



ENTREPRENEURIAL UNIVERSITY OF THE YEAR

2011/2012

David Willetts

Minister for Universities and Science



“ In tough economic times entrepreneurial leadership becomes even more important. This is as true for those who lead and shape the future of our universities as it is for business and industry.

Universities with a culture of entrepreneurship are more innovative and focussed on delivering enterprising students. And of course universities have an important role to play equipping students with the entrepreneurial skills they will draw on when they make their way in the world as graduates.

The finalists of the 2011 Entrepreneurial University of the Year Award, sponsored by NCEE, are showing leadership in the sector. They are an inspiration. I wish them all every success.

”

David S Frost CBE

Executive Chairman, NCEE



“ At a time when the UK faces enormous economic challenges, there has never been a greater need for Enterprise to be at the very heart of the education system within the UK.

Universities will be central to the re-invention of communities across the country. This award has shown that many have already risen to the challenge, showing leadership in becoming entrepreneurial institutions, developing enterprising skills within their students and playing a full role in engaging with the wider community.

The undoubted skills that exist within the University network are now clearly being mobilised to re-build the economy of this country. Enterprise will be at the core of this.

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The Entrepreneurial University of the Year

THE Entrepreneurial University of the Year Award 2011/12, proudly designed and sponsored by The National Centre for Entrepreneurship in Education, attracted many entries this year and has six highly-impressive finalists, all recognised for their ability to fully integrate entrepreneurial activity throughout their institution.

The prestigious award aims to recognise the development of entrepreneurial culture throughout the HE institutional environment. The award also takes into consideration, the way in which entrepreneurial mindsets have been embedded amongst students, graduates, teaching and research staff, influenced through institutional leadership. The ability to demonstrate enterprise and entrepreneurship activity within the wider environment and through policy and practise are also areas of consideration for selecting the 2011/12 Entrepreneurial University winner.

2011/2012 FINALISTS

1. **Coventry University**
2. **The University of Central Lancashire**
3. **The University of Edinburgh**
4. **The University of Northampton**
5. **Plymouth University**
6. **The University of York**



2010 Winners – The University of Hertfordshire

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 demonstrated?

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?

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?

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

At Coventry the enterprise agenda is led and managed by a Deputy Vice-Chancellor, but embedded and supported across the campus by all staff. Coventry has made significant investment to transform its physical environment to create a 'home' for entrepreneurship. New additions to our portfolio include The Hub – an exciting new building in the heart of the campus and the central base for the Institute of Applied Entrepreneurship (IAE). The Hub provides a focal point for entrepreneurial activity campus-wide. In addition, our new London Campus and Coventry University College are both clear examples of our ability to create innovative solutions and to evolve to meet the needs of our students.



Our applied research activity focuses on the global economic environment and delivers real-world solutions to our clients. According to HE-BCI data, Coventry is ranked 1st for the number of consultancy contacts it completes on behalf of SMEs, and we're in the top 5 for the number of consultancy contracts with large commercial organisations.

"Coventry has transformed its physical environment to create a 'home' for entrepreneurship."

The Chancellor of the University has created a Student Entrepreneurial Fund, providing £125k from donors to allow our students to 'pitch' for investment for their enterprising activity. There is also a Deanery level commitment to enterprise from all Faculties, which is actively supported by our support services including careers, the international office, and more. There is active engagement between our trading arm, CUE Ltd, and academics to build and support business facing activity and engagement.

STUDENT ENGAGEMENT

The University has created a well-defined support network for its students to help carry them along a journey of entrepreneurialism. This year we awarded 23 Enterprise Scholarships of £2,000 to students demonstrating a flair for business. Two student entrepreneurs are employed by our Institute for Applied Entrepreneurship with a brief to improve student engagement. 37 Coventry students have been supported through the SPEEd programme this year with grants of £4200 (£8400 for growth businesses), free office space and mentoring, and more than 100 students are supported by a team of 24 online mentors.

Our students are well-known for creating valuable experiences with minimal resources. We recently supported such initiative through Operation Husky, an intensive 24-hour business mentoring event designed to help move student entrepreneurs from idea formation to reality with maximum accessibility and intensive input. Students have been actively engaged with Tabeisa, a social enterprise initiative linking with partners in the UK and South Africa, helping to develop international enterprise. As well as the students' own enterprise society, other student societies have also shown exceptional entrepreneurial flair – such as the East Asian Film Society, which now

has extensive industry connections and some exciting projects with international film makers.

All Coventry students have access to entrepreneurial learning through the University's Add+vantage module scheme. Students recognise the value of these opportunities, and the curriculum offer that underpins them. Our NSS 2011 score for confidence in tackling unfamiliar problems was 6% better than the national average.



“Coventry aspire to be a dynamic, global, enterprising university; embedding entrepreneurial and enterprising activity across the institution”



INNOVATIVE AND ENTREPRENEURIAL STAFF

All staff, not just academics, are actively encouraged to explore and develop entrepreneurial approaches. We recently held a Moroccan-themed 'ideas bazaar' and invited all University staff to 'pitch' their ideas with the opportunity to receive funding of more than £1 million. There were a total of 44 bids for £4.4 million pounds and ideas were generated and pitched from gardeners and plumbers right through to Deans and Directors. Ten of the best ideas were selected through a voting process for funding support, and are now being put into action.

The University's formal performance review process encourages entrepreneurial behaviour and supports and rewards staff who are enterprising. We have University staff prizes for entrepreneurialism presented annually. All staff entrepreneurs are provided with dedicated support including financial assistance, facilities and teaching relief.

Coventry University staff have been actively encouraged to develop their entrepreneurial management capability through participation in the NCEE/Said Business School course in Entrepreneurial University Leadership. The University has also supported a cross-section of



faculty staff on the NCEE's International Entrepreneurship Educator Programme – with five staff taking part over the last three iterations the University has more participants than any other institution.

Staff are actively encouraged to develop innovative and entrepreneurial new courses (such as our MA in Global Entrepreneurship) and to engage with industry in seeking entrepreneurial solutions to new problems.

ENTREPRENEURIAL IMPACT

Coventry University makes a significant impact locally, regionally, nationally and internationally and has a strong reputation for innovation and enterprise. We are a registered Business Innovation Centre helping 300 businesses start-up and we are working with almost 9,500 SMEs (37% of the total number working with UK universities in 2009-10). A sustained level of excellent performance has led to the University securing the maximum HEIF funding of £2.85m for the next four years. This enables us to continue to expand and develop our engagement with external stakeholders.

“We have national projects focusing on innovation...”

We have hosted knowledge exchanges with Lancashire University, University of North West (South Africa) and Stellenbosch University, delivering a joint colloquium in July 2011. We are also currently assisting Oman and Nigeria with the implementation of incubation systems. In September 2011, Coventry University hosted the International Entrepreneurship Educators Conference.

Staff are actively encouraged to influence policy: examples include the HEA funded report, Making Theatre Work, a report that examined national entrepreneurship education practice in UK higher education theatre courses. Our staff are selected to share knowledge on best practice at international conferences including events in Ghana and Hong Kong. We have national projects focusing on innovation, such as the Innovation-University Enterprise Network, a project specifically designed to develop and support open innovation procedures across businesses within the West Midlands.



University of Central Lancashire

THE INSTITUTIONAL ENVIRONMENT

The University of Central Lancashire's (UCLan) approach is to focus on creating the perfect blend of knowledge, practical skills and experience with relevance to employers, all driven by innovation, entrepreneurial spirit and a commitment to excellence. Last year UCLan became the first modern university to appear in the QS World University Rankings and in the most recent Research Assessment Exercise 11 academic areas were judged to be 'world leading', including the linguistics department.



Leadership and governance of the University has adapted to reflect the changes in the Higher Education sector. UCLan's strategic response to globalisation and fees is underpinned by an entrepreneurial organisation and people. Recruitment of entrepreneurs and industrialists has seen a streamlined board committee. A smaller streamlined management structure, which has a direct link into the leadership team, allows innovation and internationalism to be embedded into targets and performance, not only at School level but also through staff incentives.

Over the past five years more than £100million has been invested to enhance the campus environments, infrastructure and technological support for academic and non-academic activities. UCLan's JB Firth Building caters for the expansion of STEM courses and research programmes such as forensic science, fire engineering and chemistry while the refurbishment of the Library, driven by student feedback, has seen usage increase by 40 percent. A significant investment into the development of overseas campuses will see UCLan's courses delivered across the globe, enabling students to have a truly international experience.

STUDENT ENGAGEMENT

UCLan has developed an enviable reputation as a business-facing entrepreneurial university amongst its students, graduates and business community. Recognising excellence in student enterprise, entrepreneurship and employability UCLan has 807 students enrolled on its 'futures award', and with 24 achieving gold standard there is clearly an appetite for enterprise learning at UCLan. Academics from across all disciplines embed the eight dedicated enterprise and entrepreneurship modules into their courses providing students with the opportunity to investigate alternative career options including starting a business.

UCLan's growing enterprise community of students, graduates, young professionals and local businesses regularly meet through UCLan's business support programme, 'Northern Lights'. It has supported 739 clients through incubation facilities in Preston, Burnley and Westlakes, Cumbria over the past three years. This programme of support has seen a 24 per cent increase in the number of student/graduate start-up businesses in the last 12 months, and is able to report a survival rate of 77 per cent after three years.

Each year, UCLan offers 50 paid undergraduate research internships enabling students to spend up to 10 weeks working on real

academic research projects. Many lead to publications and conference presentations but all offer a unique glimpse of the life of an academic researcher. This year's winner, Afton Turner, was chosen for her research into using yeast as an in vitro screening tool to identify compounds which have potential applications in cancer therapy.

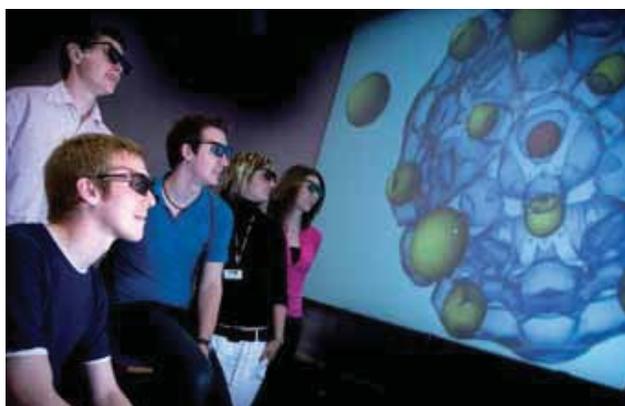


“UCLan has a growing enterprise community of students, graduates, young professionals and local businesses”

INNOVATIVE AND ENTREPRENEURIAL STAFF

The University's newly appointed Entrepreneur in Residence not only helps the growing community of entrepreneurs through mentoring and support, but also provides guidance and direction to UCLan itself with a focus on helping staff develop innovative franchise models of start-up businesses linked to Masters courses.

All staff are encouraged and supported to be professional practitioners in their field of expertise and secondments to and from industry are increasing. The appointment of sector-specific



project champions working in areas of economic importance have led to entrepreneurial partnerships with global names such as Sony Computer Games Europe, BAE Systems and Atkins Global. Innovative research into wind energy is not only supporting strategic partnerships with the likes of BAE Systems but also assisting farmers and small businesses in the use and application of new technologies.

“UCLan has a growing community of entrepreneurs, all of whom continually develop through mentoring and support...”

With enterprise being a key theme in each School's delivery plan, an identified leader has been appointed to encourage and harness entrepreneurship at all levels. Through the appraisal process all staff have time allocations to work on entrepreneurial projects and funds are available to support such endeavours. It is required that all academic staff are research and/or knowledge transfer active and support programmes such as 'the enterprising academic' and its boot camps.

ENTREPRENEURIAL IMPACT

Based on its entrepreneurial teaching and learning, UCLan is not only working in partnership with the University of Lagos and Yaba College of Technology on a train the trainers course, but also with Xiamen University of Technology developing entrepreneurial engineers, and with South China Agriculture University on Fashion Entrepreneurship. This international activity has been acknowledged by winning the AGCAS Excellence Award for Best International project.

UCLan students are receiving national recognition. Marissa Owen won Best Womenswear Collection at this year's Graduate Fashion Week and second year games design, and games development students were one of only three winners at the Dare to be Digital competition and will now compete for the 'Ones to Watch' BAFTA award.

Award winning female entrepreneur Kirsty Henshaw runs her Worthenshaws business from UCLan's incubator. The business support from UCLan and the web skills from creative graduates have proved invaluable to Kirsty. In return she is inspiring the next generation of entrepreneurs by delivering mentoring sessions to give

new businesses the benefit of her experience working with Peter Jones and Duncan Bannatyne, from BBC's Dragons' Den.

Through innovative real-world teaching and the offer of work-experience opportunities, nearly 90 per cent of UCLan graduates are in employment or further study six months after graduation.



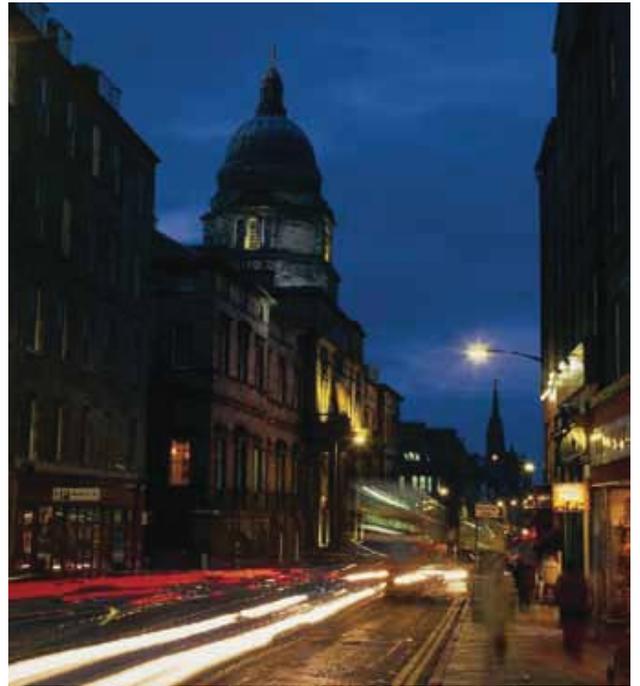
THE INSTITUTIONAL ENVIRONMENT

In the last ten years, entrepreneurship at the University of Edinburgh has been transformed into a cornerstone of commercialisation and knowledge transfer strategy. That transformation has been affected both by Edinburgh's commitment to build world-class enterprise support and by the enthusiasm of staff and students to be entrepreneurial. Together, they have made Edinburgh the sector leader in enterprise in the UK – in the last three years surpassing the performance of Oxford, Cambridge and Imperial.

Fundamental to Edinburgh's success has been the personal commitment of the Principal and his Vice Principals to building an enterprise culture. In the past five years, substantial funding has been allocated to increase enterprise awareness, to promote entrepreneurship and to build best practice in dedicated start-up support programmes for staff, researchers and students. All now have easy access to that network and engage as they wish – first tentatively but then with confidence that they will be treated respectfully and supported fully.

Critically, Edinburgh's network is not limited to formal support teams. Other elements of this successful ecosystem include peer-learning groups, societies, entrepreneurs-in-residence, networking events, idea exchanges, competitions and workshops. This organically evolving environment serves the needs of entrepreneurs holistically, providing immediate and individualised business support, as well

as a network of potential mentors, business partners, investors and customers that links to the wider community. The experience is fundamentally enabling.



STUDENT ENGAGEMENT

Edinburgh's students have been the most enthusiastic participants in this transformation, supported by the University's internationally renowned LAUNCH.ed student enterprise programme. For years, Edinburgh students have dominated Scottish business plan competitions – winning most of them and always placing highly. Those students are now making a demonstrable economic impact. Moreover, participation comes from every discipline; from history to medicine and from theology to physics, bright new entrepreneurs have emerged.

The support from LAUNCH.ed serves the whole breadth of entrepreneurial activity – the whole student base. Life-style entrepreneurs and those looking to supplement their student income receive a range of practical help including support on legislative issues, tax and advertising. Many of those first-time entrepreneurs return to LAUNCH.ed on graduation for help with more substantial high-growth business propositions.

Entrepreneurs are then channelled into the Acceleration Pipeline – a no-cost support framework for students which reflects the support

which leading universities have reserved for their best spin-out propositions. So from every corner of the enterprise spectrum – from business plan projects to summer holiday ventures and from income generators to IP-rich high growth VC-backed rising stars – Edinburgh's entrepreneurs receive targeted and focused support and are welcomed into a vibrant network where connections form and opportunities arise without constraints.



“Edinburgh has displayed commitment to build world-class enterprise support; transforming the enthusiasm of staff and students to be entrepreneurial”



THE UNIVERSITY of EDINBURGH

INNOVATIVE AND ENTREPRENEURIAL STAFF

The enthusiasm generated by student entrepreneurs has spread to staff, where entrepreneurship is increasingly strong. Amongst some research groups, company formation is seen as a default progression as research projects mature. Academic entrepreneurs have assumed the role of champions – role models for a new generation of academics tuned into to entrepreneurship as a career opportunity.

Clusters of activity have formed in engineering, electronics, AI, bio-informatics, diagnostics and medical devices. But these clusters are fluid and dynamic and have become relevant to academics in a wide variety of disciplines including areas of humanities and social sciences until recent thought to be lacking in potential deal flow. Edinburgh's growth in spin-out companies formed year on year has propelled it to the top position in the UK. And for many of the academics themselves, moving into spin-out companies is now a realistic and at times ideal career progression.



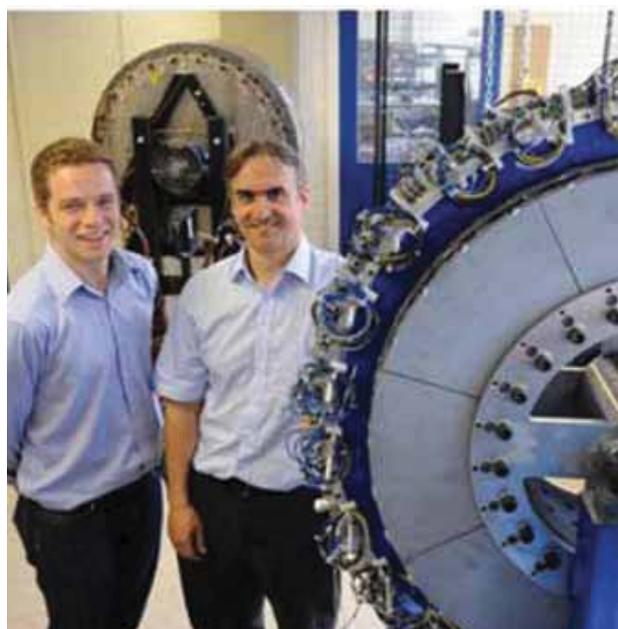
Edinburgh's employment policies now encourage entrepreneurial staff with sabbaticals, secondments, part-time commitments and revenue sharing arrangements all enabling factors. And a number of battle-scarred entrepreneurial academics have returned to the University to continue their research careers after successful spells in business. Their experience, and the tales they can tell, are invaluable. And with them are networks of experienced business professionals who themselves are willing again to get involved in new University spin-outs. A genuine enterprise culture has emerged.

ENTREPRENEURIAL IMPACT

All these efforts reached a new peak in 2009/10, when 40 new companies were formed—despite the economic downturn—making Edinburgh the largest node of knowledge-based company formation in the Scotland, and raising the bar for university company formation in the UK. Edinburgh's performance in 2010/11 promises to be equally impressive. At a critical time, Edinburgh's economic impact is clear.

“Developing an enterprise culture has been fundamental to Edinburgh's success”

Significantly though, Edinburgh's success has led to closer working ties with other European universities in enterprise and innovation. Efforts to increase access to VC funding and executive networks are underway with a number of leading UK universities. Work on new models of innovation involves a number of European universities. Discussions with the Scottish Funding Council relate to sharing Edinburgh's programmes with Scottish universities.



THE INSTITUTIONAL ENVIRONMENT

In 2010/11, The University of Northampton – the number 1 university for ‘value added’ - launched its 2010 - 2015 institutional strategy ‘Raising the Bar’ which stated our intention to be the UK’s leading university for social enterprise by 2015. The University is well on its way to achieving its goal, under the leadership of a new Vice Chancellor Professor Nick Petford, the University has committed to supporting social enterprise through a new student offer, the integration of social enterprise into teaching and learning, and a long-term strategic project with local authorities, businesses, the third sector, and individual citizens in Northamptonshire.

The University supported 580 individuals in business and social enterprise activity in 2010/11, leading to 83 business start-ups; through Enterprise Coaching, the South Northants Grants programme, other Higher Education Innovation Fund activity, Social Enterprise Development Fund, Schools Enterprise Days, and via Her Majesty’s Prison Wellingborough.

Graduate entrepreneurship and business launches are supported by the University – paid Graduate Internships are organised by the University’s Careers and Employability Service, and our on-campus

Portfolio Innovation Centre at Avenue Campus has supported graduates looking to get ahead in their own businesses or to increase their employability prospects.

In June 2011, the University was awarded the prestigious ‘Outstanding HEI Supporting Entrepreneurship Award’ from UnLtd (the world’s largest social enterprise start-up programme supporting 8,000 entrepreneurs) and the Higher Education Funding Council for England, and is also a finalist in the ‘Enterprising University of the Year’ category in the Midlands Business Awards 2012.



STUDENT ENGAGEMENT

All students of The University of Northampton have the opportunity, as part of their degree course, to work in a social enterprise – boosting their future employment opportunities and skills/ experiences for their CV. This could be in a social enterprise that the University has set up, one that the University supports the student in setting up, or one already operating in the local community. Our approach to integrating social enterprise into teaching and learning is based on the needs of our students, and the opportunities that present themselves.

The University has helped students and staff in setting up 10 social enterprises, with many more in development, including ‘3e’, a social enterprise recruitment company which has helped over 300

people to find work in its first year of operation, ‘We Re PC’, which has delivered over 300 reused PCs to a variety of customers in the community, and the ‘Northamptonshire Voluntary Youth Action’ which has helped over 650 young people aged 13 – 25 to get involved in volunteering.

Priyanka Rajdev, a Year 2 BA Business Entrepreneurship and Marketing student at the University, started the University’s first student co-operative Bag-in-Bag which sells fashion accessories, with the support from the UnLtd scheme: “Through my course I have taken over the running of a social enterprise called ‘Bag-in-Bag’ – essentially, this is a small bag which is used to organise essential items, which fits into another bag...the most important factor is that students such as myself and others are able to learn about how to run a business and how a business actually works. It’s a fantastic opportunity that I wouldn’t get anywhere else.”

23 students have been supported with the University’s new Social Enterprise Development Fund; students received a cash grant of up to £2,500, training, expert mentoring and support in finding business premises.



"Northampton is a socially enterprising university delivering a socially enterprising society, and the organisations that we work with are key to this success"

INNOVATIVE AND ENTREPRENEURIAL STAFF

To lead the development and implementation of the University's social enterprise strategy, Professor Simon Denny – receiver of the Queen's Award for Enterprise Promotion – was appointed as the University's Social Enterprise Development Director.



The University of Northampton has appointed a Social Entrepreneur in Residence (SEiR) – Wray Irwin - who is identifying new social enterprises to deliver key services. This appointment was made in partnership with The Young Foundation, an organisation which brings together insight, innovation and entrepreneurship to meet social needs.

"Integrating social enterprise into teaching and learning is vital to Northampton"

University staff are encouraged to embrace and get involved with our social enterprise vision – 30 University staff and students were awarded social enterprise bursaries of £2,000 - £15,000 through the ongoing UnLtd award scheme. A 'pitching' event in November also saw the University invest in social enterprise developments which demonstrated cohesion with the University's strategic vision.

ENTREPRENEURIAL IMPACT

The University has high levels of engagement between businesses, organisations and partners. An example is inSpirE, the joint initiative between the University, Northamptonshire County Council and the county's voluntary and community sector. It is the UK's first county-wide scheme bringing together social enterprises, private and public sector, higher education, and the voluntary and community sector to increase the professionalism and effectiveness of social enterprise. It offers a range of volunteering and work placements, as well as access to resources, information and training to support new and growing social enterprises.

"...we are making the county a better place to live and work..."

"...The work of the University in making inSpirE a reality in a very complex environment has been excellent...the strategic partnership we have with the University has never been better and together we are making the county a better place to live and work," Cllr David Mackintosh, Northamptonshire County Council.

The inSpirE research initiative will evaluate the impact of its social enterprise strategy. This four-year project will enable national and local policy-makers, social enterprise practitioners, businesses and HEIs to identify ways they can work together to enhance the social enterprise sector. The University made sure key influencers were fully aware of its social enterprise institutional strategy when its launch took place at the House of Lords in June 2011. The event was attended by over 60 influential opinion leaders and representatives from across the social enterprise sector.



THE INSTITUTIONAL ENVIRONMENT

At Plymouth, entrepreneurship is at the heart of all our activities. We have developed an institutional environment and culture where our people, students, staff and community can use their creativity and ideas for wider societal and economic benefit. This enterprise



culture has enabled us to build on 30 years' experience working with community and business organisations to position us as a civic leader, partnering with stakeholders to transform the opportunities for people in the South West and beyond.

In the last 12 months, the University has launched the Plymouth Award to formally recognise the volunteering and curriculum-plus activities that its students undertake each. It has championed internal opportunities to develop employable skills, creating placements for example, for marketing students in the corporate rebranding process and surveyors in the construction of its new marine building. The recently launched 'Gateway' careers facility has hosted scores of skills development and employer-participating events, and reported a 1000%-plus increase in footfall. It has supported programmes such as SiFE, FLUX, GradSW and Student Talents, and recently showcased student entrepreneurs at a high profile celebration.

This support has been matched at faculty level, such as through the Business School's Talent Centre, which tailors careers service to business graduates. All of this builds on the existing success of our Knowledge Transfer Partnerships – which this year won the National Impact Award – our on-campus business incubation facilities, and the annual Vice-Chancellor's Enterprise Awards.

STUDENT ENGAGEMENT

The University's role in providing exciting entrepreneurial opportunities for its students is matched by their eagerness to engage with these opportunities and make a difference, not just to their own personal development, but to the community as well. We provide over 12,000 placements a year for our students and actively encourage them to engage with national and international entrepreneurship competitions – an opportunity they have eagerly accepted and excelled in.

Our Students in Free Enterprise team became the first ever debut entry to reach the Grand Final-four and were crowned Rookie Team of the Year. Plymouth won the prestigious global Microsoft Protégé Challenge and celebrated many awards and scholarships across its faculties, such as technology student Gus Palmer, who won one of five global scholarships to Blackberry inventors RIM. Our students also took this engagement overseas, competing in the Ideators game show – the Sri Lankan equivalent of The Apprentice.

The number of graduate businesses in our Formation Zone incubation centre has continued to grow and they in turn are supporting further entrepreneurial development by providing placement and employment opportunities for students, as well

as offering guest lectures and careers advice. Another example of the synergy that exists between the University, its students and its alumni can be seen with our School of Computing and Mathematics, who have recently launched a new Interactive Systems Studio. This will provide internship opportunities for students and graduates, so that innovative software ideas created during degree courses can be taken through a rapid prototyping stage, and possibly onwards to a commercial level. It will also directly support business, and will look to develop and retain IT talent in the region.



"Plymouth is a dynamic and innovative place to work and study, transforming lives through education, world-class research and innovation on a global stage"

INNOVATIVE AND ENTREPRENEURIAL STAFF

The University emphasises the importance of innovative and entrepreneurial staff, encouraging its academic and professional services people across all levels to think and act differently. We're leading a sector-wide HEFCE project to research enterprising leadership, management and governance and distil how institutions can grow and be successful in the new funding environment.

"...next year the University will host the International Enterprise Educators Conference."

We have changed our staff promotion criteria to ensure our people are recognised and rewarded for their entrepreneurial activities alongside those in teaching and research. Some of our staff recently travelled to Sri Lanka as part of a PMI2 award to develop entrepreneurship with the Universities of Colombo and Kelaniya, and also supported Plymouth students in the Ideators challenge. We are also distinguished by staff who seek innovate solutions to research challenges – such as Alex Nimmo-Smith who patented a holographic camera for his underwater work, and has since taken it to market.



There are also some 60 Enterprise Enablers who voluntarily work to embed enterprise across the institution and act as catalysts for change. Many also actively engage with community partners through outreach work, including involvement with Marine Academy Plymouth, and the Vice-Chancellor's Community Research Awards. The University showcases and celebrates these and many other achievements through its bi-annual Enterprise magazine and staff and student Enterprise films. And next year the University will host the International Enterprise Educators Conference.

ENTREPRENEURIAL IMPACT

The entrepreneurial impact that Plymouth University is having has been evidenced across the Institution, the Peninsula and Internationally. We were recently identified by a national newspaper as a University bucking the national trend in graduate employability, rising 45 places for graduate prospects. This is attributed to activities coordinated through our employability team and the work to encourage students to engage in entrepreneurial competitions and activities across the institution.

Last year we worked with over 5,000 businesses and supported over 150 new business ideas and start-ups. We've brought together over £100million worth of physical assets under a single innovation umbrella – the Growth Acceleration and Investment Network. This includes partnership in the Tamar Science Park in Plymouth and operating Innovation Centres in Cornwall in Pool, Tremough and Truro, creating over 300 new jobs. Our Regional Growth Fund application was the only successful bid made by a University and will support the formation of new businesses, and a new commercialisation agreement with Frontier IP will support the development of intellectual property across our portfolio of projects.

We are a founding partner and national lead in the new Social Enterprise University Enterprise Network with the NCEE, and through HEFCE's Leadership, Governance and Management project, the University is helping to shape best practice for the sector in engaging with enterprise.



THE INSTITUTIONAL ENVIRONMENT

Working with the City of York Council, the University of York formed the UK's first 'Science City' initiative, which has helped generate nearly 3000 jobs and around 100 businesses. The University's Science Park has also been highly successful in attracting and incubating companies and was the first UK Science Park to offer dedicated IT, bio and knowledge based incubation space on a single site.

York Science Park houses nearly 100 companies and organizations employing over 1000 staff. YSPL, a majority owned subsidiary of the University of York, now manages four 30,000 ft² incubator buildings and a grow-on building. It also administers the Springboard micro-incubator in the Ron Cooke Hub on the new campus expansion at Heslington East.

Through initiatives such as the Centre for Excellence in Teaching and Learning in Enterprise (CETLE) the University has embedded entrepreneurship throughout the student experience. The University's certificate of personal development, 'The York Award' is undertaken by around 10 per cent of students. The York Award, the first accredited programme of its type in Higher Education, requires substantial extra-curricular commitment from students during the course of their degree and is assessed through application and interview.

STUDENT ENGAGEMENT

The University has supported many student entrepreneurs to establish their businesses alongside their studies, offering incubator space and support to more than 50 student start-ups. This has prompted the formation and rapid growth of York Entrepreneurs, a student society which now comprises 1,400 members and which won the International Enterprise Educators Award in 2009 for Student Educators.

This year, the University has seized the opportunity to further integrate and strengthen these different strands of entrepreneurial activity with the opening of the Ron Cooke Hub, a £22M enterprise building which emphasizes interaction between business, community and academia. Part-funded by the European Regional Development Fund, it combines student and staff entrepreneurship with a gateway for regional business in a stimulating 24-hour environment.

The Hub provides outstanding meeting and presentation facilities and houses boundary-crossing research groups, the CETLE's Centre for Student Enterprise, purpose-built Corporate Training facilities and the Springboard micro-incubator. It is now possible for students

Researchers at the University of York use some of the world's most sophisticated technical equipment to tackle a wide range of complex scientific challenges. The University has an enviable track record in making our world-class research infrastructure available to the business community.



to learn about entrepreneurship in class, start their own business, meet real entrepreneurs going about their daily affairs and, on graduation, move into low price purpose built office space with on-site support and mentoring; all within the same building. Around 130 external users have held events in the Hub and over 500 external organizations have passed through the doors in the last six months.



“York now has over 70 per cent of academic departments offering modules which present enterprise concepts”

INNOVATIVE AND ENTREPRENEURIAL STAFF

The University of York is fostering closer links with businesses across the disciplines, helping to facilitate mutually beneficial use of research, innovation and ideas.

Rapita Systems Ltd is typical of the way the University helps to support the companies created by enterprising members of staff. Founded by University of York academics in 2004, Rapita provides safety critical systems principally to the aeronautics industry and its customers include Airbus and the European Space Agency. It retains close links with the University's Department of Computer Science through internships, sub-contracting and teaching.



The York Law School Clinic based in the York Law School, provides free, confidential legal advice for the public. Student advisors interview clients, find out their concerns and look into them. After consulting with professional lawyers, they then provide written advice to clients informing them of their position and what their legal options are.

The University of York delivers business-facing services through mechanisms that include consultancy, Knowledge Transfer Partnerships, licensing and technology collaboration. A number of targeted initiatives have also been launched to facilitate and support York's contribution to economic development and business success.

“The University of York delivers business-facing services through mechanisms that include consultancy, Knowledge Transfer Partnerships, licensing and technology collaboration.”

ENTREPRENEURIAL IMPACT

Staff now design and deliver courses in entrepreneurship for subjects as diverse as English Literature and Social Policy. No less than 75 per cent of academic departments now have a credit-bearing module on enterprise embedded in their curriculum.

The York Science Park contributed £94 million to the local economy in 2009/10 and supported 2,000 jobs directly or indirectly. The University is supporting the drive to make York a hub for creative and technological industries. Up to 40 per cent of the campus expansion at Heslington East can be exploited commercially and the University is working towards meeting the ERDF target of creating 700 jobs and 100 companies.

Some 150 jobs have been created since October 2010 on Heslington East – the Springboard office space alone contains 14 companies and is full. The Catalyst building, which is designed to support the growth and development of early stage companies in the creative, IT, digital and media sectors, is generating substantial interest. It gives new businesses the opportunity to access the facilities and the teaching and research expertise of the University's academic departments.

The University of York's IT Academy has provided short courses in advanced IT skills to more than 200 regional companies. It is widely regarded that embedding such expertise in the workforce allows companies to improve both efficiency and competitiveness and delivers benefits in other areas such as staff retention. Through its Continuing Professional Development (CPD) programme, the University directly provides work-based skills development to a wide range of businesses across the UK and overseas.





**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**