

UWS' UIF Allocation

Building on the success in 2017/18, in 2018/19 UWS plans to intensify key areas of innovation-led commercialisation, industry engagement and entrepreneurship.

A major feature of this intensification will be greater levels of collaboration with other HEIs and the key agents in the Scotland CAN DO ecosystem such as the Scottish Government, SFC, Scottish Enterprise and Highlands and Islands Enterprise (plus the new South of Scotland Agency when formed), SDS, the Industry Leadership Groups and other industry bodies such as CeeD, Technology Scotland, ScotlandIS, Scotland Food and Drink and local enterprise development networks in our regions. A principle areas of individual institutional focus and sector collaboration with be planned activity and participation in the seven priority outcomes in the University Innovation Fund:

Outcome	Individual	Collaborative
Increasing demand	Continued business development outreach and structured account management	Adoption of best practice promoted from the work of the sub group. Application for a dedicated ISCF role and support for it across the sector
Making it easier	Continued use of common contracts	Support of the sub group's outputs and adoption of their recommendations
Encouraging entrepreneurship	Further developing the mentor programme and provision of advice and support for competitions and company formation	Participation in the sub group and development of projects to further sector wide entrepreneurship
Greater Innovation	Increasing support of early career researcher development especially in the provision of training in development of IP	Working with the sector in engaging with Scottish Enterprise and other agencies to support programmes such as HGSP
Internationalisation	Increased focus on our partnerships in Africa and China	Participation in the sub group and development of projects to further sector wide entrepreneurship
Inclusive Growth	Continued support of UWS widening access excellence and translating this into impact	Participation in the sub group and development of projects to further sector wide inclusive growth
Equality and	Continued growth of programmes at UWS such as	Support of the sub group's outputs and adoption of their

Diversity	Growth in Athena Swan, Provision of women in STEM programmes	recommendations
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The collaborative column above is indicative of UWS' commitment to partnership working through the work of the national outcome groups that have been established to take forward collaborative elements of the UIF approach. Even though there are national outcome groups that UWS is not a member of we have a strong willingness to engage in the learning/outputs of other groups.

UWS confirms our willingness to participate fully in the monitoring framework that will be developed through US RCDG and managed and reported to SFC by the new UIF Collaboration Manager, Linda Wallace. This framework will be the main mechanism by which SFC will measure the impact of UIF at a national level and will also serve as a platform for the sharing of good practice.

We aim to invest in increased capacity to engage and contribute to development activities such as networks, consortia and programmes, and also to bid into the waves of the Industrial Strategy Challenge Fund and others.

We will also continue to invest in the development of industry partnerships which will help to ensure that our innovation-led activity is centred on the needs of industry. We will continue to invest in sectoral partnerships such as with CeeD, Scotland Food and Drink, International Space School Education Trust and we will intensify our work with key Innovation Centres such as Censis, DHI and SAIC with whom we have actively engaged in a number of important projects.

Our focus on cross-disciplinary innovation at UWS will grow in 18/19 through our investment in some strategic programmes two of which will receive allocations from UWS' UIF grant support namely:

Immersive	<p>UWS Immersive is a multi-disciplinary research and teaching project tasked with engaging with immersive and augmented reality technologies to transform the way we teach, conduct our research and engage with society.</p> <p>It is well known that bringing fun into education increases its effectiveness by increasing motivation and memory retention. Through our latest research in AI, VR, Augmented Reality, 5G Technologies, digital fabrication, gamification and sensor technologies and multi campus deployment, UWS immersive aims to uniquely redefine our pedagogical practice and position UWS at the forefront of technological revolution.</p>
Thin Film and Sensors Institute	<p>TFSI is at the centre of UWS' industry engagement and entrepreneurial outputs. Its development of new thin film coating methods enables the development of new products which can transform industrial sectors such as Non Destructive Testing and Dental Surgery.</p> <p>UWS will continue to invest in capacity and facilities to grow this priority area of industrial innovation for the benefit of markets such as advanced</p>

	manufacturing, agriculture and healthcare.
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UWS has intensified its knowledge-exchange activity and plans to invest further in significantly growing its KTP portfolio. We are on track to double the portfolio in 2017/18 and to treble it in 2018/19. In the process, we have had a number of projects A-graded as the best examples of their kind. We also plan to continue our investment in responsiveness and uptake of the Innovation Voucher scheme and to grow our level of performance. As part of this investment UWS has plans to take up a seat on the strategic board of Interface in 2018.

Investment in the further development of our industry partnership programme will also be a priority for UWS in 2018/19 in order to benefit our students and our research impact as well as to contribute to the growth of the companies with whom we partner. We will develop a more structured industry partnership programme based on the following principles:

- Our strategic partners will be external organisations globally at different levels of maturity (i.e. SMEs, charitable organisations, large corporations and other commercial and non-commercial entities).
- We will enter into strategic partnership with an external organisation to support our key areas of strength and/or growth through some shape of formal agreement.
- We will develop mutually agreeable value propositions for both parties, establish how well the partners already know each other, promote the above partnership performance metrics and agree on open communication regarding the content and development of the partnership.
- We will develop Partner levels: from 'partners' through 'strategic partners' to 'star strategic partners'.

Based on these principles we aim to grow our industry partnership based to 50 by 2020.

Company formation continues to see real progress at UWS with our award winning 'Novosound' spin out forming in April 2018. It has been publicly commended by the Scottish investment community as an exemplar for the HEI sector in how spin out companies should be developed. Our investment in the Thin Film and Sensors Institute in 2018/19 will be with the specific aim of developing at least 2 more high growth spin out projects from this area. We will look to build on the momentum of these spin out launches to raise the profile of company formation at UWS and highlight where we 'dare to be different' in the straight forward way we enable companies to be formed.

In 2018/19 UWS will open its most advanced campus in Lanarkshire and we will use UIF funding to create and deliver a programme of events for potential industry partners who can take advantage of this advanced facility. We will use these industry events to foster broad student participation and run workshops and promotional activity to identify collaborative projects which can be based from the new Lanarkshire campus.

UWS will also invest in the launch of a new initiative named 'Academic Life'. Academic Life will be the place where all UWS academics (and academic related) staff and PGR students will find support, inspiration and development activities for high quality learning and teaching, research and enterprise. This will be the place at UWS where industry will meet academia and will invest in training researchers to become effective in knowledge transfer to industry. Academic Life will play a key strategic role in supporting the achievement of a number of the key aims of the corporate strategy including developing partnerships with industry which will

inform teaching and learning, research and our students' experience while also helping to generate impact and income from our academics.

UWS Enterprise Activity - addendum as a consequence of the UIF uplift in 18/19

A key priority in stimulating demand for innovation services and simplifying access to University capabilities is **taking a more collaborative approach to delivering a programme of Innovation Challenge events** aimed at understanding and addressing key industrial challenges which can be developed into expressions of interest and used to influence future Waves of the ISCF. A key aspect of these demand-led workshops will be a focus on SME participation, supply-chain development and leveraging the UK and international industry networks of all partners. UWS intends to lead on this element of the innovation cluster and has key strengths and potential to lead consortia development in the areas such as Functional Thin Films, Sensors, Imaging, and Big Data for Building Information Management, 5G Network management and Aquaculture (fish diagnostics).

Agreement to co-fund a new Industry Challenge Innovation Manager post to work at the national level across Scottish HEIs forms part of the new UIF collaboration framework led by RCDG and will provide additional capacity for coordination to support partnership working across the Scottish public-sector partners/agencies (e.g. SE/HIE/Scottish Government) and with InnovateUK/UKRI. Part of the additional UIF funding will be used to co-fund this secondment during AY2018-19 and **will provide sector-wide capacity** to help build a community of practice focused on ISCF, deliver the Innovation Challenge events, broker new relationships in response to ISCF opportunities and industry led-challenges and act as a central point of contact for InnovateUK/UKRI and provide support to consortia in emerging challenge areas with potential to influence subsequent waves of ISCF funding. UWS will contribute to the costs of this post when agreed by the whole group and will work to ensure that the post works closely with the UIF collaboration manager and will work with this new role to ensure wider communication, visibility and participation in initiatives in which UWS is involved.

In addition 'Enhancing researcher skills for business engagement' will be another key focus in AY 2018-19: working collaboratively through the UIF framework we will build on our existing strengths. In particular **UWS will use the UIF uplift to resource a new programme. The Professional Programme for Enterprise Leadership (PROPEL) will introduce the principles, concepts, tools and techniques of Knowledge Exchange between academia and industry** to a cohort of 10 Early Career Researchers. On completion, participants will have developed an engagement plan for working with industry. **A dedicated Business Development Manager will be designated to help deliver this plan**, providing advice on targeting external organisations, facilitating introductions and brokering agreement to move towards large collaborative funding applications including KTP and innovate UK competitions. Once developed and piloted we will share good practice and explore new mechanisms for opening up training opportunities to partner Universities on a reciprocal basis.

In 18/19 **UWS will also boost its participation in sector-wide entrepreneurship initiatives such as Converge Challenge and will participate in the UIF Entrepreneurship cluster's efforts to develop a network of University Enterprise Hubs.** The aim is to enable establishment of a collaborative, harmonised system to deliver practical support for company creation within a consistent national framework. The aim is also to leverage expertise from all HEIs across Scotland and target support to university staff

creating spin-out companies and new companies created by students, alumni entrepreneurs and other University staff. This will enable UWS to build on local good practice in enterprise mentoring and spin out activity from our Thin Films and Imaging Institute. **We will also invest in our membership of SCDI's UKIS Commission to help develop a potential Strength in Places bid for South of Scotland related to the digital rural economy.** This will certainly require resource and budget for activities such as consortium building and prospectus development.

An integral part of the University Enterprise Hub activity in AY2018-19 will be the **review and development of models of support for establishment of third-sector social enterprises particularly those offering innovative products and services.** The Hubs will ensure the appropriate support structures are in place to maximise growth potential and UWS will leverage local connectivity with partners such as Renfrewshire Council and Kibble to share ongoing good practice specifically in the area of supporting SME start-ups in the community.