The University of the West of Scotland (UWS) welcomes the opportunity to respond to the priority actions that have been identified through consultation with the Scottish university sector. We plan to utilise and match-fund the Platforms Grant through supporting our Enterprise Services team who coordinate our KT and KE activities and the work of colleagues in the School of Business and Enterprise at UWS who are working with Enterprise Services staff to develop a credit bearing Enterprise Academy course.

The UWS response to the priority actions is as follows:

1. **Promote entrepreneurial opportunities to students during their studies.**
   UWS is already an active participant in Converge Challenge, RSE Fellowships, Enterprise Campus and SIE and we host monthly meetings with both Enterprise Campus and SIE and are delighted to support two UWS SIE interns.
   In 2016/17 we intend to initiate a mass-participation student start up competition to give every student the opportunity to consider starting their own business. We will also work to further extend Enterprise Campus to the wider postgraduate community and we will look to work with other Scottish Universities and SFC to extend Enterprise Campus to the undergraduate community. We will also look to extend student access to our growing number of Spin Out and Start-up companies including social enterprises. We also intend to roll out a seminar programme delivered by a range of external bodies such as accountants, marketers, lawyers and patent attorneys for staff and students to examine various aspects of the company creation process. The first of these was held 21/01/2016. UWS is also actively engaging with Entrepreneurial Spark through student exposure to the E-Spark model of start-up support and joint externally funded projects.

2. **Increase development opportunities for and uptake of entrepreneurial training and education, and develop institutions’ practitioner-led entrepreneurial training.**¹
   Our Enterprise Services team are working with colleagues in the School of Business and Enterprise at UWS to develop a credit bearing Enterprise Academy course.
   Our ambition is to develop the course modules so that they could be applied to every programme in every School in UWS.
   Our near-term ambition is to initiate a major change programme – provisionally entitled the Strategic Entrepreneurial Mindset Programme for Universities in Partnership (STEP UP). This programme will be led by UWS in collaboration with Entrepreneurial Scotland and other Scottish Universities* and will provide a series of work streams in which all staff, academic and non-academic, and all students receive training in developing an entrepreneurial mind-set.
   (* we have already held preliminary discussions with Heriot Watt University on

developing a joint programme, and hope to discuss this with the SFC by the end of March 2016). We also look to provide students with access to our own graduate entrepreneurs. For example, one of our recently-graduated PhD students in the School of Engineering and Computing has successfully won RSE/STFC & BBSRC Enterprise Fellowship funding and now actively engages with the student population to promote enterprise.

3. Encouraging mobility of staff between business and universities.
UWS are already actively engaged in Knowledge Transfer Partnerships (KTPs) with industry and it is our priority to maintain the position as one of the most knowledge transfer-active universities in Scotland and so we will be hosting a KTP workshop on-campus by the end of Q2 2016 to further promote this important programme. Since September 2015 we have been carrying out an active outreach programme to engage with businesses and to enquire how UWS can potentially meet their recruitment, research and enterprise needs. To date, we have engaged with over 40 companies and are in active discussion, and plan to visit, a further 40 by the end of 2015/16. Our longer-term intention is to work our way through, and make contact with, the Scottish Business Insider listing of the top 500 companies. We have already seconded a member of staff who is going to support the Renfrewshire Council Paisley City of Culture 2021 Bid, and plan to develop further secondments opportunities to increase our connections with, and our knowledge of, selected companies. We will engage with business through industrial secondments and “in residence” programmes where entrepreneurs, engineers, software developers and other industry professionals will be hosted at UWS to increase and improve business contribution to our activities.

4. Set out breadth and depth of professional development available to University Enterprise & Innovation officers; identify any gaps.
Our Enterprise staff already have access to, and we encourage their participation in, the courses and other CPD opportunities provided by the professional organisations ARMA, AURIL and Praxis-Unico. We do not consider that there are any specific gaps that are not, or cannot, be addresses by these organisations.

5. Enhance skills for effective collaboration within the academic and SME business base
UWS is an active participant in the Innovation Centres and already have 8-10 contracts and prospective projects with 3 ICs. We plan to create a pool of business mentors for UWS staff and students that are involved in enterprise, to further develop our enterprise activities and to help us address industry needs. We will run enterprise workshops and bid writing seminars for staff in addition to planned workshops to be provided by professional suppliers.
such as lawyers and patent agents to ensure that our staff and students are more commercially. We will also develop a process model and execution of key account management mechanism to generate greater opportunities for staff / business engagement

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

We will further enhance our engagement with the University network in Scotland through bodies such as Universities Scotland and continue to engage positively with Interface to increase our engagement activities with business.

In 2015/16, UWS took the innovative step of sponsoring a member of staff to undertake a Saltire Fellowship. In 2016/17, we will commission the development of an action plan from our UWS Saltire Fellow to provide guidance on the best methodologies to engage more strategically with businesses.

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

UWS is an active participant in the RCDG contract templates group and will continue to engage positively with this collaborative University effort. UWS will continue to use template contracts as a basis for our discussions with business.

8. Implement “post-project referral protocol” in all individual HEIs and Innovation Centres.

As already outlined in our response to 5 above, UWS is already an active participant in the Innovation Centres as well as our growing work with Interface. For the remainder of 2015/16 and throughout 2016/17, we will actively work to further develop Innovation Vouchers into other projects such as KTPs and wider research collaborations. We will work with Universities Scotland to ensure business development staff/practitioners in UWS Research and Enterprise offices are experienced in the wider innovation support teams and we will work to create effective channels for referring SMEs to these support teams.

To which is added, as mentioned in the consultation:


We welcome the proposal to monitor university UIF performance through the Outcome Agreement process. Within UWS, we will review our performance against the actions agreed with the SFC through our monthly management reporting and
through our reporting to the University Court. This will help ensure senior awareness of, and engagement in, the process.

Arising from observation in the Workshop discussion that more outward-looking goals are desirable, two further items for inclusion in this coming year’s priorities were agreed:

10. (Development of the structures and mechanisms to give) more ambitious and effective connection of universities to social and cultural beneficiaries
   
   UWS is already actively and successfully engaged in social enterprise activities and a student was successful in the Converge Challenge 2015 Social Enterprise award category (2nd).
   
   A member of staff from our Enterprise Services team has been seconded to the Paisley City of Culture 2021 bid team, and we will continue to work to broaden our already wide engagement with our nine immediate local authorities in order to lead and contribute to their social and cultural programmes.

11. (Development of the structures and mechanisms to give) more effective support for Scottish businesses to trade on a European and global stage.
   
   UWS is already an active participant in Horizon 2020 programmes and will continue our work to encourage businesses to participate as our partners in EU-funded projects. We have recently joined Scotland Europa and will use their connections and partner organisations to develop international links for UWS engaged businesses and case studies to show how this might deliver support for business growth.
   
   We have been encouraged by the Scottish Governments announcement of the International Innovation and Investment Hubs, and will work to develop close links with these hubs as they are established.

The meeting suggested a further stream of sector-wide work could be started with the goal of:

12. Fundamentally re-thinking the innovation support ecosystem of Scotland.
   
   We looking forward to working with SFC, SE, HIE, the Scottish Government, Universities Scotland, relevant trade bodies, companies and our other University colleagues to address this important issue.