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Addressing the barriers to Business and Community Engagement (BCE)

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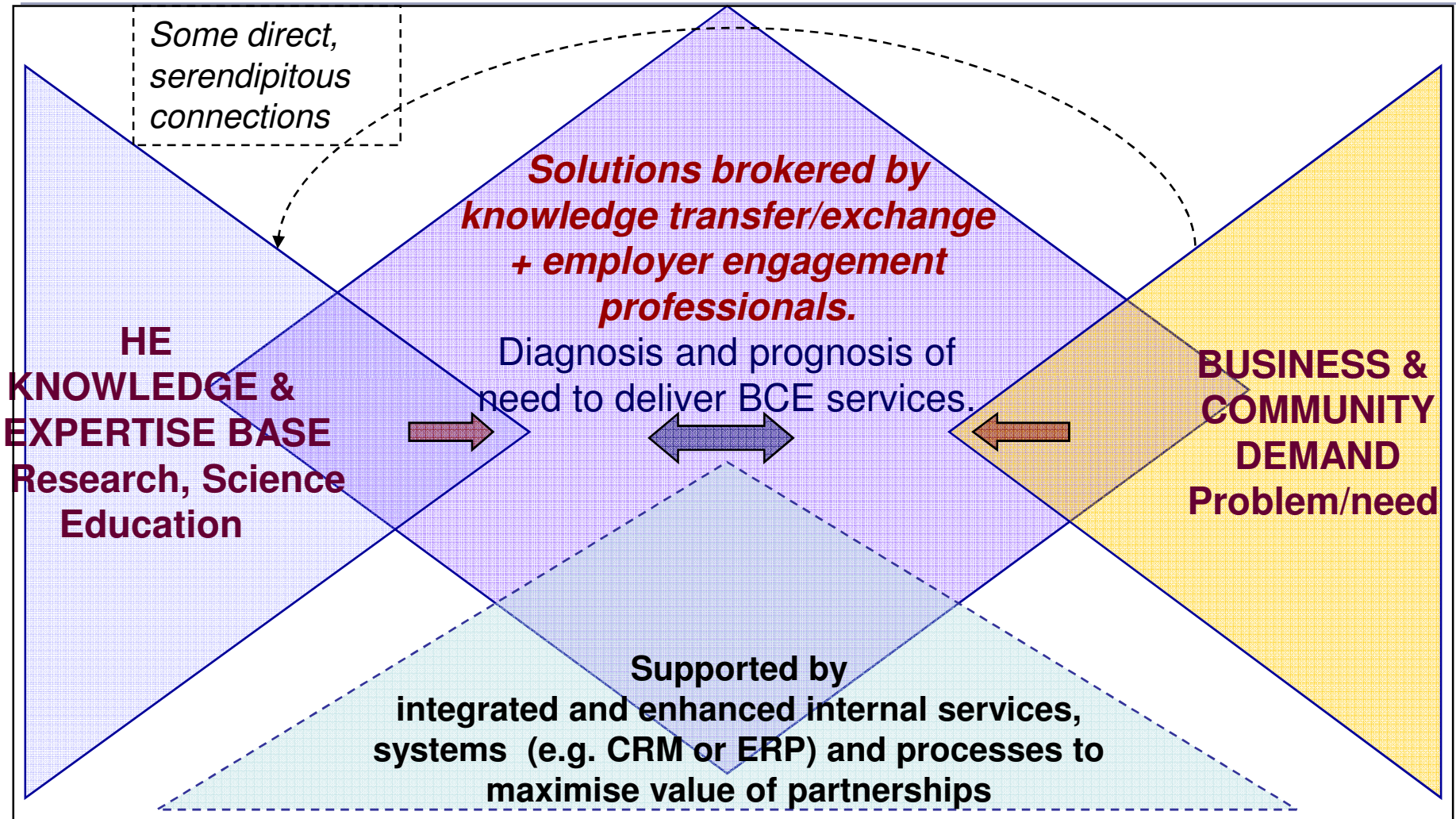
The strategic management of interactions, partnerships and transactions with partners, clients and intermediaries external to the institution.

- Partners and clients (different needs and require different services), 4 areas: the commercial sector, the public sector (including charities and trusts) the cultural landscape and the social and civic arena.
- Objective: to transfer/exchange knowledge and expertise to deliver benefits to the economy and society - and the institutions themselves.
- Includes both Research & innovation-led activities (e.g. consultancy & commercialisation of R) *and* Education-led activities (e.g. CPD, employer engagement and lifelong learning)
- Is fundamentally about solving problems and creating opportunities.

NB BCE recognises engagement as a core value for institutions

<http://www.acu.ac.uk/policyandresearch/research/engagement.pdf>

Business and Community Engagement – the Dynamic



JISC Business and Community Engagement (BCE)

Two high level objectives:

- *to enhance institutions' efficiency, effectiveness and opportunities in BCE*
- *to help institutions overcome the barriers to access to institutional knowledge assets for business and community organisations*

JISC BCE Programme

- Cross-cutting programme, Development and Services
- Initial BCE programme of work 2007-10 onwards
- Working with and through partners such as IKT, AURIL, UCISA, SCONUL, AUA, HE Academy and others

BCE Programme Streams and Objectives

1 ENHANCING KNOWLEDGE MANAGEMENT

Supporting institutions in sustainable systems and ICT strategies for management and exploitation of knowledge assets.

2 FACILITATING COLLABORATION

Enabling better collaboration and provision of service across and between institutions through enabling systems and technology.

3 ENABLING CHANGE

Supporting institutions in making the process and technological changes (driven by strategic goals) to sustain efficient, effective BCE.

4 ENABLING THE INTERFACE

To enable richer & more efficient, productive knowledge exchange & learning partnership *between institutions & BCE partners*

5 EMBEDDING AND COMMUNICATING BCE

To ensure internal change & education within JISC with aim of embedding BCE in its operations, in Development and Services

6 NEEDS ANALYSIS AND EVALUATION

Basis of evidence for investment and effectiveness of investment

Integrating BCE in institutions – implications

- BCE (knowledge transfer/exchange + employer engagement) strategic Govt. priority - increasing funding streams (e.g. HEIF*).
- Cultural and organisational changes needed - to resource, deliver, manage and report on BCE activity effectively
- New business processes and skills - need to be integrated into traditional and existing structures and capabilities.
- Goal: delivery of a service (knowledge or expertise provision or package) *but* often institutional central services/policies (e.g. HR, finance, IT) not designed to empower this.
 - Result: often BCE practitioners often end up pursuing their activities in a peripheral, disconnected institutional space.
- A BCE activity (e.g. research commercialisation) may be a separate legal entity, but staff time, revenue, project etc. still need to be accounted for and integrated

* Higher Education Innovation Fund and see <http://www.hefce.ac.uk/news/hefce/2008/employer.htm>

BCE Programme 2007 – work involving investigation of BCE/central resources

- Study on Customer Relationship Management (CRM) systems usage in HE found CRM deployment and functionality used generally underdeveloped:
 - Importance of cross-institutional business process review before procurement
 - Partnership relationship management (PRM) may be more appropriate for HEIs working with such a disparate range of partners
 - Opportunities: cross-selling, relationship mgt, targeted mktg, strategic KM and resource mgt

- 2007 Study to investigate barriers to the use of publicly-funded infrastructure, services, and intellectual property for BCE
 - Study managed by JISCLegal.
Authors: AURIL & AIMES Liverpool - Brian McCaul; Northwood Reid
Solicitors- Christine Reid;
 - Principal finding may be somewhat surprising....
Jason Campbell of JISC Legal will reveal findings shortly in the context of an overview of BCE Legal issues.....

■ BCE User Needs Study recommended JISC:

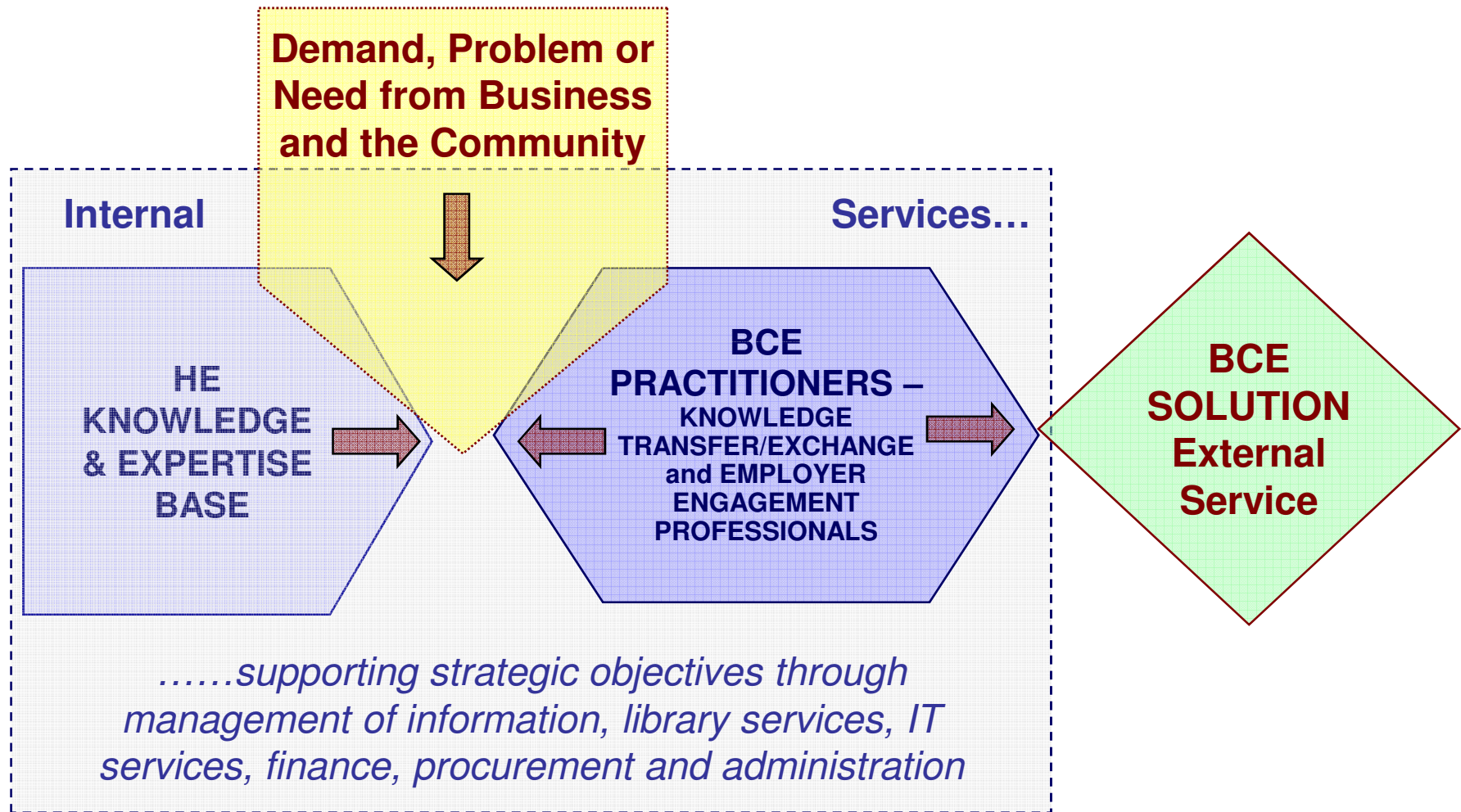
- give careful consideration to addressing interests of BCE staff when their priorities are not the same as those of the IT Services;
- continue to work through intermediaries such as Computer Services, Librarians and Learning Technologists to establish + sustain communication channels with BCE staff;
- consider how to improve understanding of e.g. Business Devt. Managers and KTP Managers re. how ICT might contribute to effective BCE activity;
- consider how internal staff development activities could:
 - **support JISC staff in understanding better the context within which BCE practitioners are operating and**
 - **can quickly raise levels of awareness so that it becomes routine to consider the needs of BCE in programme planning and service enhancements**
- provide more support and development for intermediaries (Librarians, IT specialists, etc) to help them understand BCE.

■ BCE programme work 2008-10 developed partly shaped by these recommendations

- Extending Access Management into BCE - Scoping study and brief for pilots
 - *To what extent are institutions able to fulfil the role of Service Provider (of information and resources) in access management to external parties?*
- Employer Engagement Systems and Processes – Small-scale pilots + supporting study and synthesis
 - *What institutional systems and operations are needed to provide sustainable and consistent support to enable effective employer engagement?*
- Customer/Partner Relationship Management (CRM/PRM) - Process Mapping and Self Analysis Tools
 - *Are IT, information management, finance/procurement and administrative services able to facilitate an enterprise-wide approach to CRM for cost efficiency and to avoid duplication of contact?*

- Embedding BCE through business process improvement and internal engagement
 - *How embedded are BCE operations in institutional business processes; are internal services able to support internal BCE needs as they do teaching and research needs? Is the engagement between BCE practitioners and internal services effective and two-way?*
- Trialling web 2 collaborative tools for BCE – scope plan and implement 9 project trials
 - *Are BCE practitioners empowered through IT-supported online tools and services to collaborate effectively both within and across institutions and with external partners?*
- Supporting training, CPD and staff exchange for BCE Practitioners
 - *Are the needs of BCE practitioners represented with clarity and leadership to internal institutional services? Are the competencies and the rewards and incentives for BCE practitioners integrated into central HR process and policy?*

Business and Community Engagement – Internal Services supporting the provision of external BCE services



Some Questions for debate....

- *How often do external business and community parties (including public sector) approach internal services such as libraries directly for information or a service?*
- *Are such approaches dealt with as part of the institutional BCE (knowledge transfer and/or employer engagement and/or strategic partnerships) strategy or dealt with on an ad hoc basis?*
- *Do you think there is a legitimate and feasible role for the University library to offer a strategic information service to external parties such as SMEs and local communities?*
- *Do you see it as a role for IT services to provide expert resource and support/advice in the use of online tools for BCE collaboration or is this regarded as too specialist an internal service.*
 - *Are other collaborations – e.g. virtual research networks, virtual learning environments supported by central IT or in the same category?*

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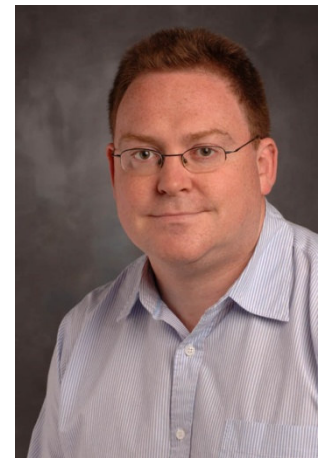


JISC Conference 2008

But first, thank you for listening and over to Jason Campbell
of JISC Legal.....

Conference tag: **jiscconference08**

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- *Some general issues*

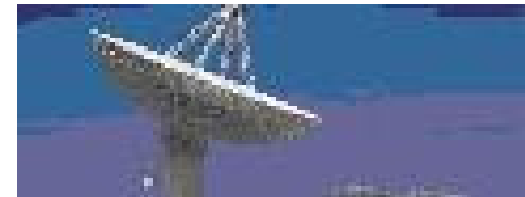


- *IPR*



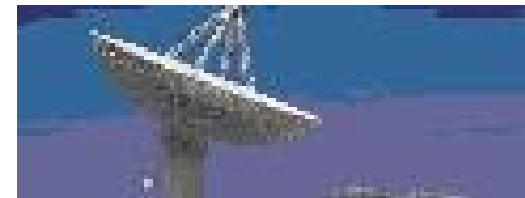
- *Data Protection / FOI*

- *Liability Issues*



BCE and Intellectual Property

- *A Study to Investigate and Produce Guidelines for the use of Publicly-funded Infrastructure, Services and Intellectual Property*



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JISC Conference 2008: Enabling Innovation

15 April 2008, ICC Birmingham



Joint Information Systems Committee

Supporting education and research