

APPENDIX 3b

College Enterprise Implementation Plan

The vision of the College of Social Science includes the establishment of the College as a leader in the delivery of high value social impact research and enterprise activities over the next 3 to 5 years. A key element of this vision is to ensure that our research and teaching contributes to the regional, national and international society and to the economy. The College seeks to be recognised for and to play a major role in thought leadership on social, economic, environmental and cultural impact.

The College's enterprise agenda will develop innovative knowledge exchange mechanisms to harness and deploy the knowledge we create through research and scholarship, thereby ensuring that our research will contribute to the creation of value and the development of society. We shall build dynamic and effective links with local and national communities, including businesses, the public sector, other universities and research institutes and policy makers through research collaborations and productive knowledge exchange activities. We shall seek to contribute to a wider social agenda including economic and social enterprise; social, community and environmental support; cultural and intellectual enrichment; and participation in civic life, global development, the communication of ideas and problem solving.

The foundation of this agenda is our transformational research and inspirational scholarship along with our stimulating and innovative learning and teaching activities. Our enterprise strategy sets out our commitment to ensuring that this agenda will be fulfilled through a wide ranging and diverse set of innovative enterprise activities, which include knowledge exchange (KE) and knowledge transfer (KT) in addition to other activities which have significant economic, social, environmental and cultural impact. Our enterprise strategy complements our student employability strategy. Student enterprise is seen as an integral element of our degree programmes.

Implementation of the strategy will require the identification and creation of new partnerships and alliances, along with the strengthening of existing portfolios of collaborative relationships with external partners. This will require resources to identify, disseminate, and target potential and existing partners as well as aligning the College with strategic partners such as the Technology Strategy Board.

Enterprise is relatively new to the College of Social Science. Our strategy, therefore, needs to acknowledge the need to stimulate cultural change and to establish enterprise activities as an integral element of individual and departmental agenda. In the College of Social Science knowledge is generated through research and scholarship and its transfer takes a variety of forms including: leverage of research results; training of students and practitioners in enterprise practices and policies; consulting; contract and collaborative research; vocational Masters programmes and continuing professional development; teaching and training.

To draw the most out of our research, enterprise must establish a higher profile and greater visibility internally. Members of staff need to be supported with practical advice and guidance, in addition to reward and recognition. We shall improve communication to staff about the opportunities that can

arise from being “enterprising” in a variety of contexts and develop skills, capabilities and capacities in line with requirements.

The College of Social Science is a centre for intellectually demanding research, informed education that nurtures independence of mind. It helps students to achieve their personal goals whilst at the same time serving the wider needs of society. Members of the College are committed to pursue and share knowledge and understanding both for their own sake and to help individuals and society fulfil their potential. The College is engaged with society’s interests, concerns, priorities and aspirations and does so through a stimulating and supportive environment for all staff and students with a commitment to achieving the highest standards, respect for the individual and a strong sense of collegiality. Enterprise enriches the College’s core mission of teaching and research.

ENTERPRISE STRATEGY OBJECTIVES

- to raise awareness across the College about the importance of the enterprise agenda, including social enterprise;
- to develop a culture of enterprise and knowledge transfer that encourages staff and students to actively embrace enterprise by regularly promoting social enterprise ‘best practices’ to enable the creation of innovative enterprise engagement delivery through activities that are designed to use that knowledge effectively to create value and social impact ;
- to create an effective structure to support enterprise activities and to enable the teaching, facilitation and development of enterprise by the provision of practical advice and guidance as required;
- to give incentives to collaborate with enterprise partners such as companies; public sector organisations; NGOs; third sector and other research and scholarly organisations;
- to ensure that KT/KE are supported where sustainable benefits can be demonstrated;
- to seek, develop and establish strategic partnerships and alliances with key external organisations, nationally and internationally, that resonate with our agenda; to develop novel enterprise programmes and engagement mechanisms to encourage external organisations to regularly engage with, visit and utilize expertise from across the College e.g. translating and repackaging research and teaching materials for a variety of consumptions;
- develop a broad range of marketing and promotional material to showcase the expertise and skills of the College ;
- provide opportunities to engage with the wider enterprise agenda via workshops and seminars;
- provide a variety of innovative curriculum developments, informed by research, for students to engage with enterprise through:
 - embedding enterprise and KT in core modules or electives;
 - access to programmes at UG and PG levels that focus on the development of entrepreneurial knowledge, skills, practice and understanding;
 - access to extracurricular short courses both accredited and non-accredited;
 - access to workshops, seminars and information designed to support entrepreneurial students;

- development of critical perspectives of enterprise practices and policies;
- promote and support cross departmental and cross College collaboration in programme development and delivery and in the sharing of expertise
- to be a leader of good practice and to develop criteria for good practice in enterprise activities.

SPECIFIC TARGETS FOR 2012/2013

- to establish a College of Social Science enterprise forum for academic members of staff;
- to establish a student enterprise club;
- to develop a supporting infrastructure and information system which will enable the development of KE/KT activities and the formation of external partnerships;
- to hold workshops that facilitate curriculum development and student employability around the enterprise agenda;
- to expand the College's offering of short courses and CPD activities as part of a more general employer engagement agenda;
- to increase the value of awards arising from KE/KT;
- to establish a College of Social Science enterprise forum for external organisations and academic members of staff to meet regularly and discuss topics of relevance that will raise the profile of the College;
- to recruit a minimum of three enterprise champions from across the College to identify KE/KT opportunities ;
- to increase the volume of enterprise marketing and promotional materials for wide use including REF impact stories.

