



# ENTREPRENEURIAL UNIVERSITY OF THE YEAR

2010/2011



# David Willetts

Minister for Universities and Science



“ The higher education sector is entering a period of change – offering both opportunities and challenges for those who manage our universities. In tough economic times entrepreneurial leadership has become a key competence.

The central task is to meet the expectations students, business and society rightly have for higher education in the 21st Century.

The finalists of the 2010 THE Entrepreneurial University of the Year Award, sponsored by NCGE, are clear examples of those institutions achieving great outcomes for their staff, students and graduates. They are an inspiration to others across the sector.

They represent a shift in the higher education landscape as more entrepreneurial thinking becomes embedded in leadership, staff and institutions.

These are pioneering universities and I wish them all every success in their entrepreneurial endeavours. ”

# Ian Robertson

Chief Executive, National Council for Graduate Entrepreneurship (NCGE)



“ An entrepreneurial university is characterised by strong leadership that develops entrepreneurial capacities for all students and staff across its campus.

In modern times it has never been more vital for our university, business and institutional leaders to confront the challenges posed and work together to harness our intellectual capital for the benefit of the economy and society in general.

This decade will be the most entrepreneurial in our history and universities, in what they do and what they produce, are central to that ambition. The THE Entrepreneurial University of the Year award recognises the major contribution these exceptionally entrepreneurial institutions make to realising the social and economic impact of UK Plc. ”

# The Entrepreneurial University of the Year

Now in its 3rd year the prestigious THE Entrepreneurial University of the Year Award designed and sponsored by NCGE continues to attract high interest. The 2010/11 finalists are impressive and this year's winner will join the University of Nottingham as the 2008/09 Winner, and Queen's University Belfast as the 2009/10 Winner.

This Award is a recognition of HE excellence in demonstrating how institutional leadership and a strong entrepreneurial culture can create the policies and practices that are conducive to the development of enterprising and entrepreneurial mindsets and behaviours throughout the organisation – in management and administration, in teaching and research staff and in students and graduates. It is these characteristics that drive transformative change leading to economic prosperity and social wellbeing. The Prime Minister's vision sees this decade as being the most entrepreneurial of the century. It will be our entrepreneurial universities who create the opportunities for achieving this vision.

## 2010/11 FINALISTS

1. **Brunel University**
2. **University of Central Lancashire**
3. **University of Hertfordshire**
4. **Imperial College London**
5. **University of Plymouth**
6. **Teesside University**



2008 Winners – University of Nottingham

## CRITERIA

### 1. Institutional Environment

- a. How has the university transformed its culture to provide environments conducive for supporting student enterprise and graduate entrepreneurship?
- b. How is institutional leadership for driving enterprise and entrepreneurship throughout the institution demonstrated?

### 2. Student Engagement

- a. How are students and graduates demonstrating their ability to apply the enterprising and entrepreneurial mindsets and behaviours learnt through their university experiences?
- b. How has the student experience enhanced a positive attitude towards enterprise and entrepreneurship as a career and life choice?

### 3. Innovative and Entrepreneurial Staff

- a. How have staff demonstrated innovation and growth in their approach to the design and delivery of the institution's enterprise and entrepreneurship offerings?
- b. How are staff incentivised and rewarded for developing excellence in enterprise and entrepreneurship practice?

### 4. Entrepreneurial Impact

- a. What impact has the institution had on the entrepreneurial outcomes of staff, students and graduates?
- b. What step-change has been achieved in the delivery of regional and national entrepreneurship goals?
- c. What enterprise and entrepreneurship good practice and effectiveness has been demonstrated?
- d. In what ways has the institution's experiences influenced policy and practice in the wider environment?

## THE INSTITUTIONAL ENVIRONMENT

An entrepreneurial spirit infuses Brunel University and defines all that we do. It is reflected in the purchase and running of commercially successful enterprises such as the nearby Wyeville Garden Centre, and in the success of our in-house companies. It is both run entrepreneurially, generating income by providing high quality services for staff and students; and has entrepreneurial aims realised through external commercial work.



This year the drive has resulted in the University becoming one of only four universities to lead two EPSRC Centres for Innovative Manufacturing. Brunel's new £9m EPSRC Centre for Liquid Metal Engineering is in partnership with major manufacturers Jaguar-Land-Rover and Rolls Royce.

## STUDENT ENGAGEMENT

Enterprise and innovation, as well as entrepreneurial projects, are embedded in curricula across the University; leading entrepreneurs participate in course delivery; and students work with Brunel's commercialisation experts to develop, patent and market their ideas and products.

The ambition and effectiveness of the University's curricular promotion of enterprise is epitomised by the annual showcase Made in Brunel, attended by 200 commercial companies. This year, 250 Engineering, Design and Sports Science students exhibited products of outstanding quality, many having been patented with the support of the University's commercialisation department, while many others are receiving commercial backing for full development.

Brunel's Placement and Careers Centre has increased staffing, including a new post specifically dedicated to supporting student entrepreneurship. This year, its outstanding work has been recognised at the highest level, winning The Best University

The University has pro-actively pursued a series of wide-ranging initiatives, to drive an inclusive strategy aimed at involving academics throughout the institution in enterprise and knowledge transfer activities. It has led to widespread entrepreneurial activity from successful commercialisation projects and high-value contracts with major companies including GlaxoSmithKline and Tesco to the funding of 87 KTPs, 27 CASE awards (the second highest nationally) and 17 major grants from the Technology Strategy Board totalling £6.6m.

The University has established ground-breaking industrial collaborations, such as the Brunel Innovation Centre (BIC) based at TWI's laboratories in Cambridge. Scientists from both organisations work together and Brunel provides co-funding with TWI for PhD students, and staff, with the Board made up of staff from both institutions.

Brunel's outstanding entrepreneurial initiatives and achievements were rewarded in 2010 with a Global Business Excellence Award.

Placement Service Award 2010 and the national Rate My Placement Award 2010. Brunel students on placement have also won prestigious awards including the Student Employee of the Year national winner in 2009, and four regional winners in 2010.

The Student Union's, Brunel Entrepreneurs, is a spectacularly dynamic student society, working closely with the University's enterprise and commercialisation professionals. In 2010 a formal network of graduate entrepreneurs was established to act as mentors for current students.

In 2010 the University appointed its first Entrepreneur In Residence (David Riley) to extend the support and encouragement of student entrepreneurs.

*"...run entrepreneurially, generating income by providing high quality services for staff and students; and has entrepreneurial aims realised through external commercial work..."*

## INNOVATIVE AND ENTREPRENEURIAL FACULTY

Brunel has strategically invested in eight new posts to further widen and enhance enterprise and knowledge transfer activities. Their activities include close engagement with academics to develop and support their interactions with industry, along with the establishment of longer-term strategic partnerships with companies.

A series of new initiatives have been introduced, where a range of academics present on their research to a group of senior representatives from a company, and discuss the company's issues and needs. These have resulted in a range of research and consultancy contracts, KTPs and funded collaborations.

The University is a lead partner in the Westfocus CPD programme in enterprise which provides training for over 100 academic and professional staff every year.

In 2009 the University established an innovative Knowledge Transfer Leave Scheme, providing a two-way arrangement that both funds academics to be seconded into industry for up to a year, and industry secondees to work with academics at Brunel.

Brunel has introduced what we believe is the most radical and generous incentive scheme in the UK. This includes a cash bonus for every research grant or business contract an academic is awarded

## ENTREPRENEURIAL IMPACT

Many alumni have gone on to create successful, and multi-million pound businesses, including some such as Peter Ward (WAYNE network) who regularly returns to lecture at the University.

Through the University's support and innovations, there have been transformational impacts on increasing numbers of staff that have engaged in enterprise activities or commercialised their IPR. A notable 2010 example of both entrepreneurial and environmental impact is the University's successful international commercialisation of an emission-reducing air hybrid engine invented by a Brunel academic.

In 2009/10, Brunel established West London Innovation. The University offers regional enterprise leadership through a leading role in the Place West London business showcase and the recently established Gateway Asia project which supports SMEs to establish business with India and China. The University undertakes close collaborations with West London Business (Chamber of Commerce), and is playing a leading role in the development of a Local Enterprise Partnership in West London.



equivalent to half of the value of the academic's time that is allocated in the award. IPR revenue sharing is also modelled generously in favour of academics in comparison to sector norms. Academic promotion criteria have been amended to give enterprise activity equal weight to research and teaching; and a new promotion route to Chair of Academic Enterprise has been established recently, with the first such promotion conferred this year.

In 2008 Brunel was one of only eight universities to receive a special commendation from HEFCE for the strategic vision of its HEIF plan, and has since been invited to play a central role in consultations and pilots on impact, including the Wellings Public Benefit Pilot and HEFCE's impact pilot studies.



# University of Central Lancashire

## THE INSTITUTIONAL ENVIRONMENT

UCLan has evolved a research-led teaching approach, integrating new knowledge across disciplines and communities and applying transformative teaching methods to real world problems. All this requires an entrepreneurial approach from the top down.

Academics are encouraged to become 'professional practitioners'. Supported by dedicated business partners and sector champions they undertake innovative teaching, learning, research and knowledge transfer. Over recent years, UCLan has developed a culture conducive to an entrepreneurial university.

The move from a 'department-led outreach' model to a 'campus-wide embedded' approach supported by a clear institutional strategy underpinned by research, has enabled UCLan to provide a single delivery vehicle across the North West at its campuses in Preston, Burnley and Westlakes. By working in partnership with regional stakeholders, professional services and public sector partnerships,

UCLan is able to provide leading edge support to students and graduates ensuring they have the skills and knowledge required by today's employers nationally and internationally.

Business incubation space and facilities are available on all three campuses, which also house two of Lancashire's Media Access Bureaux (Preston and Burnley). Building upon this and working in collaboration with world leaders in film and music production, UCLan has been able to enhance its course provision and the competitiveness of its students by providing industry-accredited training programmes in music and film production.

We seek to ensure opportunity for all by developing and capitalising on a culture that rewards and recognises the entrepreneurial endeavours of all staff and students equally.

## STUDENT ENGAGEMENT

With a student population of over 30,000 and an international alumnus community of more than 90,000, UCLan has adopted a simple but hugely effective strategy to life-time student and graduate enterprise and employability.

Academic staff are embedding enterprise into all programmes by addressing course content and adopting different approaches to learning and teaching. 603 accredited enterprise modules have been developed, and over 200 optional extra-curricular workshops have been delivered to students from all disciplines across Preston and Burnley.

Strategic partnerships, for example with Wigan Warriors Rugby League team, provide live learning environments, research and development projects, student placements and graduate employment, in areas such as sports science and sports therapy. These collaborations enhance the learning environment for students, especially those in humanities-based courses, for example, book publishing experience for English students, archaeology projects and film projects for historians.

Pulling together a single service delivery across all areas of employability, careers and enterprise, 'UCLan futures', ensures opportunities for all, providing everything from careers support to internships and enterprise development.

UCLan's 'futures award' has seen more than 900 students and graduates gain credit for enterprise activity in and outside of their degree courses, enabling them to demonstrate to potential employers their skills, knowledge and experience in enterprise.



*“...innovative teaching, learning, research and knowledge transfer. Over recent years, UCLan has developed a culture conducive to an entrepreneurial university.”*

## INNOVATIVE AND ENTREPRENEURIAL FACULTY

At UCLan it is expected, and therefore actively encouraged, that staff are professional practitioners, with the ability to enthuse and motivate students in their area of study, as well as be current and respected in their own profession. Many have worked in industry. By doing this our curriculum is up to date and reflects the changing needs of industry, with students getting a real insight into likely career paths.



Academic staff use their business contacts to identify commercial opportunities which generate, not only income, but opportunities for student placements and staff secondments. Sabbaticals are regularly undertaken to keep staff updated of the industry, sector needs and its developments, allowing this knowledge to be fed back into course delivery and strategic planning.

The staff promotion criteria at UCLan reward academics for demonstrating innovative and entrepreneurial behaviour, while the IP policy enables and rewards staff for the commercialisation of research through licensing and royalty arrangements. As a result, many staff run small enterprises which are aligned to the area in which they teach.

Research and development centres help pave the way for new entrepreneurial thinking. Sandbox, a digital and creative facilitation space located in UCLan's Media Factory building, works with industry and communities to identify new and innovative ways for achieving success. Sandbox is working with a number of organisations such as the NHS, Institute of Advanced Broadcasting, Merseyside Police, Sky and the BBC, as well as smaller cultural and community-based organisations.

## ENTREPRENEURIAL IMPACT

In the latest HEBCIS survey, UCLan was ranked first in the North West for generating sustainable student and graduate start-up businesses, with more than 75% still trading after 2 years.

These achievements have been further acknowledged with UCLan's enterprise and business support team coming runner up in the Enterprise Organisation of the Year Category at the 8th annual SFEDI (Small Firms Development Initiative) Awards. More than 300 start-ups are supported by the programme through virtual incubation or in dedicated business incubation spaces at Preston, Burnley and Westlakes campuses.

With more training days delivered to business than any other North West university, and reported in HEBCIS as being in the top four nationally and second regionally for provision of consultancy to SMEs, UCLan is providing valuable business support.

The results of our efforts can be seen in microcosm at our new £85 million Burnley campus developed in close collaboration with

Burnley College. Unique and innovative courses include Eastern Fashion Design and Computer Games Enterprise, all using state-of-the-art facilities and professional practitioner staff to help enhance opportunities for all.

More vocational provision is offered by UCLan to meet the needs of developing business sectors, including Foundation Degrees in Nuclear Decommissioning and Policing, the latter being recognised as a national model for higher education.

UCLan has the largest university-based volunteering centre in the UK, with partners in Russia, Kazakhstan and Pakistan. More than 6,000 volunteers have developed leadership skills working on projects worth more than £3million. The impact of our volunteering programme has resulted in UCLan being chosen to act as consultants to the Sochi 2014 Winter Olympics.

# University of Hertfordshire

## THE INSTITUTIONAL ENVIRONMENT

The University of Hertfordshire is committed to a truly different student experience. The University perceives this as a journey, exploring and developing entrepreneurial activity in all areas of its work and is committed to students benefitting from an enterprising culture.

Leadership is driven from the top by a Vice-Chancellor with the vision and determination to create an entrepreneurial institution and a Pro-vice-Chancellor for Enterprise whose remit includes student employability and student facing activity as well as commercial income generation. This has allowed us to be proactive in creating supportive reward and recognition policies for both staff and students to flourish.

We are of course a business in our own right and successfully manage profitable businesses. UNO Buses is one of the largest independent bus operators in the UK and the profits are reinvested back into our university to further enhance the student experience.

## STUDENT ENGAGEMENT



The University of Hertfordshire has developed a distinctive identity as an entrepreneurial, business-facing institution. From the outset this was a model that intrinsically worked for vocational and business focused schools and departments that had established long standing relationships with industry in their own subject areas. For the History, Philosophy and English Literature Departments, this business-facing identity was a cultural and practical challenge.

The commitment to the new mission throughout the institution, enabled the University's Humanities department to respond positively. They have discovered new ways of teaching and research and forged an alternative outlook which we define as social and cultural entrepreneurialism: proactive engagement to enhance the quality of social existence, and to enrich understandings of ourselves, our communities, histories and cultures.

A current project that illustrates social and cultural entrepreneurialism is the de Havilland Airfield Reminiscence Project: once a centre of the British aviation industry, the airfield is now a mix

The entrepreneurial environment is further encouraged by a wide range of activities that initially focus on creating awareness and curiosity of entrepreneurial behaviour. Our entrepreneurial society is the largest society in the university.

Our vibrant and profitable Graduate Consulting Unit provides valuable paid experience for our graduates to undertake small scale consultancy at a commercially attractive price. The unit is popular with SMEs and third-sector organisations, who have come to value and benefit the fresh thinking and creativity of our recent graduates.

We believe it is vital for entrepreneurial universities like ours to be at the heart of economic growth in their areas. We provide highly specialised bio and chemical R&D labs and in partnership with our RDA we invested over £10m to create BioPark – one of the UK's largest bioscience incubation facilities.

of housing, university campus, open space and business park. It's the landscape that staff and students see every day out of their seminar and office windows. The University secured funding from the Heritage Lottery Fund to capture, communicate and celebrate this history through collaborations with residents, students and former workers.

Students are central to social and cultural entrepreneurialism. They are active agents who participate in staff research and other outward-facing projects allied to the curriculum. Through our collaborations, students develop independent ideas and networks; they acquire skills and experiences that enrich their own lives and therefore contribute to wider communities. The University has placed value on these activities, by introducing formal academic credit for a programme of work placements in heritage, demonstrating to future employers that students from the University's School of Humanities have acquired practical, work-based, transferable skills.

Throughout every faculty, school and department, entrepreneurship and enterprise is enhancing the University of Hertfordshire's teaching and research, offering our students a distinctive set of experiences and enabling them to acquire and demonstrate initiative and independence.

*“The University of Hertfordshire is committed to a truly different student experience. The University perceives this as a journey, exploring and developing entrepreneurial activity in all areas of its work...”*

## INNOVATIVE AND ENTREPRENEURIAL FACULTY

Staff are supported and encouraged to be entrepreneurial in all parts of their work. We launched a major initiative to incorporate commercial activity, consultancy and knowledge transfer as mainstream activity in our work load allowance process. We celebrate excellence in Entrepreneurship Education through our Teaching Awards. We are currently number one in the Eastern Region for Knowledge Transfer Partnerships and our work with SMEs is often transformative.

We actively encourage staff to start their own businesses with a range of support and investment activities at each development phase, starting with seed corn funding for proof of concept, grants and advice for planning for business, through to an investment fund for spin-out opportunity.

FIT Science is a framework for personal and organisational development to facilitate life and work skills developed by the Head of the School of Psychology. From this the FIT Corporation was founded as a commercial enterprise. In 2009 the University recognised the opportunity to give all students access to FIT and this is now embedded in a range of programmes across the institution.

## ENTREPRENEURIAL IMPACT

Entrepreneurial and commercial activity has a major impact on our core areas of business: how we teach our students; how we conduct our research; how we engage with enterprise and the community. It is also a key feature of our financial portfolio. Only 25% of our turnover comes from core HEFCE funding with the majority coming from our commercial companies.

Through our partner Exemplas and our commercial company UH Ventures we are one of the largest providers of government funded support to business in the UK. We annually engage with over 250,000 SMEs, and support the creation of 10,000 new businesses. We are working with the Innovation Council to explore using enterprise and self-employment as a means to help people displaced from the workforce become economically active. We are developing with pan-European partners a unique international standard for accrediting SME support organizations and have developed a unique co-investment approach to funding SMEs.

Our students are achieving national recognition with four UoH graduates invited to the House of Lords to celebrate the launch of the ‘Future Leaders 2010/2011’ that showcases 100 of the ‘Most



Our Entrepreneur in Residence has a particular interest in encouraging development of entrepreneurial education through action learning and has developed an innovative software product that integrates real-life cases in to a game format to create a unique learning experience. This game is now being rolled out across the University for the benefit of our students whilst we also take it forward as a commercial venture.

Outstanding Black students’ in the UK. A graduate from our Business School was selected as one of the ‘top ten’.

In 2009 we launched a Social Enterprise Unit. This unit works with organizations in the Third Sector and has provided consultancy, research and business support to over 45 Third Sector organizations. Students use entrepreneurial skills whilst also contributing to society by working with the charity sector. Students are often invited to the charity’s own development away days and continue to work with the charity once they finish their studies.

This impact encompassing a social enterprise perspective and benefitting our student experience encapsulates our philosophy of ‘social and cultural entrepreneurialism’ and a truly different student experience.



## THE INSTITUTIONAL ENVIRONMENT

In 2010, entrepreneurship was adopted as a major theme in the College's Strategy. Together, Imperial College and its Business School provide a world-renowned academic platform, a living entrepreneurship lab and an invaluable and freely accessible network of proven expertise and experience. As the UK's leading university for collaboration with industry, our achievements to date include:

- Generating over £30m research revenue in the last year from industry collaboration
- The first UK university to float its own intellectual property company on the London Stock Exchange's AIM
- Creating the first UK Chair in Technology Transfer and Entrepreneurship, funded jointly by QinetiQ-EPSC
- Establishing the Rajiv Gandhi Centre for Innovation and Entrepreneurship to develop UK-India academic and business interests
- Becoming the academic partner in Microsoft's Global Innovation Outreach Programme, working with Microsoft's 30 most important clients

## STUDENT ENGAGEMENT

In the last year, the College's Graduate Schools, which provide support and training for all postgraduate students, ran a "business month" of events attended by more than 700 students, including 16 places on a four-day entrepreneurship summer school in Tsinghua. This summer, Imperial students attended the first of a new summer school series on entrepreneurship in climate change involving three top European universities.

The highly successful Imperial Entrepreneurs Club, run by students, launches the next generation of disruptive technology entrepreneurs; they organise their own external speakers and run their own business plan competition. The Chemical Biology Centre for Doctoral Training (CDT), one of five CDTs at Imperial which bring students into close contact with industry, also ran a highly successful Dragon's Den competition this year.

The course, Innovation, Entrepreneurship and Design (IE&D) was, this year, embedded as an ongoing programme. IE&D's first year saw 33 projects develop through the process. One project, proposed by Cancer Research UK, went on to win £10,000 in a related competition.

The Innovation Challenge, part of the Design, Art and Creativity module of the Mechanical Engineering degree course, is designed to help students discover how their knowledge can translate into

- This year, the Financial Times ranked it as first in the world for entrepreneurship on its Masters in Management and third in the world on its MBA.

Strong emphasis is placed on making sure students, graduates and staff can gain entrepreneurial business skills. In the Entrepreneurship Hub, part of Imperial College Business School, the students, researchers and business meet to disseminate new thinking and help take technology-based ideas to market. At the heart of the Hub's success is its partnership with Imperial Innovations, Imperial's hugely successful technology transfer arm.

The Hub has developed "Inceptum", a novel software tool taking the form of a distance learning platform, guiding participants through the formation of a business plan.



practical applications. Working in teams, with the support of mentors, students spent 10 weeks researching and developing their ideas before pitching them to a panel of design professionals. This pilot project fed into the NESTA Guide for Creative Industries, published in 2009.

Envision 2010 ensures that the College's engineering students have opportunity to apply their knowledge. The flagship Imperial Racing Green project, involving almost 100 students across 8 different engineering departments, entered its fuel cell hybrid vehicle into a 2009 student event and won the prize for 'Most Innovative Engineering Design.

*“Imperial College delivers leading research through a department specialising in Innovation and Entrepreneurship...”*

## INNOVATIVE AND ENTREPRENEURIAL FACULTY



Imperial College delivers leading research through a department specialising in Innovation and Entrepreneurship, comprising more than 50 research and teaching staff. Staff teach on, and are core to the success of the IE&D programme. This resource is integral to the success of the Hub and to those who contribute to programmes in all other faculties.

Prof Erkkö Autio, the first UK Chair in Technology Transfer and Entrepreneurship, who was elected as Representative-at-Large for

## ENTREPRENEURIAL IMPACT

Imperial Innovations supports outcomes for staff, students and alumni. Its business model comprises an integrated approach across the whole commercialisation chain – a model which is being followed throughout Europe. In 2010, the company invested more than £40m in Imperial-based ventures, including:

- An MBA team created the original business plan for Ceres Power, now worth more than £100m
- Environmentally friendly cat litter developed using proof of concept funding, matched by an industry partner, led to exclusive licence this year and a TSB award. Imperial's spin-outs and research have also achieved external best practice recognition, for example:
  - MIT Technology Review tips Novacem as a “Top-10 Emerging Technology” in 2010. Novacem has developed a new carbon-negative cement attracting sponsorship from Laing O'Rourke and Rio Tinto. Its founder and now Chief Scientist, Nikolaos Vlasopoulos was a student at Imperial
  - RepRegen founder, Prof. Molly Stevens, was winner of 'Academic Enterprise Award', 2009.

the Entrepreneurship Division of the Academy of Management 2009, won the 2010 American Marketing Association's Gerry Hill Award for an article that has significantly influenced entrepreneurship and marketing research.

College staff are supported in applying their knowledge to real-world problems. Resource and expertise provided from Imperial Innovations guides them through the process of setting up a company from its initial inception to finding quality management teams. A key feature of this support are the Entrepreneurs-in-Residence, brought in to advise academics at an early stage of commercialisation. New ventures are also provided with access to incubator space – otherwise scarce in London - jointly funded by the College and the London Development Agency.

Imperial has a policy of rewarding all inventors to reflect their respective contributions. The 'Rewards to Inventors' scheme gives staff a share in successful commercialisation of IP they generate and the university covers the cost of patenting.

Imperial has seconded a member of faculty to the Department for Business Innovation and Skills as Director of Innovation Analysis and has contributed to, or hosted numerous briefings, workshops and reviews with senior Government policy-makers.

Regionally the Business School has helped 547 companies through Design London, funded by the LDA; and ICON works closely with Knowledge Connect to help local SMEs find specialist support. Internationally, Imperial leads UK involvement in the innovative EIT KIC initiative, with the objective to accelerate the whole value chain from education and research to innovation and entrepreneurship.



## THE INSTITUTIONAL ENVIRONMENT

The University's Research and Enterprise directorate has been leading the way through successful engagement with business and community stakeholders. It coordinates the South West's largest Knowledge Transfer Partnership programme, and operates two business incubation facilities on campus – Formation Zone for creative subjects and Formation2.0 for those in STEM areas. Through its Rural Enterprise Solutions, it provides business network support and guidance to rural-based organisations, and the directorate has also been at the heart of the Plymouth Graduate Internship Programme. Awarded the largest allocation of graduate internships in the South West via the HEFCE scheme, some 250 graduates have now been recruited to 111 companies, with 73% being retained at the end of the internship.

The University supports a commercialisation agenda through staff spin-out companies and student start-ups, and has coordinated several award-winning entries in the Enterprising Britain competition

## STUDENT ENGAGEMENT

Student engagement has been demonstrated by successful entries in the national student entrepreneur competition, FLUX, which the University recently hosted as two-time defending champions, as well as the recent international Ideators challenge in Sri Lanka. The offer of a comprehensive business support package has attracted many budding student entrepreneurs, not to mention members of staff, to enter the University's own Business Ideas Challenge. Many of these business ideas have germinated into start-up companies and have moved into the on-campus incubation facilities – in fact, over 40% of the businesses are led by Plymouth graduates.

The University is a supporter of Students in Free Enterprise (SIFE) and has a number of people working with local authorities and businesses, sharing their knowledge and skills. It has also created the Plymouth Award, which will recognize the achievements of students outside the curriculum and encourage them to develop their life-skills and increase their employability ahead of graduation.

There is also a legacy of alumnus entrepreneurial achievement. For example, Oliver Blackwell won a British Airways Great Briton Award for his unique washing machine that also dries and irons clothes, and Rob Drake-Knight featured in the Future 100 list of young entrepreneurs thanks to his eco fashion brand.

on behalf of the city. It also provides volunteering opportunities via the new Plymouth Award and the Enterprise through Sport partnership with Plymouth Albion Rugby Club.

The University's Teaching and Learning Strategy champions work-based learning, and has embedded employability across the curriculum, ensuring over 12,000 students gain industry experience every year. And this has been complemented by the opening of a new employability Gateway careers centre at the heart of the campus. The University's annual Vice-Chancellor's Enterprise Awards recognise and reward the contributions of not just staff, students and alumni, but the regional business community as well.



*“The University’s Research and Enterprise directorate has been leading the way through successful engagement with business and community stakeholders.”*



## INNOVATIVE AND ENTREPRENEURIAL FACULTY



The University is proud of its innovative and entrepreneurial staff and has encouraged hundreds to engage directly with senior management and input into policy and strategy creation via monthly Café Forums. There are also some 60 Enterprise Enablers who voluntarily work to embed enterprise across the institution and act as catalysts for change.

The University showcases and celebrates these and many other achievements through its bi-annual Enterprise magazine and staff and student enterprise films. It also forms the basis of its annual

Vice-Chancellor’s Enterprise Awards, in which staff, students, alumni, businesses and community partners are nominated and honoured for their achievements.

Academics, researchers and staff across the University engage with initiatives such as Knowledge Transfer Partnerships, student mentoring programmes and the annual Community Research Awards, where expertise and research capability are partnered with voluntary and charitable projects in need of assistance.

## ENTREPRENEURIAL IMPACT

One of the ways in which the entrepreneurial impact of the University of Plymouth can be measured is through the success of a number of transformative regional projects it coordinates with partners, such as the South West Regional Development Agency and Plymouth City Council. For example the University won the contract to manage the £12million Pool Innovation Centre – the first of its kind in Cornwall – which is now providing business incubation space for specialised companies in a bid to regenerate the heartlands of the county. The University also has preferred bidder status on two more innovation centres currently in the pipeline.

Similarly, the institution is using its globally-recognised research excellence to help lead the Plymouth Science and Innovation Programme, part of which will see the creation of a cutting-edge £18m marine research centre on the campus. The University is also a partner in the team leading the development of the Wave Hub project in Cornwall, and a founding partner in the Tamar Science Park.

The University’s enterprise pedigree has also been recognised by the award of one of HEFCE’s seven Leading Transformational Change

programmes, in which it will conduct research on the enterprise agenda across the Higher Education sector, and develop best practice toolkits for institutions. Already the early findings of this report are prompting national media interest and debate.



## THE INSTITUTIONAL ENVIRONMENT

The University has embedded entrepreneurship through a framework shaped by its three key strategies - teaching, research and business engagement. Enterprise modules, entrepreneurship lectures and masterclasses, business competitions, placements and live projects are all standard to provision.

The Business Engagement Strategy, led by the Deputy Vice-Chancellor (Research and Enterprise), is supported by a high-level Committee structure and staff, student and business networks. Senior staff in Schools have explicit responsibility for enterprise.

Strategy delivery is managed by a well-resourced central department supporting Schools and providing a professional interface with business and stakeholders for knowledge transfer and workforce development and business start-up. It hosts an experienced business start-up team managing on-campus incubators and specialist mentors and advisers.

Staff are empowered through a strong culture of collaboration, with support systems such as consultancy and IP policies, staff networks and forums, a staff development programme in enterprise, a CRM

## STUDENT ENGAGEMENT

"Teesside is a fantastic University for working with business, and what it's doing to stimulate entrepreneurship is very close to my heart. I know both the start-up companies I've dealt with and the graduates I've taken on in my own business they've got what it takes to succeed."

- *Duncan Bannatyne, entrepreneur*

Our students play an enormous part in their local communities. In 2009/10 they mentored 400 young schoolchildren in 27 primary schools across the Tees Valley, providing them with role-models, and encouraging them to make the most of their opportunities. They also volunteered with a wide range of support organisations from Help the Aged to Nacro.

Over the past 9 months, some 275 of our students and graduates have taken up extra-curricular internship opportunities with employers to broaden their skills and help make a difference. In 2009/10, levels of involvement in our Enterprise Development Programme were higher than ever: 72 graduate businesses were started up with support from the University's New Business Team and



database for all entrepreneurial activity, and an online Business Toolkit.

A significant number of entrepreneurial staff are able to generate and manage their own income while contributing to research and curriculum development, and involving academic colleagues in consultancy and knowledge transfer.

In 2009/10, we led on 9 major enterprise initiatives – all focused on business innovation or creation.

our innovative DigitalCity Fellowship programme. DigitalCity Fellows alone were creating one business per week. Summer 2010 saw the creation of the 100th business from the programme – a figure which has since increased to 115.

A campus-wide community of entrepreneurial students and graduates, 'entrepreneurs@tees', is led by the union and supported by the university.

Our students and graduates embrace entrepreneurship opportunities in other ways too:

- Business plan competitions - 09/10 saw 45 team entries to the University's own Blueprint competition
- Teesside graduates were awarded a US place on each of the last two years of the prestigious Kauffman Fellowship Programme, and used the experience to develop their own successful businesses

*“Teesside staff apply business know-how and innovative thinking to all aspects of their teaching...”*

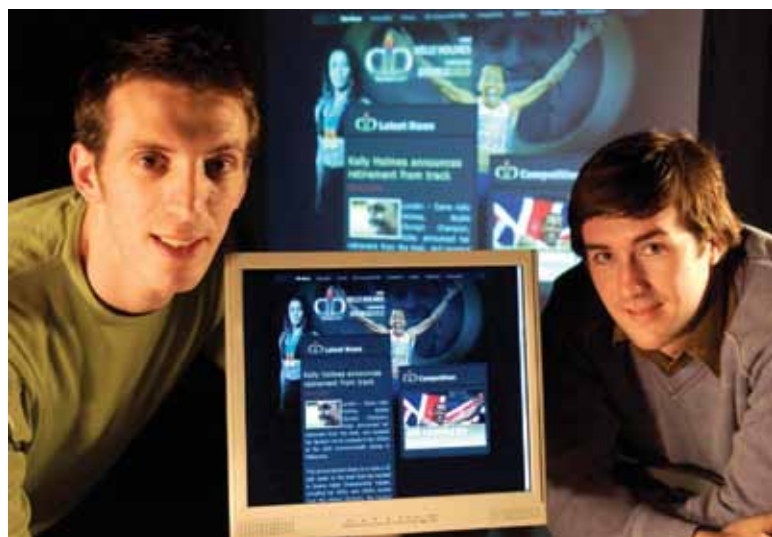
## INNOVATIVE AND ENTREPRENEURIAL FACULTY

In 2009/10, staff worked with over 760 businesses – including developing strategic workforce agreements with over 60 employer partners.

From lively jazz workshops for marketeers to enterprise boot camps for media production students; from developing skills for freelance animation to honing the entrepreneurial skills of physiotherapy students based in a sports injury centre social enterprise, Teesside staff apply business know-how and innovative thinking to all aspects of their teaching. The School of Science and Engineering reviewed its entire provision in 2009/10 to make sure that entrepreneurship and employability were central to every course on offer.

Any member of staff looking to develop enterprising ideas is eligible for University support. A generous consultancy policy is open to all; and a clearly defined Intellectual Property policy is supported by transparent processes. The University’s Enterprise Development Fund has so far provided seedcorn investment for 55 commercial proposals, and a separate IP Fund supports protection of those ideas.

2009/10 saw the University’s first appointment of an Enterprise Professor, signalling a clear career route for entrepreneurial staff. Within workloads, enterprise responsibilities are supported through the allocation of enterprise hours or the use of staff development funds.



## ENTREPRENEURIAL IMPACT

Teesside University has a proven track record of championing and delivering entrepreneurial activity... its leadership of DigitalCity ... plays a crucial role in creating the new jobs and businesses which will help drive future economic growth.”

*- Ian Williams, OneNE Director of Business and Industry*

2009/10 saw some major milestones for Teesside.

A new Enterprise Alumni Network reached 170 members. Our ‘entrepreneurs@tees’ initiative got off the ground, enrolling over 280 initial members.

The value of working with business was underlined by the 275 student and graduate company interns; and also by two national awards for Teesside KTP associates.

New activities, initiated by colleagues, sprang up to promote enterprise more widely. They included funding pots for small-scale activities, the designation of enterprise champions, a new cross-disciplinary Innovation Exchange and a competition to find innovative solutions to healthcare challenges.

DigitalCity occupies centre stage as a major growth initiative. The DigitalCity Fellowship model is the subject of a new project, working with the Centre for Process Innovation at Wilton, to create and grow science-based businesses. It is also being adopted by a number of councils and internationally. In championing engagement, attracting enterprise talent, and fostering international partners, in the EU, Sweden and the US, it exemplifies Teesside’s role in realising regional ambitions for innovation and growth – the role of an entrepreneurial university.





**THE VISION  
FOR UK HIGHER  
EDUCATION**

A Higher Education environment driven by:

- › **Entrepreneurial Institutions**
- › **Entrepreneurial Staff**
- › **Entrepreneurial Stakeholder Partnerships**
- › **Entrepreneurial Opportunities**

Leading to:

- › **Entrepreneurial Graduates**
- › **Entrepreneurial Lives and Careers**
- › **Entrepreneurial Organisations and Communities**