

KE Culture Change: a cross-sector case study



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Edinburgh Napier & Knowledge Exchange

- Post 1992 'modern' University- in Edinburgh
- 15,000 students and 1,600 staff
- £100Mn turnover with £5Mn KE activity
 - Eg: PoC, KTP, CPD, EU,
- 9 R&KT Institutes & strong central teams
- Linked to SG national outcomes & priorities
- 3rd ranked UK University for employability
- More International students than any other UK University

Edinburgh Napier University in context

- Sector leader in researcher development
- Lead partner in 2kT inter-university business-university-college partnership
- Leader in EU project partnership development
- Innovative products include KTP and POC
- Chairs Universities Scotland's research training Cttee
- Invited by Scottish Funding Council to coordinate national KE researcher training programme
- KE Step Change – translating research into impact

The KE Challenge for HE in Scotland

What: to effect a cross-sector culture change within the cohort of early career researchers

How: by changing their mindset so that they perceive KE as a core element of their activity

Why: to achieve personal flexibility, adaptability and employability and to make an impact on wider economy & society beyond academia

Academic Excellence into Impact

The researchers: ECRs are the research leaders of tomorrow to whom we owe a duty of care

The requirement: ECRs must make a real world impact and be capacity built in order to do so

The rationale: initial investment in personal gain translates in turn into delivery of public good

The reach: A sector-wide approach to delivery produces essential cross-fertilisation of ideas as well as desirable economies of scale

Engaging Experiences

- **Across discipline boundaries:** opportunities for semi-structured encounters between ECRs from a range of disciplines
- **Across sector boundaries:** opportunities for formal and informal encounters by ECRs with entrepreneurs and innovators
- **Across institutional boundaries:** opportunities for exploring key national institutions and analysing their inter-linked functions

KE Step Change: A Targeted Programme

- Strand 1: First Steps in KE for researchers new to the concept and actuality of KT/KE
- Strand 2: Leadership Innovation for those who understand the concept and need help to turn it into reality
- Strand 3: Scottish Crucible for hand-picked high fliers who could benefit from intensive exposure to KE ideas and activities

Something for Everyone

Scottish Crucible 2009

A leadership and development programme for Scotland's research leaders of the future!

Calling all career researchers in science, technology, engineering, medicine, social and political science.....

- Want to become more creative and innovative in your research?
- Looking to broaden your networks and interdisciplinary collaborations?
- Like to improve your understanding of how research can benefit Society?
- Planning for your future career as a research leader in Scotland?

Be inspired by **Scottish Crucible 2009!**

- Participants:** Senior Postdoctoral Fellows, Academic Fellows, Lecturers in first academic posts - or equivalent in SMEs & spin-out companies.
- Programme:** 3 intensive 2-day workshops, comprising guest speakers, seminars, skills sessions, tours and discussions
- Dates:** **16th & 17th April 2009** - University of Edinburgh, Royal Society of Edinburgh Scottish Parliament
14th & 15th May 2009 - University of St Andrews
18th & 19th June 2009 - University of Aberdeen

Aims: To help you develop skills, knowledge and connections to put your research into a wider context and enhance your innovative capacity.

Only 30 applicants will be selected to take part in Scottish Crucible 2009. Through generous sponsorship each will receive awards to cover all residential costs, training sessions and travelling expenses.

The deadline for receipt of applications is
Wednesday 4th March 2009

For further details and an application form, visit the Scottish Crucible website:
www.st-andrews.ac.uk/scottishcrucible



Universities Scotland
KE Step Change 2009
 Supporting Scottish Researchers to Engage in Knowledge Exchange
WWW.NAPIER.AC.UK/KESTEPCHANGE

What is Knowledge Exchange ?

Interactions involving the two way flow of people and ideas between universities and colleges and business and industry, the public sector, the general public and beyond

KE Step Change will build on current KE knowledge and skills to develop a Scottish approach to how researchers are encouraged and supported in KE. This programme emphasises the importance of KE in realising research potential and growing the Scottish economy.



Workshops and training events will be held across Scotland. The Programme will run between March – June 2009

KE Step Change Projects

Scottish Crucible	Innovation Leadership	First Steps	Scottish KE Catalogue
Training and development for mid-career researchers to follow a career in academia or industry	Enabling researchers to develop innovation leadership skills and to understand KE in the context of collaborative working	Workshops designed to introduce a broad cross-section of HE staff to the basic concepts of KE	Catalogue of approved KE training schemes across Scotland, advertised through the KE Step Change website

www.napier.ac.uk/kestepchange

Email: kestepchange@napier.ac.uk

Telephone 0131 455 6142



Something from Everyone: A True Collaboration

Coordinated by Universities Scotland & funded by Scottish Funding Council with buy-in from:

- All Scotland's 14 HEIs
- Scottish Funding Council & Government
- Royal Society of Edinburgh
- National Endowment for Science, Technology and the Arts
- Key business stakeholder representation

Investment in Impact through ...

- Universities as social capital
- Capacity building of young talent
- Added value of inter-disciplinarity
- Inspiring innovation & encouraging enterprise
- Breaking down barriers & working together

For the benefit of economic prosperity, social wellbeing and community cohesiveness

Transferability & Next Steps

- Applicability, portability and transferability?
- Barriers and challenges?
 - Political, Institutional, Funding, Terminology
- Solutions?
 - Identify, Develop & exchange working practice
 - Broaden and deepen partnership working
 - Erasmus Funding Programme
 - New skills for researchers & entrepreneurship
 - Two-way knowledge exchange between key actors

Dejukeme / Thank You
for your attention



Questions & Discussion



Feedback Points

(Bullets are interlinked)

- Upskilling- result of an organic process
 - Crucial for competitive advantage
 - Facilitation is part of the process
- Flexibility of partnerships between Business and Universities
 - Expectation management of both actors (especially Business)
 - Role of facilitation (KEIs- KE Intermediaries) in the process?
- Dynamics of culture change
 - Managing the process / Vertical and Horizontal change is required
- Training needs to be effective and measurable
- Need and Mechanisms for effective facilitation
 - Role of facilitation in the process?
- Need to re-evaluate the nature and value of output and impact indicators to measure
 - Process
 - ‘soft outcomes’