



JISC Business and Community Engagement

Beyond the Library Walls - enhancing access to institutional resources

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JISC Digital Content Conference 2009 - User Engagement Strand

<http://www.jisc.ac.uk/whatwedo/programmes/bce.aspx>

**Strategic management of relationships*
with external partners and clients,
and of the associated services.**

Covers several closely-related *Strategic Areas**:

Knowledge transfer/ exchange (KE)
Employer Engagement (EE)
Public/ Community Engagement (PE)
Lifelong Learning (LL)

*i.e. Institutional (HE and FE) external partnerships, interactions and transactions etc.

Business and Community Engagement

Typically *services* such as:

CPD, workforce development (EE)
Consultancy, collaborative research (KE)
Public lectures, events, festivals etc. (PE)
Community-based learning (LL)

Shared Objective with other stakeholders

Deliver benefits to the economy and society, e.g.
highly skilled, versatile workforce;
innovative, sustainable business economy;
cohesive and inclusive society

Institutional Objectives

Efficiency

use of information + resources hence better effort-outcome ratio

Cohesion

cross-dept reporting, interoperability, cross-selling, shared purpose

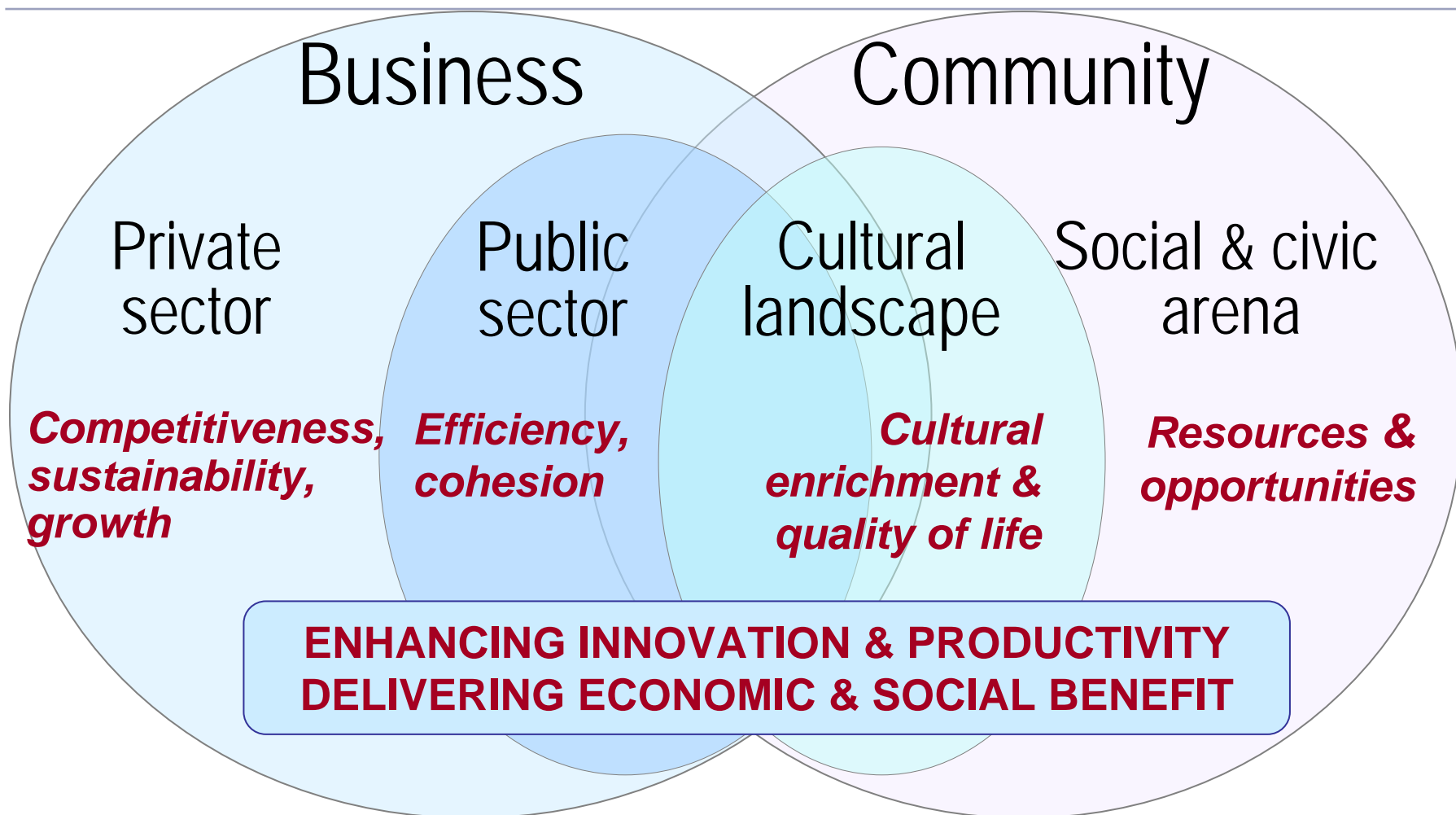
Sustainability

market position, reduced gap: strategic intent-operational reality

- BCE: both research-derived activities and teaching-derived activities.
- All disciplines: science, social science, arts and humanities (NB Content) etc.
- **BIS*: Knowledge transfer/exchange, innovation and employer engagement:**
 - *Innovation Nation and New University Challenge*
 - *Sainsbury Review* – leading role for Tech Strategy Board; enhanced HEIF
 - *Leitch Review* & targets; UK skills deficits at all levels; 2020 targets, e.g. >40% of adult population to have attained education level 4 or higher
 - HE Debate – e.g. Council for Science and Technology: How Academia and Government Can Work Together; Wellings Report
 - FE: *Foster Review*; Training Quality Standard
 - July 09: *Higher Education Framework* applying *New Industry New Jobs* (as referenced in *Digital Britain*)

*Formerly DIUS

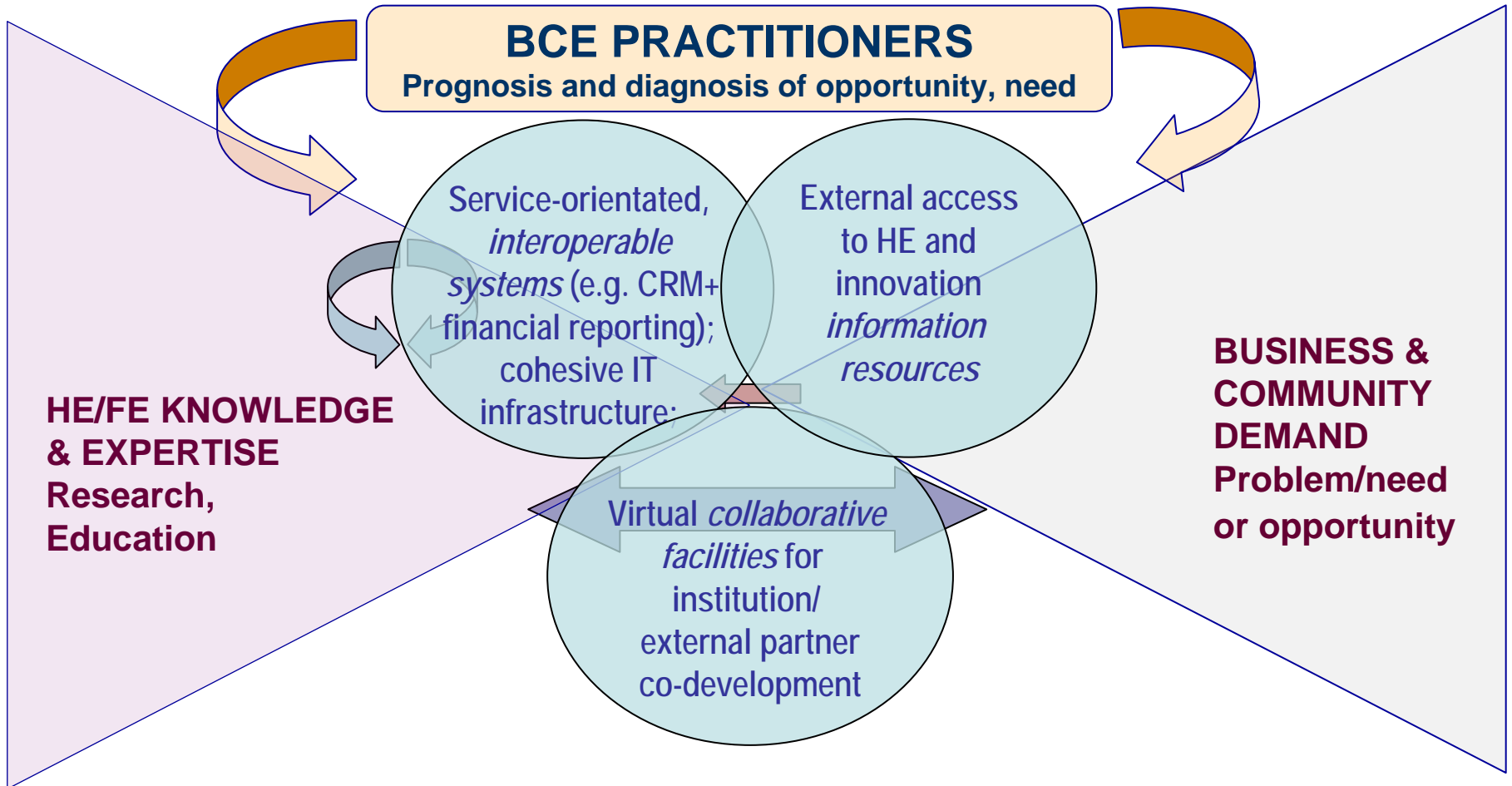
Appendix: Business and Community Engagement Diversity of scope of engagement and *outcomes*



Note: This diagram does not represent scale of activity

JISC Business and Community Engagement (BCE) Programme

- Supports institutions in their engagement with the wider community through the innovative use of ICT, information management and process enhancement.
- Approx £6M programme, rolling 3 year cycle. It aims:
 - *To enhance institutional efficiency, effectiveness and opportunities in business and community activities*
 - ***To improve access to institutions' knowledge and expertise for business and community organisations.***
- Some core principles:
 - Cross-pollination - cross-boundary communities of practice/ interest
 - User engagement - co-creation, co-developm't; dialogue, enriching R + T&L
 - Information management as a catalyst for change
 - Professionalisation; market segmentation

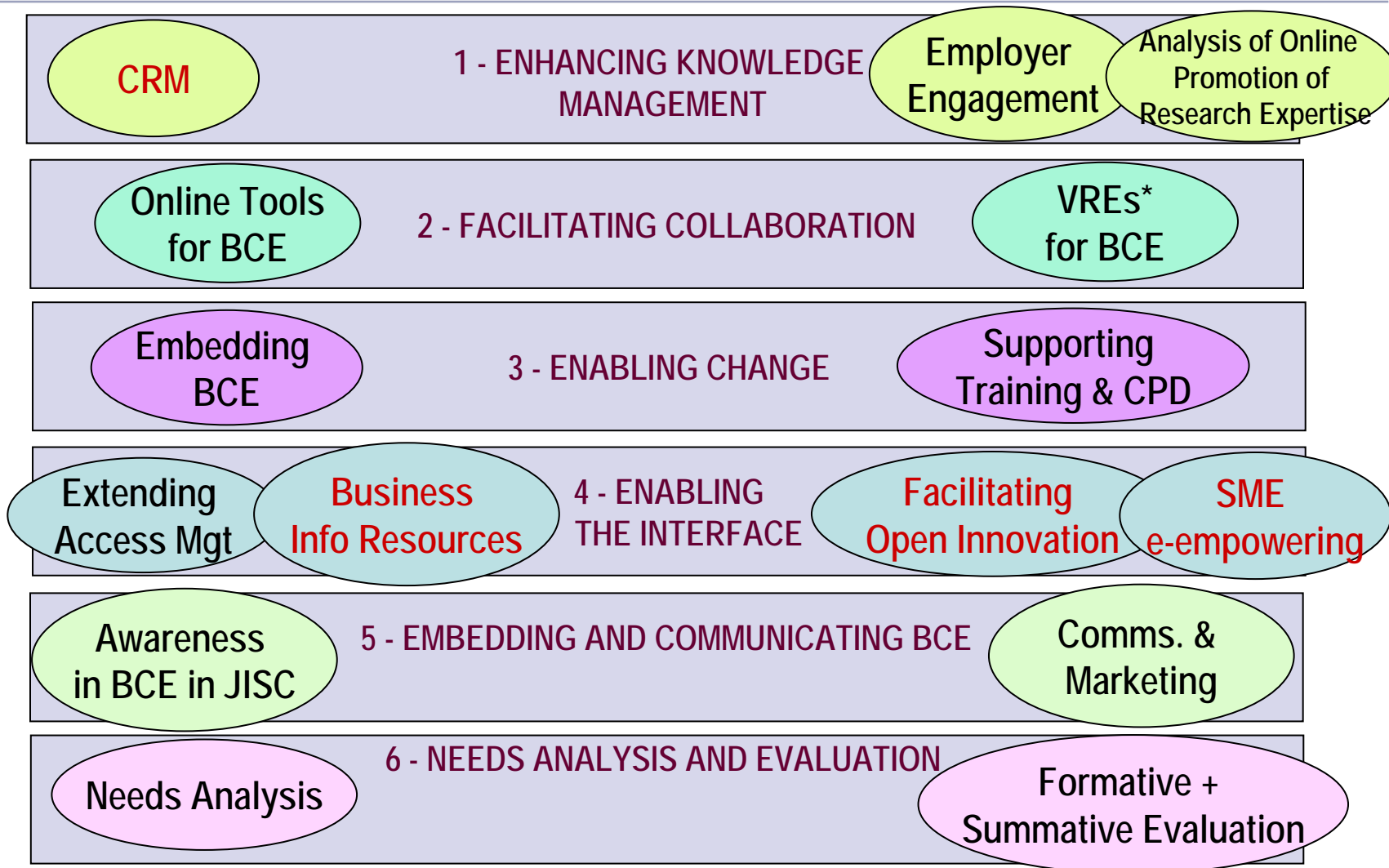


JISC: Supporting BCE: Maximising the value of partnerships

- **Competitive advantage** in global ‘knowledge economy’
- Manage and **adapt to change** (economic, funding, policy)
- For institutions, well-managed BCE brings can **added value** e.g.:
 - market niche and differentiation; business sustainability
 - extended and enhanced profile; improved reputation
 - business opportunities (consultancy, CPD etc) and revenue/benefits in kind
 - *collaborations with other sectors, e.g. creative & cultural industries, mutually enriching, esp. practitioners working across the HE-external boundary*
 - student pipeline through (lifelong learning, CPD), enhanced reputation/profile
 - alumni development (contacts via business partnerships)
- Easier reporting, more informed + resource-efficient strategic decision-making;
- More agile + visible institutional services for business + community organisations.

- Translating strategic intent into operational reality
- Building shared sense of purpose around BCE (diversity of BCE roles)
- Institution-wide view needed, e.g. Reporting, CRM; offers and services
- Cultural + org. change + new skills needed - integrated into existing structures
- Central services/policies (e.g. Library, IT) do not enable external service delivery: peripheral, disconnected BCE
- It's happening anyway.....so needs to be managed
 - Services once only internal – e.g. library, IT, access management - are now having to be adapted for new external users: need to systemise
 - Changing student demographic

JISC Business and Community Engagement (BCE) Programme 2008-11- Streams and Key Work-packages



*Virtual Research Environments

- Communicating the benefits of BCE + applying them to other institutional areas
- Information and knowledge management to support strategic BCE
- Access to resources for BCE (e.g. Library, bus. info., research output)
- Developing BCE capability, capacity and business operating standards
- Metrics: improved data management and reporting
- FE-HE Good Practice Exchange to support of BCE

<http://www.jisc.ac.uk/whatwedo/themes/bce.aspx>

- Individuals and BCE organisations need to access information that is ‘gatekept’ by an institution, but visibility* of these resources is an issue
- Packaging and terminology are often inadequate, and the resources are not tailored for a non- academic readership
See SCG Grey Literature Report, esp. Recommendation 7*: *Univs. should be encouraged and helped to describe the value of their research better to the small business community*
- Increasing demand for managed access for BCE:
 - **external: SMEs, collab. R&L delivery partners, employers & WB learners;**
 - **internal – IT & library staff; - future demand – environmental, tech., Govt. ID management initiatives**
- Barriers in institutions are cultural and organisational, not technical, see <http://www.jisc.ac.uk/media/documents/themes/bce/pubfundinfra.pdf>
- Consultation and negotiation (by JISC Collections + others) to explore and agree different costing models based on different user groups – for example,
 - **charities or community groups - free access, subject to checks;**
 - **SMEs - small charge, which could be levied via sector consortia;**
 - **larger businesses - standard charge.**

- Help overcome barriers for external organisations e.g. SMEs + entrepreneurs in accessing and utilising business information knowledge assets and data;
- Explore feasibility of provision, via HE hubs in partnership with regional/local agencies, of BIR with expert guidance, to external orgs. and individuals;
- Informative basis for UK-wide negotiation/ agreement on provision
- Enhance HE role in innovation facilitation, stimulation + business sustainability

Some preliminary findings:

- **Vast amount of information available but navigation is difficult; need for a central site/hub which provides links to information resources.**
- **Online activity and 1-1 services not mutually exclusive. Training/advice best delivered F2F; trust. Credibility: competence + attitude of service delivery staff**
- **Recession will bring move towards entrepreneurship. Increased demand, e.g. more alumni using HE libraries.**

Parallel project: Facilitating Open Innovation Landscape and Feasibility Study

- *Digitisation, Curation and Two-Way Engagement - a Feasibility Study* (Chris Batt); Broad look at the advantages of collaboration on digitisation between the HE and FE sectors and the wider public. Exploring benefits such as:
 - **Creating new digital collections (community ownership - social/ historical value)**
 - **Community development/ increased cohesion through digital collection building**
 - **Discovering new knowledge/expertise that may have scholarly/community value**
 - **Wider community engagement with academe (e.g., Connecting Histories2)**

- *SME e-empowerment*
 - **Advisory Services-led project enhancing the institutional offer for SMEs: resources to enable SMEs to maximise e-business opps.; Digital Britain**

- *Extending Access Management into BCE Scoping Study Report*
<http://www.jisc.ac.uk/media/documents/programmes/bce/extendingaccessmanagementreport.pdf>
 - **Barriers in institutions are cultural and organisational, not technical**
 - **Pilots e.g. Supporting instits. to become service providers within Federation**
E.g. Business Information Resources, Facilitating Open Innovation

JISC Business and Community Engagement

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Thank you for listening.
Questions or comments?

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