The following is Strathclyde’s response to the request for a narrative on proposed use of UIF allocation in 2016/2017. This is in addition to the information provided to SFC in our Return of Information on Knowledge Exchange Activity and Outcomes (Use of KT Grant) dated 20\textsuperscript{th} November 2015 – all of which should be assumed to be continuing unless otherwise stated - and concentrate on the areas identified as collaboration opportunities below.

**UIF Platform Grant**
I can confirm that Strathclyde will match the platform grant of £250k for 16/17 to continue providing the core capacity through which we support eligible activities on an ongoing basis.

**UIF Outcomes Grant**
With reference to the 12 national priorities identified at the workshop on 7\textsuperscript{th} December 2015:

1. **Promote entrepreneurial opportunities to students during their studies.**
   As noted in Section 2, via its Hunter Centre for Entrepreneurship exposes a high proportion of our undergraduate (ug) students to enterprise education both via its BA (Hons) Business Enterprise and via the modules it offers on many of the university’s other ug courses. Strathclyde also welcomes the SIE activity that faces ug students, and provides via the Strathclyde Entrepreneurial Network (SEN) a pathway from education to practice, as well as access to mentors and investment networks via Strathclyde 100 (http://www.strath.ac.uk/s100/).

   In PGR, Strathclyde is the West Hub for Enterprise Campus (“EntC”). We work with Edinburgh and Aberdeen on steering the 3-year pilot towards its outcomes and in the West we have excellent engagement with Caledonian, Glasgow, GSA, Stirling and UWS. Results to date are very encouraging and we are committed to working with the Sector and the SFC to develop EntC further beyond the pilot phase using our UIF Outcome Grant.

   Strathclyde is amenable to working with its partners in extending the philosophy of EntC to the ug base of Scotland’s HEIs but appreciate that EntC should be evaluated critically before this is done.

   Strathclyde values and subscribes to the Heriot-Watt led Converge Challenge as a high profile pan-Scotland company creation competition and entrepreneurship development programme. Two of the last 4 winners of Converge’s main competition have been from Strathclyde and it provides a high level of prestige to successful entries at a key time in each company’s gestation.

2. **Increase development opportunities for and uptake of entrepreneurial training and education, and develop institutions’ practitioner-led entrepreneurial training.**
   Strathclyde has a set of integrated offerings that allow our students at all levels to work together and develop entrepreneurial concepts which are then honed in conjunction with mentors from the University and its wider alumni community.

   Via SEN, Strathclyde runs its Enterprise Pathway (“Pathway”) scheme annually. Pathway is a 3-stage intensive entrepreneurial training programme that ends with a pitching competition and involves experience entrepreneurs (typically from Strathclyde’s cohort of Enterprise Partners). Pathway is open to (i) ug students and early career research staff from the Strathclyde’s 4 Faculties and (ii) Masters & postgraduate research students from Strathclyde, UWS, Glasgow, Stirling, Glasgow Caledonian and Glasgow School of Art as part of EntC.
Strathclyde encourages and supports applications to Enterprise Fellowships schemes, especially those from Royal Society of Edinburgh, as an excellent way of getting company formation outcomes. We have contributed over the years to the design and development of these schemes, including working via RCDG on the recently-approved Waiver Letter for certain types of Fellows.

Our staff have the opportunity to receive entrepreneurial training by participation in the above initiatives, as well as via our Organisational & Staff Development Unit’s (OSDU) “SPARK” (https://www.strath.ac.uk/hr/learninganddevelopment/spark/) programme and via the MSc in KE which OSDU also runs.

3. **Encouraging mobility of staff between business and universities.**

Strathclyde’s EPSRC Impact Acceleration Account (IAA) has been cited by EPSRC as a UK exemplar in relation to the flexible 2-way secondments that we co-fund with business. We have also pioneered Impact Champions using IAA. Impact Champions are usually RA level staff selected via competitive bids, who we fund to take on the mantle of delivering Impact from EPSRC-funded work as a personal and professional development opportunity. We are consistently in the UK Top 5 for Knowledge Transfer Partnerships (KTPs) and we have introduced a KE Professional job family to recognise the specific needs of jobs at the interface (the latter is recognised as a UK “first”). In all of these cases we are very happy to share our practices with the Sector.

Another mechanism for “mobility” is of course co-location of university and company staff, an ethos which we have embedded throughout our Technology & Innovation Centre.

4. **Set out breadth and depth of professional development available to University Enterprise & Innovation officers; Identify any gaps.**

Strathclyde uses the training of PraxisUnico and ARMA as the typical starting point in the formal CPD of staff from its Research & Knowledge Exchange Services (“RKES”) as well as for staff doing similar jobs in our Faculties. RKES also runs an internal CPD programme for its staff in conjunction with Solicitors and IPR firms whose professional services we have used in the past. We recognise the AURIL CPD Framework as the most relevant one for our staff.

Two gaps we consider could be filled via collaborative endeavours across the sector are:

- Availability of training in corporate finance practices, especially in relation to equity investment;
- Availability of local training to reduce the cost of sending staff to courses in the South, which c. doubles the cost or put another way, halves the numbers of staff who can receive formal training. US RCDG could create a CPD sub-group to prioritise the subject matter for such an approach.

5. **Enhance skills for effective collaboration within the academic and SME business base**

As part of the IAA (above) Strathclyde has since 2012 run KIT (Knowledge Exchange and Innovation Training), a 3-day residential programme designed to introduce principles, concepts, tools and techniques of Knowledge Exchange and Innovation Management to our research staff and students. Our OSDU has also launched an MSc in KE and our commitment to continuous development of skills relevant to business-university collaboration will be an ongoing requirement.

We are committed to working collaboratively with SMEs in managerial level skills, launching the Santander Growth Advantage CPD Programme from our Hunter Centre for Entrepreneurship in 2014. The 10-month Programme aims to enable entrepreneurs and growth-focused business owners to realise their organisation’s full potential. As well as business-focused and research-based learning delivered by Strathclyde Business School academics, participants gain valuable
insights from influential entrepreneurs including Sir Tom Hunter and Chris van der Kuyl who outline their growth strategies and how they overcame the challenges to growth that they faced.

6. **Examine partners current strategies/initiatives, and the government actions, to ascertain how to best support the transition from transactional to strategic relationships between universities and business/industry sectors**

Strathclyde has catalysed an unparalleled series of investments since 2009 in strategic Industry-led Centres. The Advanced Forming Research Centre launched in 2010 in partnership with Rolls-Royce, Boeing, Mettis Aerospace, with £20M of investment from Scottish Enterprise is a model for Industry-led R&D collaboration at Technology Readiness Levels 4-7 and currently has 7 Tier 1 members and 16 Tier 2 members (typically companies from the current or future supply chains of the Tier 1s and often SMEs). The success of AFRC in turn led to its selection as one of the nodes of the UK Catapult in High Value Manufacturing (“HVM”) and over £20M from the Innovate-UK/EPSRC Samulet programme and the EngD programme in Advanced Manufacturing. We have replicated elements of this approach in several other industry sectors – Power Networks Demonstrator Centre (PNDC), Centre for Continuous Manufacturing and Crystallisation (“CMAC”) and, more recently the Advanced Nuclear Research Centre (“ANRC”). In each case the Industry Centre is typically complemented by major R&D programme grants and CDT-type programmes, usually won competitively.

Wherever possible we engage with academic partners from Scotland and beyond through relevant research pools (e.g. SRPE in the case of AFRC, ETP in the case of PNDC) or via bespoke collaborations – CMAC grew from an EPSRC-funded Centre for Innovative Manufacturing consortium with Glasgow, Heriot-Watt and several English universities.

The concentration of critical mass in relevant R&D has in turn helped attract Catapults (e.g. the HQ of Offshore Renewable Energy, the Scottish node of Satellite Applications) and Innovation Centre investments (IBioIC and the Glasgow-administered CENSIS) which are co-located with our campus. We also worked in partnership with SFC and others to launch the UK’s first Fraunhofer Centre in Applied Photonics (CAP) which is located in our Technology & Innovation Centre.

We are of course willing to reflect on our successful experiences and to collaborate across the Sector in increasing strategic engagement with business and industry.

7. **Implement enhanced template contract arrangements for SME’s in all Scottish universities**

At institutional level, Strathclyde is committed to using sector-wide standard template agreements wherever possible for all its interactions with SMEs.

Strathclyde’s Director of RKES Chairs Universities Scotland Research and Commercialisation Directors’ Group (RCDG). In this capacity he convenes the Contracts Templates Sub-group involving all Scottish universities. The group met in Dec15 and will meet again in February. The Group is embarking on a one year project to all the existing Scotland-wide templates (Confidentiality Agreement, Innovation Voucher and Collaboration Agreement); prepare three new Scotland-wide templates (Consultancy, Material Transfer Agreement and Knowledge Transfer Partnership); and ensure that these agreements are endorsed by representative business groups and publicised from a single easy to find location that is widely signposted by all relevant stakeholders. This should deliver a much better perception of the sector in the eyes of SMEs and more importantly should help minimise the barrier for SMEs in first dealings with the HEI base.
8. **Implement “post-project referral protocol” in all individual HEIs and Innovation Centres.**
   Strathclyde is represented on the group convened recently by Dr Siobhan Jordan of Interface under the auspices of RCDG to finalise the post-project referral protocol and recommend how it will be implemented in practice. We are working with Interface, Aberdeen, Caledonian, St Andrews and Heriot-Watt. We are fully committed to using the protocol - we consider it an “easy win” for the sector for all institutions to treat the companies that they have worked with consistently and equitably in directing them to the most appropriate source of support.

9. **The development of a Framework for monitoring and evaluation of the success of the new UIF approach**
   Strathclyde will be happy to work directly with SFC and the Sector (through Universities Scotland) to monitor and evaluate continuously the success of the UIF approach. As noted in our response to the Consultation, we strongly support Outcome Agreements as the main monitoring mechanism and want evaluation to be as much as possible based on quantitative or objective outcomes.

10. **Development of the structures and mechanisms to give more ambitious and effective connection of universities to social and cultural beneficiaries; and**
   Our “Engage with Strathclyde” initiative won THE KE initiative of the Year in 2014 and is the main corporate mechanism by which we reach out to all the communities of individuals and organisations that can benefit from connecting with the University. It is a centrally-facilitated programme that gives our academic staff an easy platform to engage their constituencies and gets the public onto our campus for a week. In 2015 approximately 2,000 delegates attended events, representing over 500 external organisations and outputs are monitored with Impact to social and cultural beneficiaries in mind. We would be happy to work with SFC and the Sector to share the learning that we have gained from this process but it is worth noting we do have the benefit of a city centre campus so this approach may not be best for all HEIs.

11. **Development of the structures and mechanisms to give more effective support for Scottish businesses to trade on a European and global stage.**
   Strathclyde collaborates closely with SDI in areas where our strategic interests and relevant Scottish businesses overlap. Examples include SDI involvement in our relationship with Korean agency KIAT (which involves Korean and Scottish SMEs), and our collaboration with Aberdeen, Edinburgh and Heriot-Watt on the Marketing Initiative run by SDI’s US East Coast office.

   Strathclyde is keen to work with the Sector, the SFC and other agencies of government in Scotland to identify innovative ways for Scottish businesses to participate more, and more fully, in transnational R&D Projects such as EC H2020 which can lead to international sales in the longer term for Scottish companies. However we are mindful that while Scotland’s universities can help individual companies and groups of companies in developing linkages and ultimately trade, this is not a core role of universities when compared to e.g. SDI

12. **Fundamentally re-thinking the innovation support ecosystem of Scotland.**
   Strathclyde is committed to participation in this process at all levels. We will contribute fully to the proposed March workshop organised by Stirling and Scottish Enterprise and to the proposed seminar being created by Prof Paul Hagan of RGU later in the year. And to any other fora where we can influence the development of the innovation ecosystem for the benefit of Scotland.

Dr David McBeth
3 February 2016