> <li>• Clarify vision for working collaboratively with research partners, stakeholders, or collaborators</li> <li>• Integrate objectives and key strategies from the previous four components (Communicate, Situate, Align, and Co-Create)</li> </ul>	<ul style="list-style-type: none"> <li>• Divide a complex project or process into incremental steps</li> <li>• Design a plan that integrates communication and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Draw on resources from the previous four components as applicable</li> </ul>