

Business and Community Engagement

Enhancing the contribution of HE to the economy and society

An Overview

JISC Conference

13 March 2007

Simon Whitemore

Programme Manager

Business and Community Engagement

JISC Executive

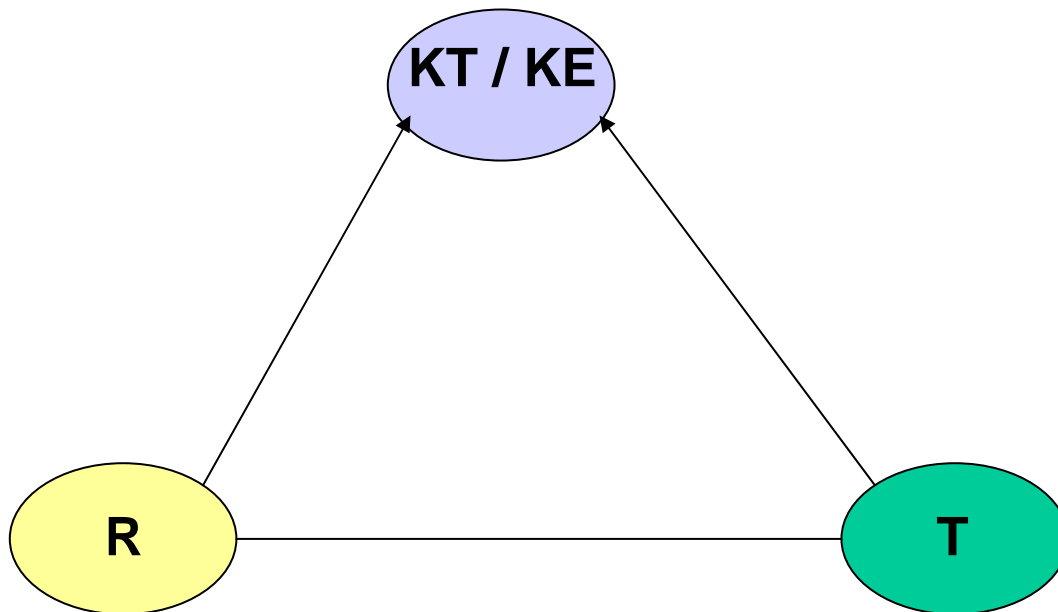
The economy and society theme

Business and Community Engagement

Business and Community Engagement

via Knowledge Transfer/ Knowledge Exchange:

Externalisation of teaching and research knowledge and expertise
for the benefit of the wider community

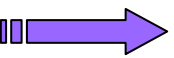


Context: the new global challenges

- Economic competition from BRIC* countries – low price but high tech, high capacity & rapidly developing knowledge bases
- Global and domestic tensions from increasing wealth disparity, multi-culturalism, social inequities
- Ageing population; weakening civic participation
- Environmental and sustainability challenges
- But.....

* *Brazil, Russia, India and China*

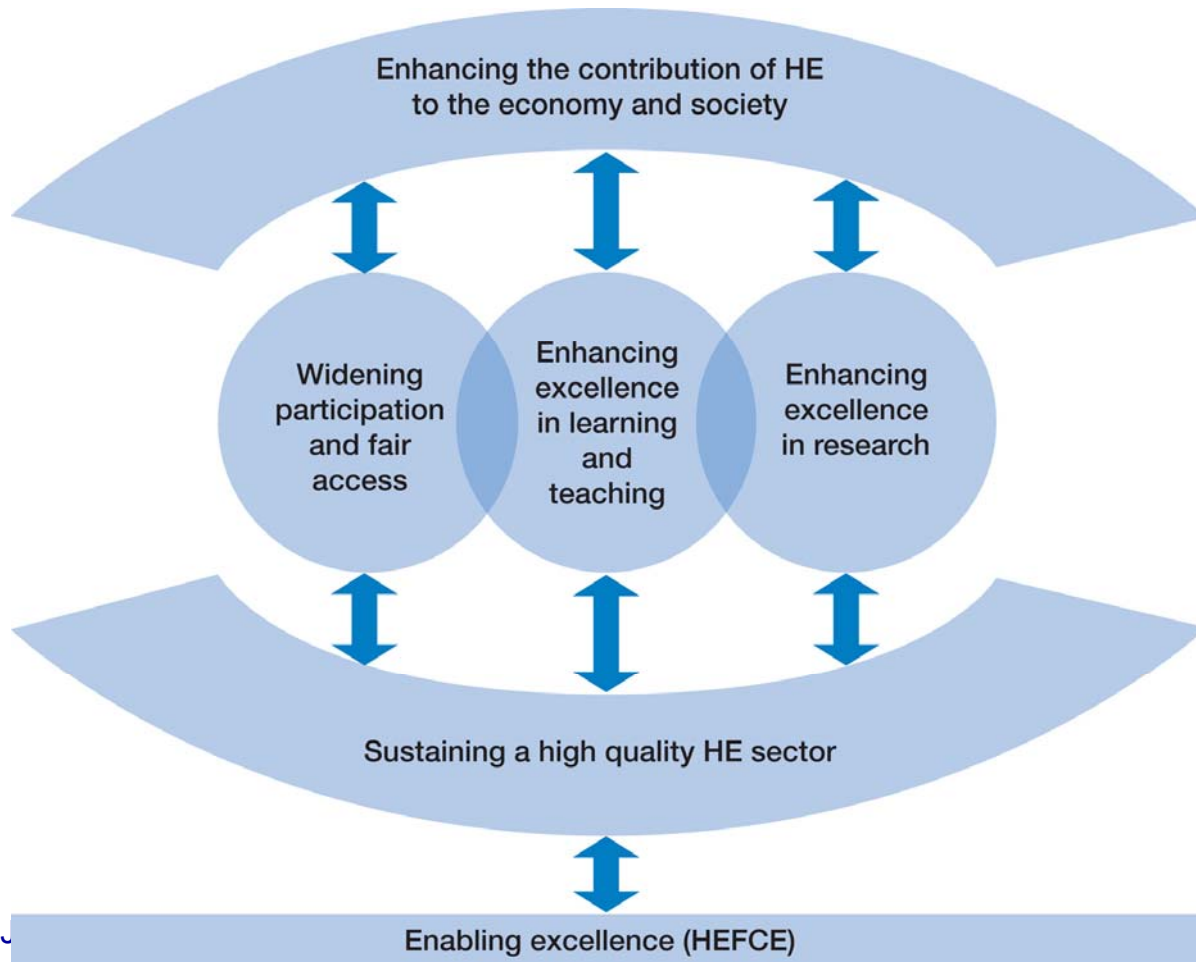
UK sources of competitiveness – HE knowledge base

- High quality, internationally networked research base
- Relatively high quality and standards of teaching across all HE sector; good UK HE brand overseas
- Increasing importance of inter- and multi-disciplinarity; New combinations of knowledge  new markets
- Developing links into regional and local social and economic communities – progression routes etc
- Public funding and Government commitment to knowledge transfer and exchange

Recent Government Policy Context

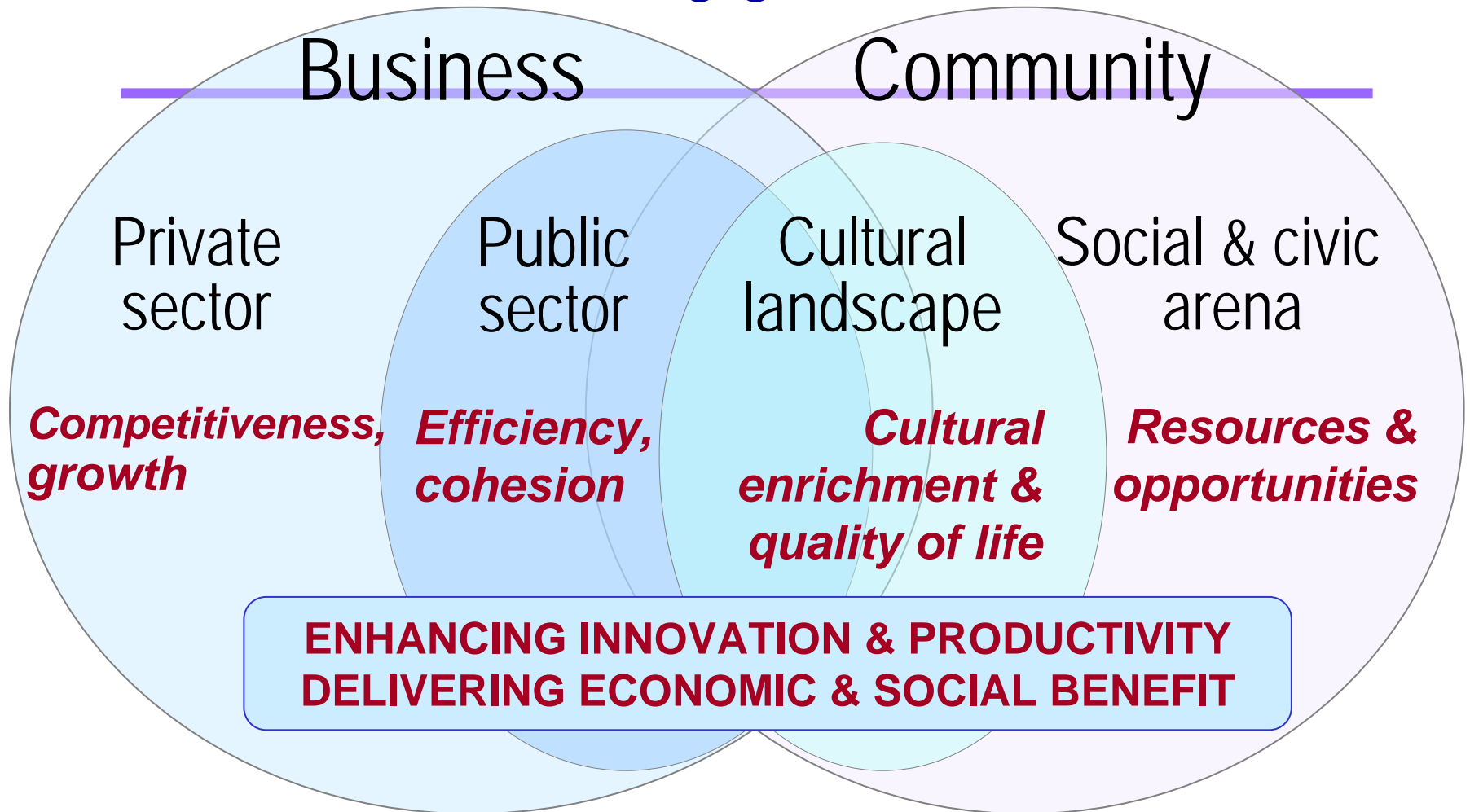
- Science & Innovation Investment Framework 2004-14; target: R&D 2.5% of GDP; public engagement of science
- HEIF 3: formula allocation (75%) and competition (25%)
- Reviews: Gowers (IP); Sainsbury (Science & Innovation); Leitch Review (Skills), Foster (FE)
- Regional economic development: sub-national review
- DTI Business Support Simplification programme
- Cooksey Review (Health Research funding)

HEFCE strategic themes



Knowledge Transfer & Exchange in Institutions

Scope and typical *outcomes* of Business & Community engagement



Note: This diagram does not represent scale of activity

SW BCE for JISC Conference 2007

JISC

Engagement as core activity

- Teaching; research; engagement with external communities
- 4 areas of engagement (not mutually exclusive)
- Different outcomes but same core process (non-linear):
 - Organise and configure internal capabilities/resources
 - understand external communities/partners
 - diagnosis and prognosis of needs/opportunities
 - apply thought leadership and mobilise tailored solution
 - exchanging the appropriate combination of knowledge for pre-determined mutual benefits
- ACU* consultation document in 2001

*Association of Commonwealth Universities

BUSINESS Private Sector – typical activities

Contributing to companies' and general economic competitiveness and growth, providing:

Intellectual capital, thought leadership, problem solving and competitive advantage via:

- *Consultancy*
- *Contract research*
- *Collaborative research*
- *CPD and training services*
- *Incubation facilities and services*
- *Start-up companies*
- *Spin-off companies*
- *Joint new ventures with existing companies*
- *Licensing opportunities*
- *Venture Capital investment opportunities*
- *Micro/small enterprise support*
- *Access to knowledge enriched facilities*

NB Impact tends to be financial or financial measurable

BUSINESS Public Sector – typical activities

Contributing to organisations' and services general socio-economic efficiency and cohesion via

– Consultancy or expert services to (examples only):

- ***Local Government policies and practices***
- ***National Government policies and practices***
 - ***E.g. NHS and Health, Transport, Education, Pensions, Economy, International issues***
- ***Regional Development Strategies***
- ***Regeneration***
- ***Libraries***
- ***Museums and Galleries***
- ***Charities' policies and practices***
- ***Publicly supported Trusts***

**NB Impact measurable in terms of service efficiencies or enhancements gained;
can also be financial, pro bono, paid for in kind**

JISC

CULTURAL Landscape – typical activities

Providing cultural enrichment & enhanced quality of life, contributing:

Events, festivals & facilities utilising the HEI's intellectual assets, e.g.

- *public lectures*
 - *performing arts events*
 - *exhibitions - museums and galleries*
 - *museum education*
 - *literary or cinematic event*
 - *libraries*
 - *fashion show*
- *Regeneration plans (use of arts and culture in regeneration)*
 - *Knowledge and expertise for*
 - *tourism, local history and anthropology, archaeology, new media*

**NB Impact measurable in terms of numbers of individuals who benefited,
enhanced profile of HEI bringing enhanced profile of region**

COMMUNITY Social & Civic – typical activities

Providing resources and opportunities to enhance social cohesion and vitality via:

- *Social entrepreneurship/corporate social responsibility*
- *Regeneration activities*
- *Physical environment improvements*
- *Staging of knowledge base enriched sports & conferences*
- *Education, training (e.g. continuing education/extra-mural)*
- *Volunteering schemes*
- *Food & diet improvement*
- *Health awareness programmes*
- *Problem solving - crime, narcotics etc.*
- *Services for targeted groups e.g. IT for the elderly*

**NB Impact measurable in terms of numbers of individuals who benefited;
statistics relating to reduced dependency on public services**

JISC

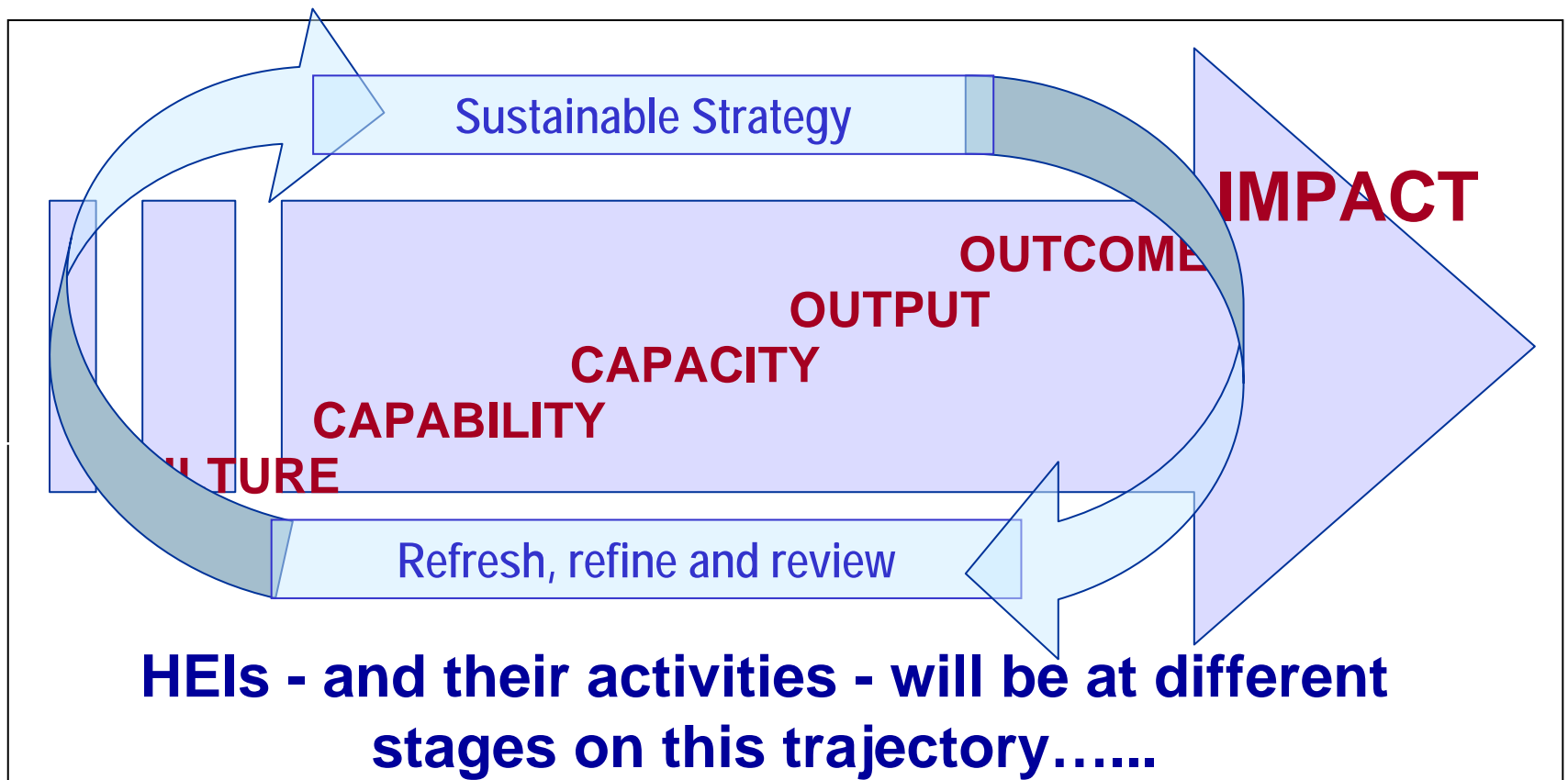
Essence of BCE

The essential characteristics:

- The externalisation agenda for institutions
 - looking outwards from institution: economic and civic role
 - the HEI and FEC knowledge & expertise offer, clearly articulated
- Helping institutions to become more business-like
 - and supporting collaboration and professionalisation
 - embedding BCE in institutional strategies
- Enabling change in institutions
 - culture change, strategic change and organisational change for more effective and explicitly recognised KT/KE

....it's a change management programme

Annex: Evolution of change catalysed by HEFCE third stream funding



JISC Business and Community Engagement

Fifth strategic aim, JISC Strategy 2007-09:

‘developing and implementing a programme to support institutions’ engagement with the wider community’

- Undertake a comprehensive user needs study..
- Define a more developed work programme...
- Enhance the provision of JISC services...
- Raise awareness about JISC with BCE practitioners..
- Develop JISC's capacity to understand BCE..

JISC Business and Community Engagement

- (So called 'Third Stream')
- **Pilot work (2007)** resulting from 2006 Think Tank and subsequent Hill/Farmer user surveys and interviews:
 - Social s/w for CoPs* using web 2.0 technologies
 - JISC Legal advice - use of IPR in publicly funded projects
 - JISC Advisory services available/relevant to KT community, e.g. Netskills training, InfoNet good management practice
 - ITT going looking at CRM usage across institutions
 - Potentially enhanced role for Regional Support Centres – already involved in WBL – in brokering
- Autumn: refine case for programme (2008-) funds based on evaluations of above activities & user analyses

*CoPs – Communities of Practice

SW BCE for JISC Conference 2007

JISC

JISC Business and Community Engagement

Initial focus of activities:

- Embedding BCE across JISC as cross-cutting; incl. other channels, eg VRE, e-learning, VLEs
- Audit existing activities for BCE relevance/flavour
- Programme definition and strategic framework
 - Including evaluation, risk, governance including JOS sponsorship, change agency, WG, specific projects,
- Internal (JISC) and External Comms and Marketing
- Audience/constituency maturity model to assess gaps
- Employer engagement

BCE: Where can JISC Add Value (1)

Supporting institutions' engagement with the wider community:

- Facilitating HEI/FEC-HEI/FEC collaboration
 - Shared services, efficiencies, complementary offers
 - Supporting Communities of Practice
- Institutional Knowledge Management, incl. CRM
 - Info mgt, systems integration, business process support
- Institutional Service Management (eg CKEs)
 - Gateways, service portfolio (e-Framework)
- Facilitating organisational & cultural change in HEIs/FECs

BCE: Where can JISC Add Value (2)

More direct contributions

- Evaluation and impact analysis
- Communication & marketing of HE BCE offer
- Advisory Services expertise & guidance, e.g.
 - Legal,
 - Training and staff development (Netskills),
 - Infonet (good management practice)
 - TechDis (equality agenda)
- Facilitating HEI/FEC-external organisation collaboration, e.g. by faster network links
- Enhancement of HEI/FEC offer to external orgs e.g. SMEs by
 - access to valuable resources (e.g. British Library's Business & IP?)
 - e-enablement of SMEs – addressing the digital divide

Good KE Practice Programme:

KT/KE Recipes for Success, website and KE Process Framework

KE Process Framework

(6 streams, several sub-streams):

50 Recipes for Success –
transferable models of how to
overcome common problems in
KT/KE; fruit of collective
knowledge

120+ illustrative case studies

National GP Steering Group

6 Working gps; several CoPs

**Working with Institute of
Knowledge Transfer (IKT)**

Website:

<http://www.kegoodpractice.org>

STRATEGIC DIRECTION & PREPARATION FOR CHANGE

e.g. Engaging the knowledge base

ORGANISATIONAL CHANGE

e.g. Embedding KE recognition and reward

INTERNAL STANDARDS AND PROCEDURES

e.g. Effective inter-HEI collaboration models

MARKETING

e.g. Market analysis, preparation and feedback

PARTNERSHIPS (HEI-NON HEI)

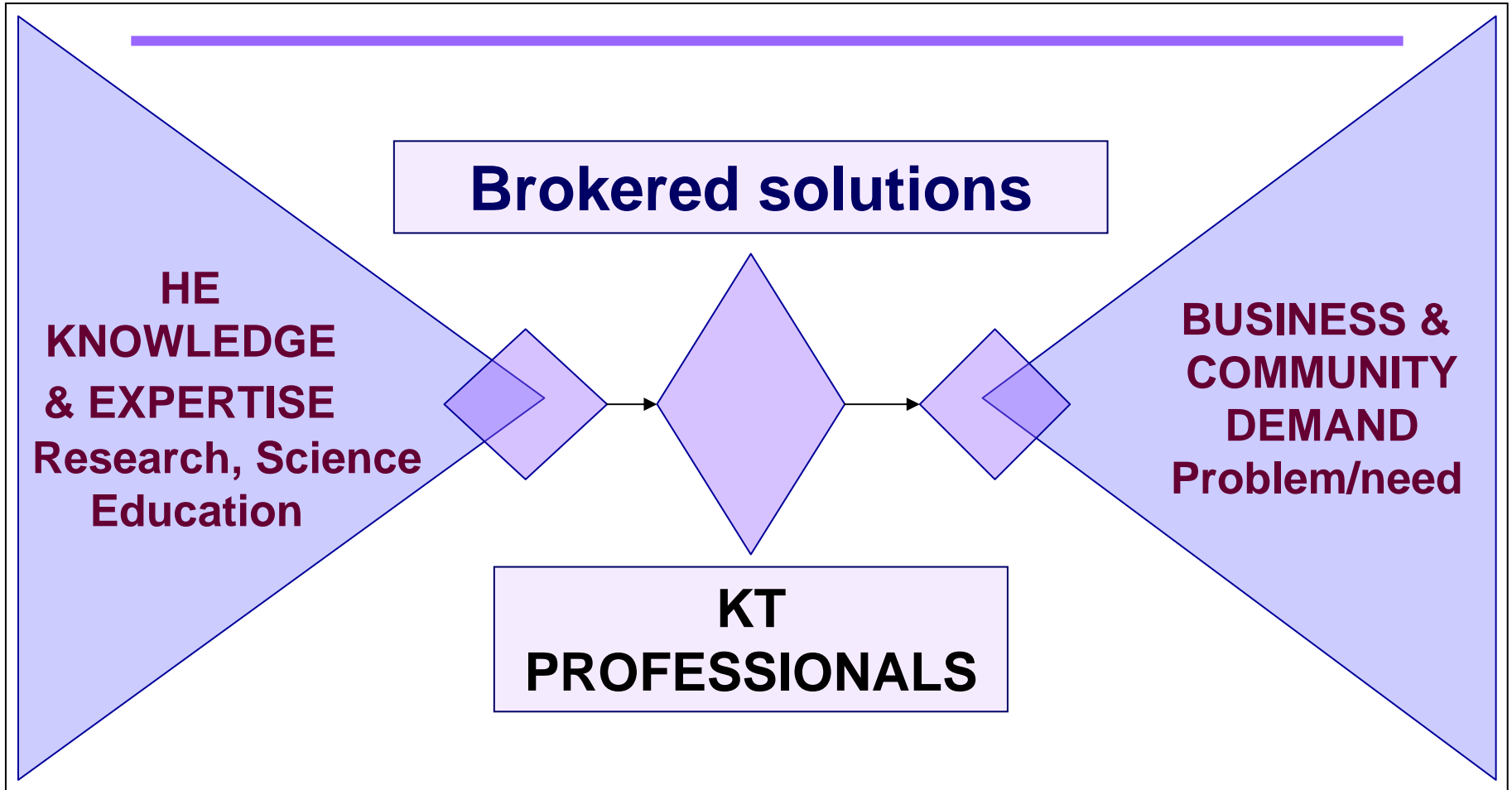
e.g. Uniting expertise with business need

RESULTS AND EVALUATION

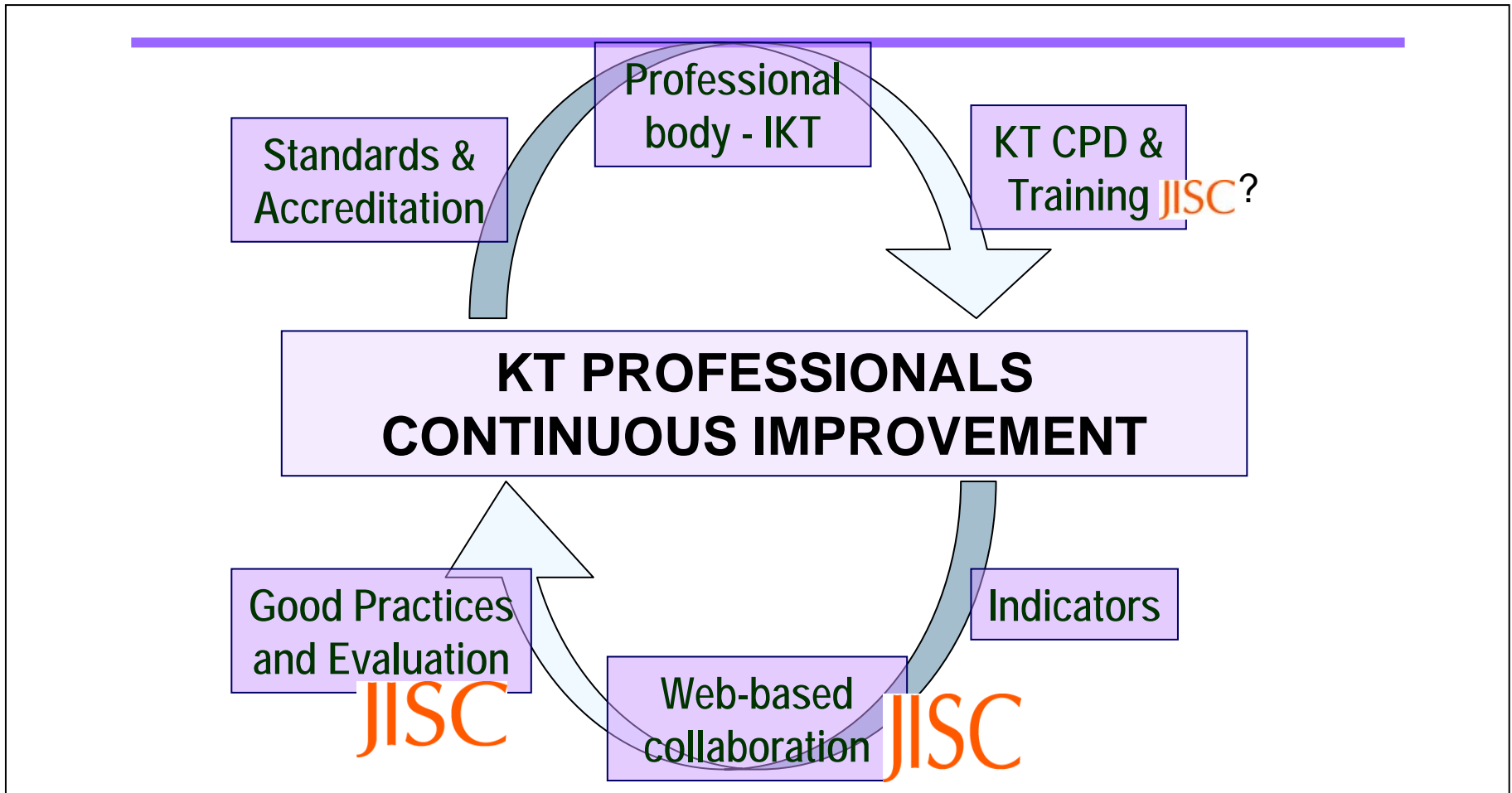
e.g. Models of client/partner evaluation of services

JISC

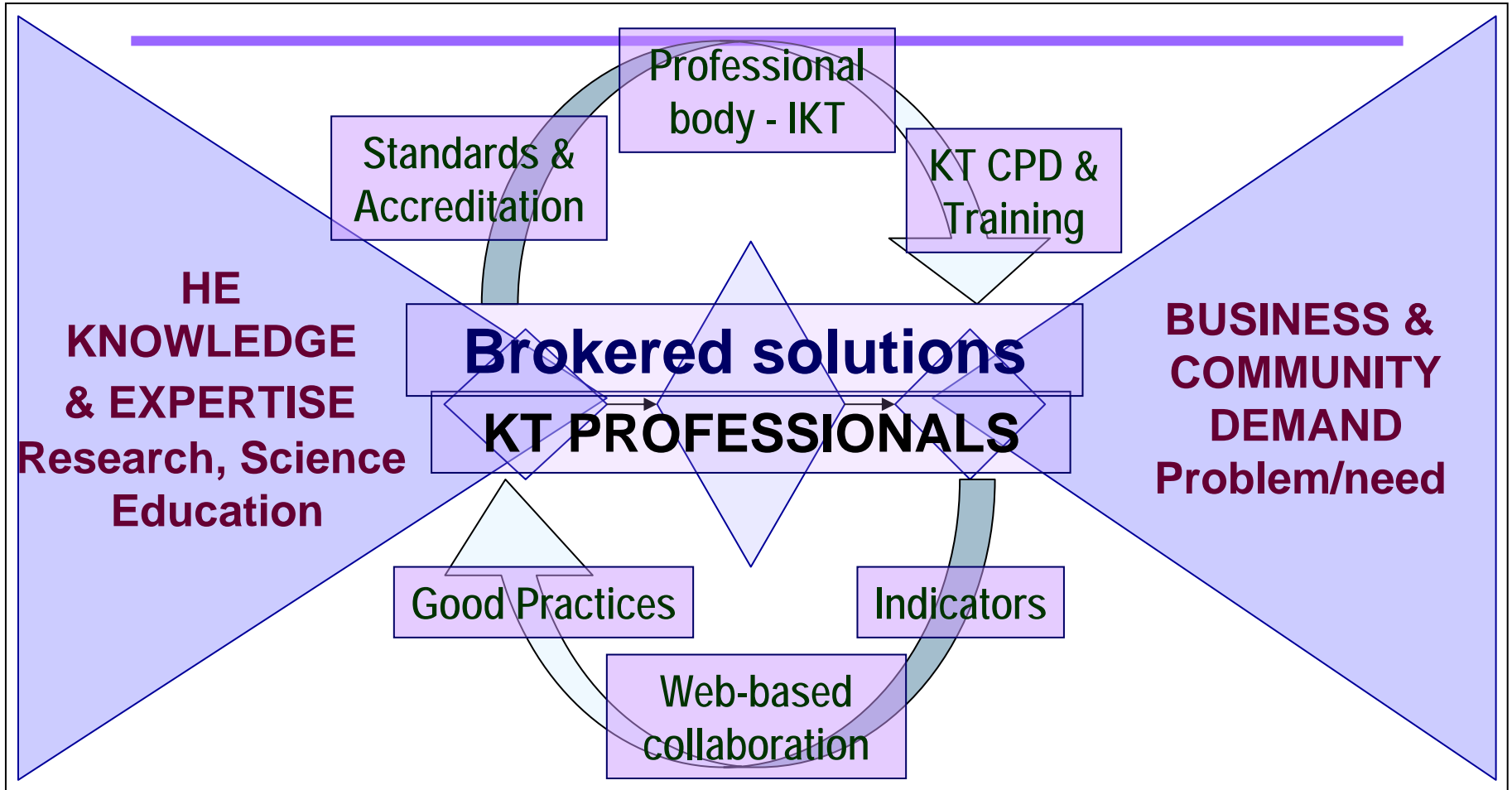
KE Knowledge Transfer and Exchange Offer



Vision: Professionalised HE Knowledge Transfer and Exchange



Optimised HE Knowledge Transfer and Exchange



Business and Community Engagement

Enhancing the contribution of HE to the economy and society

Thank you.

JISC Conference
13 March 2007

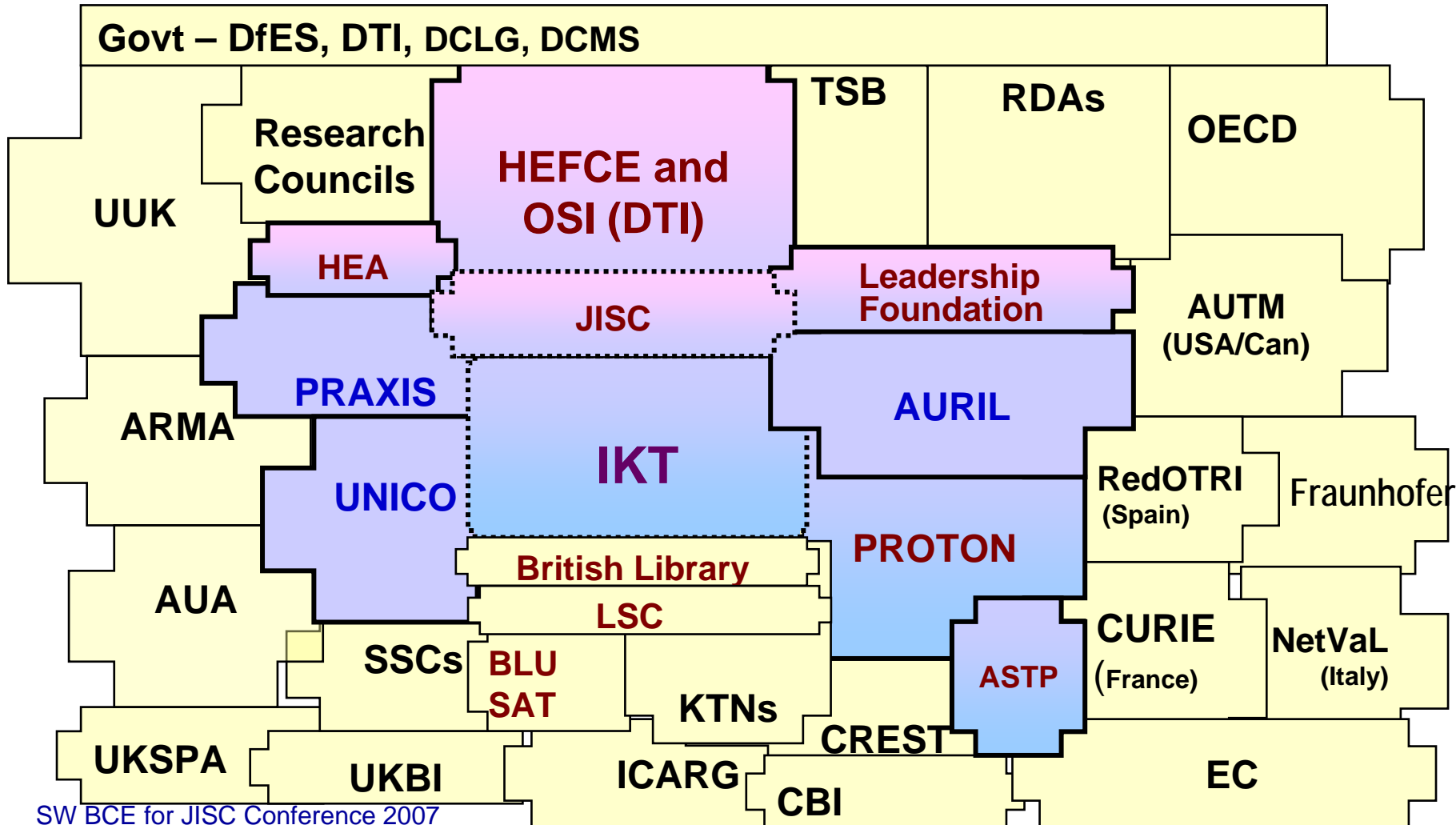
Simon Whitemore
Programme Manager
Business and Community Engagement
JISC Executive

Annex follows

Knowledge Transfer and Exchange Landscape –

Main bodies with an interest in KT/KE

KT/KE improvement and/or KT/KE professional development



Bodies with an interest in Knowledge transfer & exchange - reference

Main bodies, other than HEFCE, OSI and Govt depts, involved in KT/KE
good practice development and/or KT/KE professional development:

ARMA - Association of Research Managers and Administrators
ASTP – Association of European Science and Technology Transfer Professionals
AUA – Association of University Administrators
AURIL – Association for University Research and Industry Links
AUTM (USA/Can) – Association of University Technology Managers
BLU SAT – Business Link University Subject Area Team
British Library
CREST – Comité de Recherche Scientifique et Technique (advising EU Commission)
CURIE – French Network of R & KT Offices
Fraunhofer – German Institutes for applied research
HEA – Higher education Academy
ICARG – Inter-company Academic Relations Group (offshoot from CBI)
IKT – Institute of Knowledge Transfer
KTNs – Knowledge Transfer Networks (former Faradays)
NetVaL – Italian Network of KT Offices
OECD – Organisation for Economic Cooperation and Development
PRAXIS – The UK University Technology Transfer Training Programme
RedOTRI – Spanish network of KT offices
Research Councils
RDAs – Regional Development Agencies
SSCs – Sector Skills Councils
TSB – Technology Strategy Board (DTI)
UKBI – UK Business Incubations
UKSPA – UK Science Park Association
UNICO – The University Companies Association
UUK – Universities UK

JISC

Annex: What has been invested so far (£)

HEROBC first phase	62M	2000-2003
HEROBC second phase	22M	2000-2004
Transitional Funding	10M	2003-2004
HEIF 1	78M	2001-2004
HEIF 2 (including CKEs)	187M	2004-2006
HEIF 3 (including CKEs)	238M	2006-2008
KTCF	9M	2004-2006
HEACF	27M	2002-2004
HEACF 2 (now TQEF)	10M+	2004-2006
Business Fellows	1M	2001-2004
TOTAL	644M	2000-2008

Annex - Chronological Funding View

