

## Higher Education Innovation Funding 2011-12 to 2014-15: policy, final allocations and request for institutional strategies (HEFCE 2011/16)

### Annex B: Template for HEIF 2011-2015 institutional strategies

Please complete this form, and the two tables in Annex B2; these may be downloaded from [www.hefce.ac.uk/Pubs/hefce/2011/11\\_16/](http://www.hefce.ac.uk/Pubs/hefce/2011/11_16/). Text boxes may be expanded to the required length. Please do not attach other documents or annexes.

The completed form and tables should be e-mailed to [heifstrategy@hefce.ac.uk](mailto:heifstrategy@hefce.ac.uk) by **Friday 29 July 2011**.

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<b>Please note that we intend to use this contact person to seek case study materials from your institution from time to time (see Question 13). We will therefore ask you annually as part of our HEIF monitoring process to ensure that we have up-to-date details for your nominated contact person. If you wish to nominate an alternative contact person specifically for case study information please do so in Question 13.</b>	
<b>Has this strategy been approved for submission to HEFCE as the basis for release of HEIF 2011-2015 funding by the head of institution?</b>	
Yes	

## Section A: HEI knowledge exchange strategy

### The strategy

1. Please briefly describe your institution's overall knowledge exchange strategy, including:
  - a. Relationship to institutional mission (research, teaching etc).
  - b. Priority aims and intended outcomes.
  - c. Main objectives and activities.
  - d. Evidence base used to formulate the strategy and how it builds on past strategies.
  - e. Focus of your strategy in terms of target sectors/beneficiaries (e.g. low carbon/social enterprises), target organisations (e.g. SMEs) and geography (e.g. local/national/international).
  - f. Please illustrate the focus of your strategy with examples of relevant KE policies, projects or initiatives as appropriate to your HEI.

Max 1500 words [1500 words]

**Aim: to support Knowledge Exchange (KE) that enhances regional/national economic growth while strengthening Bournemouth University's (BU's) core business of research and education.**

At the heart of BU's new Vision & Values launched July 2011 is the concept of fusion, in which education, research and professional engagement create a distinctive academic proposition in which the sum is greater than the component parts. It is based on a mutual exchange of ideas with business, is grounded in our research and educational strengths and will drive both regional and national economic growth.

Previously KE has emphasised the revenue stream rather than the *inflow* of information, in terms of market and commercial intelligence, which is more aligned to our core business. As a consequence KE has failed to gain widespread traction with staff and growth has been modest (Fig.1). We seek a step change in performance starting with a fundamental change in culture and approach linked to our new Vision & Values that will make BU one of the most trusted knowledge brokers on the south coast driving economic growth and entrepreneurship in selected economic sectors.

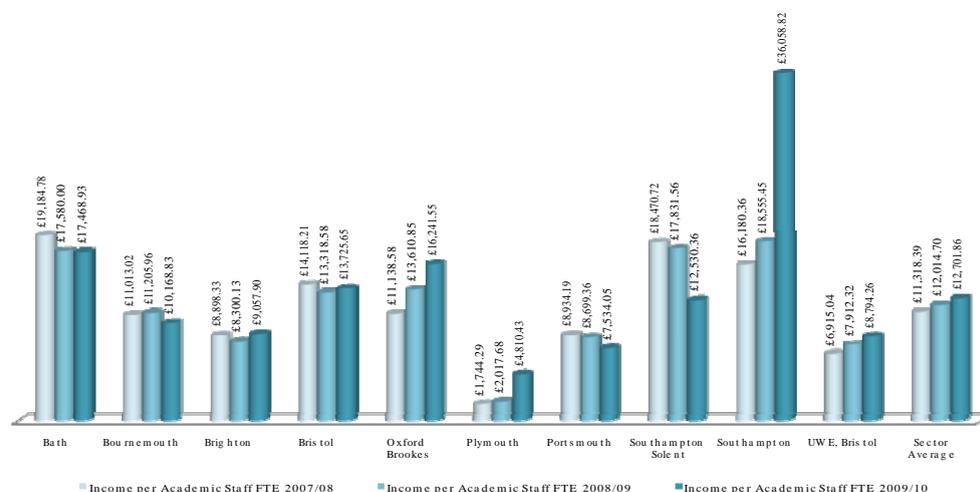


Figure 1. BU's enterprise performance per FTE (2007-10) benchmarked against competitors.

## Critique of HEIF-4

Revenue was invested in central infrastructure around innovation & commercialisation, employer engagement, entrepreneurship, and consultancy. A feature of our investment plan was a fund to pump-prime activity across the entire academic footprint. Thirty projects were funded and while many have been successful, stimulating valuable business interaction, the lack of strategic focus prevented rapid growth. Investment returns from commercialisation have been modest (c. £300k 2006-11). Areas of strength lie in Continuing Professional Development (CPD) around Health, Electrical Engineering and Media where bespoke products have been developed for large organisations (e.g., NHS, Airbus, BBC & MoD). Applied research and consultancy is strong, but exposed to risk being linked to a limited number of clients (2010/11: £3 million 10 clients). Since 2007 average of 8 KTP schemes per year have generated £640k in KTP. We need to: (1) be more focused, investing not in routine KE activity but in real innovation; (2) capitalise on existing strength in employer engagement; (3) focus on value gained rather than on income derived; (4) focus on, and expand, our key client base building lasting relationships; and (5) disinvest in commercialisation to focus on our strengths in applied research, consultancy and CPD. The economic character of our region, which provides the evidence base for our strategy, is outlined under Question Two.

## Our Approach

Best practice in the sector suggests that empowering academics to engage with KE directly through business consultants, minimising expenditure on central support and maximising targeted investment are key to success. Our strategy distinguishes 'business as usual' activity (low-risk) undertaken and funded in all academic Schools from 'innovation' (high-risk) to be funded institutionally by HEIF through targeted investment in key themes. We will create a Business Engagement Unit to coordinate this activity and provide a one stop-portal ensuring continuity in areas of existing success and investment. Each innovation theme will have access to an investment fund and in addition a modest 'creativity fund' will establish a pipeline of future innovations.

Outlined below are the five innovation themes to be funded in year one, a further two themes will follow in years three and four as investment transitions from HEIF to BU funds.

- Create an **International Hub for Visual Film Effects (VFX)** based on institutional and industry collaboration, levered from our 'world class' research (RAE; 2008 - 70% >3\*, GPA 2.85) and our outstanding educational reputation evidenced by the 2010 NESTA report which stated that almost half of the UK VFX industry are BU Graduates. **Why?** Because the UK has an excellent reputation for VFX and the SW has the second largest Creative Industries sector outside London. The VFX industry is strategically important to the future of film in the UK. VFX was a significant lure for the £575 million of inward film investment in 2010 and is the fastest growing component of the industry growing revenue by 16.8% and its workforce by 16.4% (2006-08). Unlike other creative industry sectors, animation has modelled successful centres of excellence outside London. We have the opportunity to create an international hub for VFX creating jobs, driving economic growth and entrepreneurship on the South Coast while also enhancing BU's research and education activities. **How?** By establishing, in collaboration with The Arts University College at Bournemouth, an international VFX Festival; offering office space for VFX companies such as Framestore who are already signed up; by

building a training, production and consultancy service; and by linking with the DM Centre for Entrepreneurship.

- Host an international programme of **Design Sandpits for Prosthetic/Medical Engineering** using our reputation in medical devices (evidenced by EPSRC grants with industrial partners – prosthetics & strokes; RAE-2008 40% >3\* GPA 2.1) to draw in researchers to work with the UK's leading manufacturers and BU's visiting faculty of medical practitioners to tackle key design challenges. **Why?** Over 25% of all prosthesis users do not use their artificial limbs due to discomfort; the lack of science in their design and fitting is the primary cause. In the UK alone there are around 60,000 below knee amputees. Simple medical devices can help stroke victims of which there are 150,000 each year in the UK with 450,000 severely disabled. The demand for effective medical devices is clear. Within our sub-region we have a number of major manufacturers of medical devices (e.g. Ossur, Otto Bock, Ohio Willow, Dorset Orthopaedics, & Blatchford) who will benefit via international exposure. **How?** Via sandpits which are intensive multidisciplinary forums which facilitate collaboration between academics, industry and other stakeholders undertaking analysis of pertinent issues, encouraging innovative problem solving that fosters future collaboration.
- Launch the first **National Tourism Business Academy (NTBA)** in collaboration with Bournemouth and Poole Tourism Management Boards, the New Forest Tourism Association, and relevant local authorities. The NTBA will accelerate tourism business growth by focusing on visitor experience, 'state of the art' research & development, and the creation of a knowledge exchange for all stakeholders. **Why?** Tourism is a key sub-region industry. Bournemouth, Poole and the New Forest collectively attract 2.32 million staying and 12.9 million day visitors per annum, generating £1035 million for their local economies and employing 20,400 people. **How?** The NTBA will be driven by successful private businesses, informed and guided by leading international tourism academics at BU, and supported by experienced destination management professionals and private-public partnerships in an outstanding coastal resort (Bournemouth) serving as a 'learning laboratory'. This will be achieved, first regionally and then nationally, via blended learning to support tourism businesses, professional mentoring networks, workshops to improve local business performance and building the foundations for a national tourism business resource by 2014.
- Create a **Science & Technology Hub (STH)** with a focus on Environmental Biotechnology, built on BU's research excellence in Environmental Science (RAE-2008 45% >3\* GPA 2.35), collaborative partnerships with businesses in the SW and by targeting EU development funds. **Why?** The UK's Department of Trade and Industry estimated that 15-20% of the global environmental market in 2001 was biotech-based amounting to \$250-300 billion US per year with projected ten-fold growth over the next five years. In the SW the environmental industry already contributes £220 million but growth is limited by the availability of skills and facilitates. **How?** Our aim is to first build a SW Science & Technology network focused on an Environmental Science & Technology Festival, providing a showcase for the SW, building capacity and networks to allow us to lever EU funding to develop a regional laboratory network for business and enhance the regional skills base to use it. For example, the SW is the only English region to qualify for convergence, competitiveness and employment funding (*Operational Programme 2007-13*) and the Competitiveness Programme is Priority 1, focused on knowledge transfer, with £3 million still uncommitted for projects.

- BU appointed a Chair in Entrepreneurship in 2011 with support from the entrepreneur Dominic Marrocco as part of its commitment to create a **Centre for Entrepreneurship (CfE)** which aims to provide business development support and create an entrepreneurial eco-system within the region. **Why?** Business creation and acceleration is a key objective of the Dorset LEP (See: Question Two). **How?** It will target sectors associated with creative and environmental industries and focus on the incubation of new ventures, the business acceleration of established firms and the creation of a community of practice, around these sectors, that fosters innovation. The Dominic Marrocco CfE will have a positive effect upon the regional eco-system, promote University/industry interaction, enhance curricular and create opportunities for applied research.

The above themes are identified as core to delivering a step change in BU's KE performance, are identified for front loaded investment and will deliver maximum return as measured by income, regional/national economic growth, and value to our core business of research and education. We will continue to invest concurrently using BU Funds in our 'business as usual' activities in health, media, environmental science, market research, and business management.

2. How will your KE strategy support/complement your institution's approaches to other important areas of national policy (and help deliver the related national policy priorities), such as: the Research Excellence Framework and Research Council Pathways to Impact; government approaches to sub-national growth (such as Local Enterprise Partnerships); and/or student employability/enterprise education?

Max 1500 words [1204 words]
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During 2010/11 BU has redefined its Vision & Values for the next decade informed by external policy debates<sup>1</sup> and later their formal articulation in the HE White Paper<sup>2</sup>, as well as through dialogue with both external and internal stakeholders. Our new vision launched in July 2011 is:

*“**Creating** the most stimulating, challenging, and rewarding university experience in a world-class learning community by **sharing** our unique fusion of excellent education, research and professional practice and **inspiring** our students, graduates and staff to enrich the world.”*

At the heart is the idea of fusion, where the interaction of research, education and knowledge exchange creates something where the sum is greater than the component parts to the benefit of society as a whole<sup>3</sup>. We believe that this reflects not only government policy to create a better

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<sup>1</sup> For examples please see: 'Opportunity, choice and excellence in higher education', HEFCE strategy statement, July 2011 (<http://www.hefce.ac.uk/aboutus/stratplan/strategystatement.pdf>); 'Dimensions of Quality', Dr Graham Gibbs, September 2010 ([http://www.heacademy.ac.uk/assets/documents/evidence\\_informed\\_practice/Dimensions\\_of\\_Quality.pdf](http://www.heacademy.ac.uk/assets/documents/evidence_informed_practice/Dimensions_of_Quality.pdf)); 'Securing a Sustainable Future for Higher Education: An Independent Review of Higher Education Funding and Finance', Lord Browne of Madingley, October 2010 ([www.independent.gov.uk/browne-report](http://www.independent.gov.uk/browne-report)); Political speeches by both the Secretary of State Vince Cable (<http://www.bis.gov.uk/ministers/vince-cable/by/speeches>) and the Minister for Universities and Science David Willetts (<http://www.bis.gov.uk/ministers/david-willetts/by/speeches>).

<sup>2</sup> 'Higher Education: Students at the Heart of the System', BIS, July 2011 (<http://discuss.bis.gov.uk/hereform>).

student experience and better qualified graduates<sup>3</sup> but also the needs of our students<sup>4</sup> and the central role that a University should play in driving innovation and economic growth both in a regional and national context<sup>5</sup>.

We have an outstanding track record in employer engagement in the context of student placements/internships and work-based learning opportunities, which proved to be a key feature of the HE White Paper. Over 86% of our programmes offer such opportunities and we are in the top three HEI's in the UK for this metric. We want to build on this success during HEIF-5 and improve the traction that KE has with our staff leading to enhanced performance institutionally to the benefit of both the regional and local economy<sup>6</sup>. Our HEIF Strategy takes its lead from the concept of fusion in our Vision & Values and places KE at the core of what we do. Fusion is a more institutionally mature approach where KE is not just seen in terms of income, as in the past, but a true two-way business interaction which benefits all parts of our core business<sup>7</sup>.

BU has developed rapidly in research building Centres of Academic Excellence as set out in its Corporate Plan (2006) and Strategic Plans (2007; 2009) building on existing areas of strength in Animation & Media Communications, Conservation Ecology, Design & Engineering, and Tourism. The University was consequently the fourth most improved HEI in RAE-2008. Transferring this emerging research excellence into KE is a key part of our new Vision & Values (2011). Our research needs to become more outward facing and linked more explicitly to the needs of society<sup>3</sup> and our HEIF Strategy will help us achieve this goal. We are in the process of aligning our research to eight strategic themes defined by societal need and the strategic aims of the main research funders. This represents a major shift from an often inward looking organisation to one which is more outward facing again reflecting the importance that government now places on the role of Universities in driving economic growth and as publicly funded bodies making a clear societal contribution. The HEIF strategy outlined here plays to this new focus with the five themes identified for initial investment mapping closely to five of the big BU research themes of the future: creative & digital technology, biodiversity & sustainability, entrepreneurship & economic growth, leisure & recreation, and design engineering.

This shift towards an increased societal focus resonates with the introduction of Research Impact within the Research Excellence Framework (REF). Our HEIF Strategy will assist with this increasing the interaction of our researchers with industry/business leaders in key sectors which play to our strongest Units of Assessment (UoA 34, UoA7, UoA26, UoA19, UoA15). We have invested heavily in

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<sup>3</sup> Degrees of Value ([www.universitiesuk.ac.uk/Publications/Documents/DegreesOfValue.pdf](http://www.universitiesuk.ac.uk/Publications/Documents/DegreesOfValue.pdf)). Chapter 3 'Higher Education: Students at the Heart of the System', BIS, July 2011 (<http://discuss.bis.gov.uk/hereform>).

<sup>4</sup> 'National Student Forum Annual Report 2010' (<http://www.bis.gov.uk/assets/biscore/corporate/docs/n/10-p83-national-student-forum-annual-report-2010>)

<sup>5</sup> 'Keeping knowledge at the centre of growth', University Alliance, March 2011 ([http://www.university-alliance.ac.uk/wp-content/uploads/2011/03/Keeping\\_knowledge\\_at\\_the\\_centre\\_of\\_growth\\_A5.pdf](http://www.university-alliance.ac.uk/wp-content/uploads/2011/03/Keeping_knowledge_at_the_centre_of_growth_A5.pdf))

<sup>6</sup> 'The impact of universities on the UK economy', UUK, November 2009 (<http://www.universitiesuk.ac.uk/Publications/Documents/EconomicImpact4Full.pdf>)

<sup>7</sup> 'Stepping higher: Workforce development through employer-higher education partnership', CBI, October 2008 (<http://www.cbi.org.uk/pdf/Stepping-Higher.pdf>)

Doctoral Studentships in the last five years initially fully-funded, but for the last three years match funded (55% of all Studentships). In 2010 we were awarded an EPSRC Industrial Doctorate Programme with the University of Bath worth £6.3 million in the area of digital entertainment with industrial sponsors such as: Think Research, Wonky Films, Frontier Developments, West Highlands Animation, and Natural Motion. There is strong synergy here between research and KE which we will continue to exploit.

As an institution we have a track record in engaging with regional/international partnerships in a wide range of areas. For example, Bournemouth is a key player in the The Skillset Media Academy Network, a national footprint of universities that work with industry in developing the new wave of media talent. Our focus on VFX within our HEIF Strategy will both use and enhance this network. Another key example is Solent Synergy which is a business-driven and -led venture that works in partnership with the universities of Bournemouth, Portsmouth, Solent and Southampton to enhance the knowledge economy in Dorset and Hampshire. Internationally our focus is primarily on research interaction, but there are some notable exceptions on which to build. For example, The Media School is currently working with the Phoenix School at the Communication University of China to provide CPD for media professionals working in the Mandarin media industry. The Chair of Entrepreneurship is working on business incubation and regional development with the Politecnica delle Marche and University of Ferrara (Italy) as well as the University of Antwerp (Belgium). We see both KE and research as central to our future internationalisation strategy in line with emerging policy debates<sup>8</sup>: a key part of our Vision & Values.

Bournemouth-Poole conurbation is the second largest in the South West (SW) and has a higher than average number of small businesses (<5 FTE). The sub-region has outstanding natural and cultural assets and is dominated by the service sector (84%). It has a high number of large corporate businesses including: JP Morgan, Siemens, Cobham, Nationwide, Barclays, Hamworthy, Merlin Entertainment, Sunseekers, LV=, Lush and Kerry Foods. The Dorset Local Enterprise Partnership (LEP) was approved in July 2011<sup>9</sup>. A cornerstone of the LEP is the creation of a Green Knowledge Economy (GKE) recognising the importance of BU's GKE Centre, established using investment from HEIF-4, in shaping economic development. The LEP recognises a number of key challenges for the region with which we can help, such as: a skills gap at all levels; a high proportion of individuals above retirement age, 26.7% (GB: 19.5%); and a reliance on public service employment running at 30% (GB: 27%). Partners in the LEP have aspirations to enhance the performance of key sectors, especially: finance & banking, precision engineering, tourism, hospitality and leisure. All these areas are covered by our KE activity (Table 1). BU's HEIF Strategy has an important role to play in three of the four objectives recognised in the LEP: (1) to improve the performance of existing businesses and encourage the creation and growth of new ones (3% increase); (2) enhance the skills of current and future workforce; (3) improve electronic and physical connectivity within the region; and (4) creation of conditions for enterprise. Amongst the priority actions identified in the LEP BU can contribute directly to: creation of a global hub for trade and international business; creating a culture of enterprise and improving employability skills; positively embracing the role of older people in our region; provide appropriate support for business start-up; and encourage local businesses to 'go global'.

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<sup>8</sup> The Future of Research, UUK, July 2010 (<http://www.universitiesuk.ac.uk/Publications/Documents/TheFutureOfResearch.pdf>)

<sup>9</sup> [www.bournemouth2026.org.uk/dorset-local-enterprise-partnership](http://www.bournemouth2026.org.uk/dorset-local-enterprise-partnership)

LEP Sectors	Business as Usual KE Activity at BU	HEIF 2011-15
Finance & Banking	<b>Business School:</b> Postgraduate Education via MBA and particularly the financial services elective; CPD activity specifically accreditation of the Chartered Institute of Loss Adjusting qualifications, but also through joint events with the Chartered Institute of Insurance and the Chartered Institute of Securities and Investment; short courses on finance and taxation; focus on taxation; green accounting and risk.	DM Centre for Entrepreneurship
Tourism, Leisure & Hospitality	<b>School of Tourism:</b> Partner in the development of the UK's first University Hotel School; market research for National Trust, Local Authorities & primary care trusts (>£500k per year); launch of the Academy of Sports Coaching as a vehicle to "up skill" students as professional sports coaches and regional engagement with RELAYS, an Olympic-legacy project across the South West.	National Tourism Business Academy
Precision Engineering	<b>Design, Engineering &amp; Computing:</b> CPD for Airbus, Ministry of Defence; annual Design & Innovation Festival sponsored by Nokia, Tesco, B&Q attracts >1500 visitors and helped stimulate 49 student start-ups (2009/10); 5 KTP's since 2008	Design Sandpits for Prosthetic/Medical Engineering
Food & drink	<b>School of Tourism:</b> KTP's Olives Et Al and Dorset Cereals; CPD with the Institute of Innkeepers. Sponsorship obtained from Heinz and Waitrose for student KE.	Identified for Second Phase of Investment
Health & Social Work	<b>School of Health &amp; Social Care:</b> £1.4 million pounds of activity per annum in terms of Practice Development and CPD for the NHS; HEIF-4 funded Centre for Health & Wellbeing in the Workplace; two classic KTP's.	Identified for Second Phase of Investment
Creative Industries	<b>Media School:</b> Industrial Masters for media organisations including BBC, Sony Computers, Entertainment Europe and Met Film School; Industrial Doctorate funded by EPSRC (£6.3 million); Creative Enterprise Bureau collaboration between students and academics, offering a range of advertising, marketing and public relations services to business whilst providing students with real-world experience to enhance employability clients include: Channel 4, Electrolux, WORK and NES Health.	International Hub for Visual Film Effects (VFX); DM Centre for Entrepreneurship
Environmental Goods & Services	<b>School of Applied Sciences:</b> >£500k consultancy services & CPD in Conservation Ecology, Archaeology & Forensic Sciences. Bournemouth Archaeology & Geographical Information Systems (GIS) consultancy units. Home to the Green Knowledge Economy Centre a cornerstone of the LEP & includes 'Green Economy Hub', an on-line resource designed to foster innovation and information exchange & first distance learning masters in the Green Economy. The School is involved in an Erasmus Mundus Euro-Asia partnership which will promote Science & Technology education and research exchange.	Science & Technology Hub DM Centre for Entrepreneurship

Table 1. Mapping of 'Business as Usual' activity and HEIF investment against the key economic sectors in the LEP.

### Funding the KE infrastructure and activities

3. Please describe the funding inputs that have supported your KE activities and established KE infrastructure over the last year (for which data are available), linking these to types of outputs, in Annex B2 Table A (available to download as an Excel file at [www.hefce.ac.uk/Pubs/hefce/2011/11\\_16/](http://www.hefce.ac.uk/Pubs/hefce/2011/11_16/)). The guidance in Annex C provides a more detailed description of the infrastructure/activities categories and description of HE-BCI outputs, as well as a worked example of Table A.

[Table A is an Excel file in Annex B2]

Please see completed Table A in Annex B2.

4. Please add any explanatory notes here on how you have completed Table A that will help us compare information received from other HEIs.

A large proportion of our HEIF-4 income was used to continue supporting the current enterprise infrastructure; commercialisation, Knowledge Transfer Programmes, Entrepreneurship (mainly extra-curricular activity) and Employer Engagement. All of which link directly to key areas identified within BU's Corporate Plan (2006-2012) and more broadly the Research & Enterprise Strategy current until July 2011. It must be noted that this also includes the associated administrative support for example contract/legal support, patenting/IP advice, start-up business support. Under the new strategy this central support will no longer be funded from HEIF but from BU core funds.

The remaining allocation formed a project fund which academics could competitively bid for to drive a range of commercial ventures and innovations. These funds were used to either enhance current enterprise activity or invest in new areas and ideas. The rationale was to encourage both existing and new staff that did not necessarily have a strong record in engaging in enterprise to develop enterprise activity linked to their expertise or knowledge. In addition during 2010/11 three main projects were funded linked to institutional research priority areas at that time: (1) Wellbeing in the Workplace; (2) Green Knowledge Economy: and (3) Digital Futures.

Table A has been completed taking into account the following:

(1) No specific set of formulas, metrics or calculations have been used when completing Table A. The responses provided are based on the information that we have available such as the HE-BCI data and our own internal data sources. Whilst research and enterprise is an important part of BU's core activity, in comparison the income received as reported through HE-BCI is a relatively small component of the institutions overall income.

(2) The categories defined by HEFCE do not in all cases facilitate easy classification of our activity, therefore a number of assumptions have been made to try and capture the best fit for some of this activity. Of the 6 categories we identify with 4 which relate directly to activity as set out in our HEIF-4 Strategy, these were categories A, B, C and E, however categories A and E were the most relevant. All other categories are for BU deemed 'business as usual' which also for some part includes categories A and E.

(3) Column B provides a broad view of income. The task to attribute this income across the categories identified was not easy, it was felt that it would not be meaningful to list every form of funding. In conclusion, it was deemed that all income streams had elements linked to all the categories, although not always easily definable. The approach taken was to name some specifics but predominately it has been assumed that these activities are performed as part of our everyday activities.

(4) For column C the HE-BCI financial data was used. Each category had an income value; these were then compared to the combined totals for all the categories. A percentage calculation was used to see where the main proportion of activity took place. This was then mapped against the 6 categories defined by A to F, whilst using knowledge of the institutions activity and infrastructure.

(5) The approach taken in identifying percentages for Column D were based on the HEFCE guidance notes, for example how important is HEIF funding to support this category as compared

to other sources. A large percentage of our HE-BCI activity is deemed business as normal. Our modest HEIF income compliments this activity and allows the institutions to support new emerging activities; this is reflected by the relatively small percentages in column D with the exception of categories A and E.

## Management of KE

5. Do you have sound and secure management systems for KE in place, which include policies, procedures and systems to:

- monitor and evaluate progress, including defining and using key performance indicators
- assess impacts and outcomes and feeding these back into future strategy
- achieve continuous improvement and good practice development and professionalisation of KE
- engage academic staff in KE?

Yes

We expect HEIs to have such policies and procedures in place and we may ask for further information on the underlying documentation related to this question as part of the assessment process, or during later monitoring if there are causes for concern.

6. How do you propose to increase efficiency and effectiveness of KE over the funding period (for example: through internal co-ordination or external collaboration and shared services; by disinvesting and focusing on priority areas of KE; innovation or building on past successful approaches)?

In 2009 the University reviewed its pre- and post-award administrative support for research and enterprise activity, an outcome of this review was the proposal for a 'one stop shop' for all academics engaged in research and enterprise activity. Since January 2010 a central Research & Enterprise Operations Team has been providing pre- and post-award administrative support for all research and enterprise activity. Centralising this support has enabled the University to define its processes, streamline activity, share best practice both internally and externally, building better knowledge of funders and funding calls as well as making efficiency savings.

During the latter part of 2011, BU will be reviewing its commercialisation (Intellectual Property) activity. It is envisaged that fundamental changes will be made to how the University will operate this activity in the future including outsourcing this activity. The other area that BU is interested in exploring is the 'open access IP' concept that HEI's like University of Glasgow, King's and Bristol are operating.

Also during the latter part of 2011, BU will be reviewing its business development activity. Currently we have a small number of individuals responsible for business development. These staff members are currently dispersed across the institution with no central co-ordination or management. Building on our previous successes of combining individuals into one cohesive team, we believe that bringing these individuals together as part of Business Engagement Unit and investing in key posts will support our vision of the future. We believe that this approach will also enable the University to define its processes, streamline activity and share best practice both internally and externally. We aim to develop long term relationships by building a better knowledge of industry, funding sources available, listening to and brokering solutions to real business problems rather than selling pre developed products or services that we think industry needs. This is a step change for the University and should see disinvestment in a number of products and services that we currently offer, as well as investment in other activities that supports the needs of industry/society.

Our vision and values as an institution are evolving; BU is striving for 'fusion' in which education, research and professional engagement create a distinctive academic proposition.

7. Related to efficiency and effectiveness in the institutional or professional infrastructure for KE (not academic):

a. Please specify the number of UK HEIs with which you collaborate in KE:

Two

b. Please describe the collaborations numbered in 7a, and add information on any relevant non-UK-HEI collaborations of this sort.

BU has a vibrant track record of national/international academic collaborations around KE, for the most part these do not result in a cost reduction in terms of institutional/professional infrastructure. We draw attention however to the EPSRC Industrial Doctorate Programme with the University of Bath which does share joint administrative resources and also our close working with The Arts University College at Bournemouth with which we are actively collaborating on one of our investment themes and see the potential here for further collaboration.

## Section B: Planned use of HEIF 2011-2015 funds

8. How do you plan to allocate HEIF for 2011-12 to 2014-15? Please fill in Table B of Annex B2 (available to download as an Excel file at [www.hefce.ac.uk/Pubs/hefce/2011/11\\_16/](http://www.hefce.ac.uk/Pubs/hefce/2011/11_16/)) by type of expenditure and category of infrastructure/activity (see the guidance notes in Annex C).

Please see completed table in Annex B2.

9. Please add any explanatory notes here on how you have completed Table B that will help in aggregating your information with that received from other HEIs to form a sector-level overview.

Table B has been completed based on the requirements of the proposed strategy articulated in Question 1.

HEIF-5 will support a small team of dedicated Business Engagement Consultants that will be responsible for supporting a number of key strategic themes. This team consists of a Senior Business Engagement Leader and initially four Business Engagement Consultants rising to five and six in years two and three. Finance for the six Business Engagement Consultants transition from HEIF funds to BU Funds by 25% each year (i.e. 100% HEIF year one and then in subsequent years 75%, 50% and 25%). This reflects the reduction of risk and the transition of each theme to 'Business as Usual'. The remaining funds under Section D will be utilised for (1) an investment fund with funding front loaded for each theme; and (2) a small creativity fund. Funding for the DM Centre for Entrepreneurship is at a fixed rate decreasing by 25% each year as it become self financing as set out in its business model.

With regards to Section C, it is difficult at this stage to know whether buy-out of academic time to is likely to be a feature of our plans. Each of the investment themes is required to produce a detail business plan by the end of August at which point greater clarity on this point may be available. It is possible for example that we may second one or more of the Business Engagement Consultants from our existing staff base. In light of this uncertainty we have for the moment we have left this section blank.

10. Taking into account your response to Table A, and looking specifically at Table B on the future funding period, please describe:

- a. The distinctive role that HEIF will play in comparison with non-HEIF inputs for knowledge exchange (Table A) in delivering your overall KE strategy.
- b. Any major changes that you envisage in the mix of funding inputs that will support delivery of your KE strategy over the future funding period.

The importance of HEIF funding to our KE Strategy is the ability to invest in true innovation. We have made a clear distinction in our approach between what we describe as 'Business as Usual' activity associated with relatively low-risks in which we routinely invest using core funds as part of BU's commitment to its region and professional associations and higher risk 'Investment in Innovation' which builds for the medium and long term. The importance of HEIF is to be able to invest in innovation and that is for us its true value. Universities by their nature have to be prudent and cautious bodies often leading to a low risk appetite especially at a time of economic uncertainty. Yet the Government wants University's like BU to be entrepreneurial in approach leading to a step change KE performance and economic contribution. HEIF funds allow us to do this, especially as set out in our HEIF Strategy where our focus is on innovation and medium- to

long-term relationship/network building. Best practice in the sector demonstrates clearly that collaborating with industry/business is about long-term relationships built on trust and reciprocal benefit not on a short-term quest for supplementary income. Again HEIF funds allow these long term relationships and capacity building enabling us to 'listen' more effectively to business/industry and respond accordingly. BU has an outstanding reputation in employer engagement linked to educational activity, but has yet to translate this into other areas of KE with the same impact. Our new HEIF Strategy will allow us to do this.

HEIF funding will allow us to invest in Business Development/Engagement type posts as set out in Question One. Academics are exceptional innovators of knowledge and often good communicators, but their ability to understand and interact with business is often not their forte. For the most part they are not skilled marketers and nor should we expect them to be since this would dilute their core value in knowledge creation and exchange. Business development type roles provide a vital interface allowing academics to excel at what they are good at whilst enabling business to access and gain from this. We argue that the Business Development/Engagement posts identified in our HEIF Strategy and common to other HEI's are essential catalysts in this interaction and also in up-skilling academics in these areas through business partnering.

In terms of the mix of funding we have established a very clear model in our Strategy in which HEIF investment should transition rapidly to core BU funds as risks are reduced, return on investment is realised as the activity becomes increasingly embedded as 'Business as Usual KE'. This approach constantly liberates new funds for continued investment and innovation. In time we believe that if we can build capacity and enable a step change in performance around KE our dependence on investment funds via HEIF to finance this will fall, as we generate our own innovation capital. This will take time and our recent KE growth trajectory needs improving to secure this goal, something we believe is possible through our new HEIF Strategy. The concept of fusion within BU's new Vision & Values (July 2011) places KE at the heart of our core business alongside Research and Education and as we realise the benefits of this fusion in the years ahead we are confident that innovation in KE will be possible without reliance on HEIF, but we are not there yet and consequently its role is vital.

### **Section C: Additional information**

11. What do you consider to be the key barriers and enablers to implementing your knowledge exchange strategy and delivering your plans for use of HEIF 2011-2015?

The key enabler to our HEIF Strategy is the new Vision & Values within BU (July 2011) that place KE at the heart of the organisation in fusion with our core business of research & education. We are confident that this will help improve traction with our staff as the emphasis is shifted from income derived to value gained to our core activity. BU has an exceptional level of employer engagement with 86% of our courses having placement/internship opportunities, we have not promoted or capitalised this success story and in doing so it will help in enabling our HEIF Strategy. The provision of central support for Research & Enterprise bidding and continued

investment in staff development for both academic and non-academic staff in this area are key enablers. BU has a clear policy on pay progression and promotion in which professional practice and enterprise are key performance pillars, providing incentive for staff performance. We have several Professors of Enterprise within BU and a number of senior role models built around KE. The annual process of Strategic Planning within Schools focuses attention on KE and requires each School to develop a clear business plan.

In terms of barriers, the key one has been staff engagement in what is often seen as an additional activity rather than one which is core to our central business. We also recognise the importance of the public sector (84%) in the Dorset economy and the potential economic impact of public service cuts. This is also an opportunity for our strategy to have a major impact in maintaining regional prosperity.

12. Please summarise the institutional equality and diversity policies that relate to knowledge exchange activities, and/or provide web links to published policies.

Max 200 words

Bournemouth University's current Dignity, Diversity and Equality Policy cover both staff and students in whatever activity that they are undertaking within the university community and can be located here: <http://www.bournemouth.ac.uk/facilitiesandresources/diversity/policies.html>.

Our policy states that Bournemouth University is committed to embracing Equality and Diversity throughout all its work with students, staff and the wider community as reflected within its Corporate Plan which states:

*Bournemouth University will embrace diversity and equality and embed it into all aspects of the working and learning environments of its staff and students. All staff at Bournemouth University will have a responsibility to promote good practice with regard to diversity and equality.*

The University is committed to both the elimination of unlawful discrimination and the positive promotion and celebration of Equality and Diversity throughout all aspects of its work.

13. Please identify **up to** three key areas of planned institutional HEIF investment using wording as in the 'Level 2 descriptors' column of Table 2 (Annex C paragraph 43 and Appendix 1). Please do not use wording other than the descriptors from Table 2 but you may add notes to describe any particularly distinctive aspects of the key area in your HEI. Key areas should be:

- areas of established, present and ongoing strength or distinction of your institution that will continue to be a focus of HEIF support, and/or
- areas on which you intend to focus during the HEIF 2011-2015 period, leading to likely significant achievements.

<p><b>Key area</b></p> <p>(only use wording as in the 'Level 2 descriptors' column of Table 2 in Annex C</p>	<p><b>Please add notes, if you wish, to describe any distinctive aspects of the key area in your HEI</b></p>
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Appendix 1)		(Max 50 words per row)
1	Consultancy Support	
2	Continuing Professional Development/Short Courses	
3	KE Professional Networks	
<b>Optional alternative contact person for case study updates if not contact person named in heading of template</b>		
Name of institution	BOURNEMOUTH UNIVERSITY	
Name	COLETTE CHERRY	
Position	POLICY ADVISOR	
Address	FERN BARROW, TALBOT CAMPUS, POOLE, DORSET, BH12 5BB	
E-mail	<a href="mailto:ccherry@bournemouth.ac.uk">ccherry@bournemouth.ac.uk</a>	
Telephone	01202 966724	

14. Please give any additional comments on any matter related to KE strategy and/or the use of HEIF, including how you have found this exercise of completing the template.

We have nothing further to add.

Annex B2: Excel template for HEIF institutional strategies (Tables A and B)

**Bournemouth University**

Table A Sources of Funding Inputs

Category	Academic Year 2009/10					
	A. Was HEIF 4 funding used to support this category?	B. List other main types and sources of non-HEIF funding inputs used to support this category.	C. Please estimate the approximate share of your primary HE-BCI outputs associated with this category.		D. What % of HE-BCI outputs do you estimate are typically attributable to HEIF in this category?	E. Optional question: Add (short/headline) information if you wish on non-HE-BCI metrics/outputs, including qualitative, that you use, relevant to the category.
			HE-BCI activity	% associated with category		
A. Facilitating knowledge/research exploitation process	Yes	Core R & T Funding; Income from businesses for contract research and consultancy; RC; KTP's; RC (especially EPSRC); UK Local Government; Charities; NHS (c. 18%); RDA	Collaborative research	80	30%	
			Contract research	100		
			Consultancy	80		
			Facilities and equipment-related services	0		
			Continuing professional development	10		
			Regeneration and development programmes	0		
			IP process (disclosures, protection etc)	50		
			Licensing and intellectual property	50		
			Formal (HEI's IP-based) spin-offs	100		
			Start-ups (new enterprises not based on formal IP)	50		
			Graduate start-ups	20		
			Public events (public lectures, performance arts, exhibitions etc)	0		
B. Skills and human capital development	Yes	Core T funding; employer/employee fees; NHS (c. 54% of HEBCI outputs)	Collaborative research	0		10%
			Contract research	0		
			Consultancy	0		
			Facilities and equipment-related services	0		
			Continuing professional development	90		
			Regeneration and development programmes	0		
			IP process (disclosures, protection etc)	0		
			Licensing and intellectual property	0		
			Formal (HEI's IP-based) spin-offs	0		
			Start-ups (new enterprises not based on formal IP)	0		
			Graduate start-ups	0		
			Public events (public lectures, performance arts, exhibitions etc)	0		
C. Knowledge sharing/diffusion	Yes	Core R & T; Alumni (BU); BU Foundation.	Collaborative research	20	10%	
			Contract research	0		
			Consultancy	20		
			Facilities and equipment-related services	0		
			Continuing professional development	0		
			Regeneration and development programmes	0		
			IP process (disclosures, protection etc)	0		
			Licensing and intellectual property	0		
			Formal (HEI's IP-based) spin-offs	0		
			Start-ups (new enterprises not based on formal IP)	0		
			Graduate start-ups	0		
			Public events (public lectures, performance arts, exhibitions etc)	10		
		Core T; HEFCE e.g. AimHigher/Widening	Collaborative research	0		
			Contract research	0		
			Consultancy	0		
			Facilities and equipment-related services	0		
			Continuing professional development	0		

D. Supporting the community/public engagement	No	Participation attendance fees; local business & community groups/agencies (inc in-kind contributions from Community Partners)	Regeneration and development programmes	0	0%	
			IP process (disclosures, protection etc)	0		
			Licensing and intellectual property	0		
			Formal (HEI's IP-based) spin-offs	0		
			Start-ups (new enterprises not based on formal IP)	0		
			Graduate start-ups	0		
			Public events (public lectures, performance arts, exhibitions etc)	90		
E. Enterprise education and entrepreneurship	Yes	Core T; External funds from corporate organisations; HEFCE Graduate Internship Programme.	Collaborative research	0	70%	
			Contract research	0		
			Consultancy	0		
			Facilities and equipment-related services	0		
			Continuing professional development	0		
			Regeneration and development programmes	0		
			IP process (disclosures, protection etc)	50		
			Licensing and intellectual property	50		
			Formal (HEI's IP-based) spin-offs	0		
			Start-ups (new enterprises not based on formal IP)	50		
			Graduate start-ups	80		
Public events (public lectures, performance arts, exhibitions etc)	0					
F. Exploiting the HEI's physical assets	No	Core T funding; bank.	Collaborative research	0	0%	
			Contract research	0		
			Consultancy	0		
			Facilities and equipment-related services	100		
			Continuing professional development	0		
			Regeneration and development programmes	0		
			IP process (disclosures, protection etc)	0		
			Licensing and intellectual property	0		
			Formal (HEI's IP-based) spin-offs	0		
			Start-ups (new enterprises not based on formal IP)	0		
			Graduate start-ups	0		
			Public events (public lectures, performance arts, exhibitions etc)	0		

Bournemouth University - Table B Projected use of HEIF funds

Expenditure type	Breakdown by category of infrastructure/activity	Academic Year			
		2011-12	2012-13	2013-14	2014-15
<b>A. Total HEIF allocations: (£000s)</b>	<b>N/A</b>	<b>£641,250</b>	<b>£641,250</b>	<b>£641,250</b>	<b>£641,250</b>
<i>Of your total allocation, how much will be allocated to the following types of expenditure (B-D should sum to A)</i>					
<b>B. Dedicated KE staff (£000s)</b>	<b>N/A</b>	<b>£240,000</b>	<b>£240,000</b>	<b>£190,000</b>	<b>£120,000</b>
Of the funds allocated to dedicated KE staff, please estimate the % of this money (or % of KE staff time) to be focused on the following categories of infrastructure/activity (should sum to 100%)	<i>Facilitating the research exploitation process</i>	55%	55%	55%	55%
	<i>Skills and human capital development</i>	15%	15%	15%	15%
	<i>Knowledge sharing and diffusion</i>	15%	15%	15%	15%
	<i>Supporting the community/public engagement</i>	5%	5%	5%	5%
	<i>Social enterprise/entrepreneurship</i>	5%	5%	5%	5%
	<i>Exploiting the HEI's physical assets</i>	5%	5%	5%	5%
	<i>Total dedicated KE staff (%)</i>	100%	100%	100%	100%
<b>C. Academic staff KE activity (including buying out academic time to engage in KE) (£000s)</b>	<b>N/A</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
Of the funds allocated to academic KE activity, please estimate the % of this money (or % of academic time supported from the funds) to be focused on the following categories of infrastructure/activity (should sum to 100%)	<i>Facilitating the research exploitation process</i>	0%	0%	0%	0%
	<i>Skills and human capital development</i>	0%	0%	0%	0%
	<i>Knowledge sharing and diffusion</i>	0%	0%	0%	0%
	<i>Supporting the community/public engagement</i>	0%	0%	0%	0%
	<i>Social enterprise/entrepreneurship</i>	0%	0%	0%	0%
	<i>Exploiting the HEI's physical assets</i>	0%	0%	0%	0%
	<i>Total academic KE activity (%)</i>	0%	0%	0%	0%
<b>D. Other costs and initiatives (£000s)</b>	<b>N/A</b>	<b>£401,250</b>	<b>£401,250</b>	<b>£451,250</b>	<b>£521,250</b>
Of the funds allocated to other costs and initiatives, please estimate the % of this money to be focused on the following categories of infrastructure/activity (should sum to 100%)	<i>Facilitating the research exploitation process</i>	40%	40%	53%	60%
	<i>Skills and human capital development</i>	10%	10%	10%	10%
	<i>Knowledge sharing and diffusion</i>	20%	20%	20%	20%
	<i>Supporting the community/public engagement</i>	10%	10%	10%	10%
	<i>Social enterprise/entrepreneurship</i>	15%	15%	6%	0%
	<i>Exploiting the HEI's physical assets</i>	5%	5%	1%	0%
	<i>Total other costs and initiatives (%)</i>	100%	100%	100%	100%