

Scale-up education from Scotland's universities

Introduction

1. The SFC, in partnership with Scottish Enterprise and Highlands and Islands Enterprise (the partners), is inviting, through this call for proposals, Scotland's universities to bring forward plans for the development and delivery of pilot entrepreneurial education programmes aimed at inspirational practitioner-led teaching to Scotland's ambitious scale-up entrepreneurs¹.

Background

2. The Scottish Government explicitly committed in the Enterprise and Skills Review to increase the number and quality of scale-up businesses in Scotland working closely with all parts of the Scottish ecosystem including the enterprise agencies, universities and the private sector. The Enterprise and Skills Strategic Board's strategic plan (published October 2018)² sets that out and must be read as important context for this call for proposals.
3. The Can Do SCALE summer school, launched in 2014, is funded by the partners. The current school is led by Bill Aulet of MIT³ and will run until 2019 under existing contractual arrangements. We would like to transition the future delivery of this training to a similar quality and approach from well-prepared universities and entrepreneurs based in Scotland.
4. To this end, SFC hosted a number of sessions with representatives from Scottish universities to explore a Scottish approach, using the Can Do SCALE summer school as a model of good practice. This call builds on the learning from those conversations.

Defining scale-up education and audience

5. As a guide, our definition of the scale-up audience that we wish to support through this work follows the current definition in use for Can Do SCALE. The definition used by the Scale-up Institute is also relevant⁴.

Diagram-one – the scale-up audience



¹ This version of the document (6 December 2018) replaces the version sent to the Principals of all Scottish HEIs on 3 October 2018.

² <https://www.gov.scot/publications/working-collaboratively-better-scotland/>

³ <http://mitsloan.mit.edu/faculty-and-research/faculty-directory/detail/?id=9118>

⁴ http://www.scaleupinstitute.org.uk/wp-content/uploads/2018/11/chapter_one.pdf

6. Our learning to date suggests a particular approach to teaching that audience, which has received positive feedback from participants. It includes:
 - Focus on the entrepreneur as an individual learning about themselves as much as about what they need to do to scale their business;
 - Practical learning focussed on UK and EU case studies chosen specifically to address known weaknesses in the current scale-up system;
 - Inspirational practitioner-led teaching with strong academic rigour and theory;
 - Course material based on international good practice;
 - Teaching to cohorts of appropriate size and stage in their entrepreneurial journey in order to build communities and promote near peer-to-peer support;
 - Follow-up activity and continuous support;
 - Accessible classroom-based teaching, **not** distance learning.
7. Those form the core teaching principles that we invite universities to build on as they develop their provision for entrepreneurial scale-up education.

Guidance

8. We are inviting Scotland's universities to bring forward plans for the development and delivery of pilot entrepreneurial education programmes aimed at inspirational practitioner-led teaching to Scotland's ambitious scale-up entrepreneurs. We are encouraging collaboration to deliver positive outcomes for all of Scotland. We are not being prescriptive regarding the number of pilot programmes to which we may contribute funding. However, as a guide, the total level of funding that we have available to contribute, we estimate, would allow for no more than three pilots to proceed, should our assessment consider it appropriate to support more than one.
9. Our goal is to identify sustainable models with good potential for impact that can be replicated across Scotland.
10. We will do this call in three stages.

Stage-one – learning journey to MIT, Boston

11. We wish to take a cohort of up to 10 universities to MIT (Boston, USA) in the week commencing 5 November 2018 to take part in a learning programme. That will include substantial engagement with Bill Aulett who, through prolonged engagement with Scotland, has gained intimate knowledge of the strengths and weaknesses of the Scottish

entrepreneurial system and the opportunities for further development. Travel and accommodation costs would need to be borne by participating universities.

12. The agenda for the visit is being arranged and there will be an opportunity for the group to help shape it. We expect the agenda to include the following:

- Open session with Bill Aulet;
- Learning from businesses that have successfully made the journey from start-up to scale-up;
- Open session with MIT academics;
- Observing delivery of MIT programmes.

13. Universities that are interested in being part of the visit are invited to submit a brief expression of interest (no more than 800 words) to SFC (scaleup@sfc.ac.uk) **by 15 October** setting out:

- The university's ambition to deliver sustainable scale-up education to entrepreneurs and evidence of a recent track record in engagement with entrepreneurial businesses;
- A statement from the university's nominated representative of their personal commitment to engaging proactively in the programme and to disseminate learning within their employer university and other universities;
- The learning outcomes that the nominated representative wishes to achieve;
- Commitment to cover the full cost of the trip.

14. The partners will select the cohort based on the quality of this information.

15. It is important to note that participation in this stage is **not** a prerequisite for stages two and three, which are described later in this document.

Stage-two – pulling it all together

16. In late November 2018, we will bring the delegation together with other universities that are interested in being part of any pilot programme to disseminate the learning from the MIT visit and to consider other key evidence that will be available by that time, including:

- The report of the independent evaluation of the impact of the Can Do SCALE summer schools, which will be commissioned by the partners;
- UK and EU case study material, which will be commissioned by the partners.

17. This event will also be used to encourage potential collaborative approaches.

18. A facilitated workshop will be arranged for December 2018 or January 2019 to help universities understand the outcomes that we are aiming to achieve for Scotland and the ideas that are being developed by the universities in response. The workshop should provide an opportunity to explore ideas in an open and constructive environment. Delegates should come away from the workshop with a good understanding of how their university can play an effective role and how best to respond to this call. Invitations to attend the workshop will be sent to the universities that attended the November 'pulling it all together' meeting – if your institution was not represented at that meeting but would like to be part of the workshop then please let SFC know.

Stage-three – outline proposals and full proposals

19. Universities are invited to submit outline proposals (to scaleup@sfc.ac.uk) **by 28 February 2019**. As we are expecting collaborative approaches, the nominated university should make the submission at Principal level. Successful outline proposals will receive development funding from SFC's FY18/19 budget. SFC has made funding available up to a **total** of £100K for this purpose in FY2018/19. Eligible costs could include, for example, course development and the engagement of entrepreneur/practitioner teachers.

20. Outline proposals should be no more than 15 sides of A4 in length and should set out the collaboration's vision, strategy, proposed programme/approach, and a proposal for development funding from SFC to help develop full plans. A panel comprising the partners will assess outline proposals against the following criteria, so they should include this information:

- Good fit with universities' strategies;
- Alignment with Scottish Government strategy - in particular, the Strategic Board's strategic plan;
- Complementarity with other scale-up programmes in Scotland;
- Clear and convincing approach to curriculum development and expected outcomes for participants;
- Clear and convincing commitment to adopting practitioner-led teaching;
- Ability to attract a cohort of appropriate size and relevance meeting the target audience definition described earlier in this paper – for example, evidenced by business contacts;
- Ideas on pre- and post-programme activity, and ongoing engagement with participants;
- Plan for sustainability;
- Good potential for outcomes to be disseminated widely to share good practice;

- Cost;
- Equality and diversity.

21. The main output of the development funding will be a fully costed plan to be submitted to SFC at a date which will be confirmed. Full plans will be assessed and if successful will receive a contribution to programme delivery costs in 2019 and 2020. SFC expects to make a total of up to £600K⁵ available for that purpose. Financial contribution from SE and HIE will need to be negotiated and is likely to take the form of subsidising business attendance. Any collaboration should be creative in exploring funding from a wide range of potential sources.

22. We encourage a diversity of responses in terms of forms of delivery and focus – for example:

- Place/geography;
- Business type;
- Sector.

23. It is possible that we will aim to refine the guidance for full proposals at the ‘pulling it all together’ meeting in November 2018 (please confirm attendance by replying to scaleup@sfc.ac.uk). **Update:** this version (6 December 2018) has been updated following the meeting.

What does success look like?

24. We will know the pilots have been successful when participating companies develop a robust plan to scale their companies through such measures as increase in number of employees, turnover, and international sales and over the following years implement this plan.

25. This type of impact will take time to be realised so shorter term outcomes such as positive participant feedback and going on to apply for more intensive support will act as indicators of success.

Equality and diversity

26. SFC considers equality and diversity in all its priorities. SFC asks institutions to be mindful of the Equality Act (2010), including the statutory requirement for Equality and Human Rights Impact Assessments (EHRIs) of new and revised strategies and policies. **Proposals should include an EHRIA.** Further information and guidance is available from SFC’s website⁶.

⁵ Subject to availability of funds.

⁶ www.sfc.ac.uk/access-inclusion/access-equality-diversity/access-equality-diversity.aspx

Timetable

27. The revised timetable is as follows:

Date	Milestone
3 October	Call for proposals published
15 October	Deadline for EOIs for MIT visit
17 October	Confirmation of MIT visit group, agenda, and dates
w/c 5 November	Visit to MIT
23 November	Pulling it all together meeting
December 2018 / January 2019	Facilitated workshop
28 February 2019	Deadline for outline plans
March 2019	Development funding approved for successful outline plans
TBC 2019	Full plans submitted
2019 – 2020	Pilot programmes run

Further information

28. For further information please contact Keith McDonald, Assistant Director, Research and Innovation, kmcdonald@sfc.ac.uk; Tel: 0131 313 6674 or Robin Lee, Senior Policy/Analysis Officer, rllee@sfc.ac.uk, 0131 313 6589.