



PRIFYSGOL  
**BANGOR**  
UNIVERSITY

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## **Bangor University Business & Enterprise Sub-Strategy 2015-17**

### **Executive Summary**

This document contains Bangor University's **Business & Enterprise (B&E) Sub-Strategy** and associated steps to implementation. It provides the next level of detail and links back to the commitments made in the **University's Strategic Plan (2015-20)** where **Business & Enterprise**<sup>1</sup> features strongly both in the **Research** and **Education Strategic Priorities**.

The University has strong mission commitment to the economic, social and cultural well being of Wales and the wider world and this new strategy outlines how this continuing commitment will be supported and extended in a rapidly changing operating environment.

The institution has a long-standing track record for delivering high quality and award winning business support focused on inspiring innovation, improving performance and promoting sustainability which in turn contributes to the University's international reputation for its teaching and research.

***Our vision** is to 'Put Knowledge to Work' and by doing so bring the skills of our students and staff, their expertise and the institution's facilities into play for the benefit of the region and demonstrate the impact of our research on the wider society and economy.*

The University's vibrant research activities place it at the forefront of knowledge creation in the UK across a wide range of sectors; this knowledge is shared with students by research-active academics, and with enterprises through an impressive range of university/industry engagements. In particular, Bangor University is keen to enhance the employability of students by ensuring that they have opportunities to enrich their disciplinary studies with exposure to real business and societal issues.

In order to deliver this vision we will concentrate on establishing Bangor as a leading university for the delivery of business & enterprise; with a pioneering and diverse activities and an extensive portfolio of collaborative relationships with private, public and third sector organisations.

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<sup>1</sup> <sup>1</sup> This encompasses a wide range of activities at Bangor include: Knowledge Transfer and Exchange; Innovation; Intellectual Property & Commercialisation; Consultancy; Contract Research; Training and Continued Professional Development; New Business Incubation & Start Ups and the University's wider contributions to Regional Development.

## **Mission**

*Establish Bangor as a leading University for pioneering business & enterprise activities and to maximize the impact of its activities by effective engagement and communication.*

The sub-strategy rests upon five interlinked components;

1. **Integration** – ensuring that Business and Enterprise activities are integrated with the core business of the University (Research and Teaching);
2. **Outward Facing** – recognising the Institution’s role in the broader regional, national and international community;
3. **Collaboration** – understanding how external organisations can derive benefit from partnering with the University and how such partnerships can enrich the research and teaching of the University;
4. **Impact** – Understanding and measuring the economic, societal and cultural impact of the University’s activities;
5. **Infrastructure** – Developing highly effective structures of support to deliver and sustain Business and Enterprise activities.

Each of these components is supported by a number of key objectives and linked activities to deliver them.

## **Business & Enterprise - Key Objectives / Activities to Deliver**

1. **Integration** - ensuring that Business and Enterprise activities are integrated with the core business of the University (Research and Teaching);
  - Identify and support all areas of enterprise activity across Bangor University.
  - Foster a culture that values and promotes B&E activities.
  - Recognise B&E achievement through academic staff promotion criteria.
  - Create and support a network of Bangor University staff as champions for B&E.
  - Develop a comprehensive institutional narrative around B&E.
  - Integrate a comprehensive and cross cutting approach to sustainability to underpin Bangor’s B&E activities.

### **Activities:**

- Delivery a regular programme of presentations on B&E programmes to College Boards.
- Work with the College Research Support Officers to ensure B&E opportunities are effectively communicated to a wide academic audience
- Deliver information, support and training for academic staff to empower their engagement in B&E activities.
- Regularly review B&E performance through the B&E Task Group.

**2. Outward Facing** - recognising the Institution's role in the broader regional, national and international community;

- Work closely with the University's Communication and Marketing team to ensure that B&E activities feature as part of the Bangor brand and its achievements are effectively communicated.
- Participate actively in the local economic fora in order to support regional economic development.
- Look to establish links outside of the region (e.g, the North West of England) in order to develop mutual beneficial partnerships.
- Work with partners to promote the importance of University B&E as part of the agenda for sustainable economic growth.

**Activities:**

- Support high profile regional business events such as the Daily Post's Achievement Wales Awards and Gwynedd Business Week.
- Contribute as a strategic partner to the work of the North Wales Economic Ambition Board & North Wales Business Council
- Develop links with the Mersey Dee Alliance and the North West Innovation Network

**3. Collaboration** – understanding how external organisations can derive benefit from partnering with the University and how such partnerships can enrich the research and teaching of the University;

- To ensure 'business needs' are at the heart of collaborations with external organisations
- Develop the University's 'front door' to business enquiries to ensure effective handling of relationships.
- Develop supporting marketing and promotional activities for the business community.
- Account manage external relationships with organisations to ensure collaborations are strengthened and sustained.
- Ensure 'customer' service levels are uniform across the University and its projects.
- Encourage and facilitate cross working across the B&E agenda and the sharing

**Activities:**

- Further develop the University's Working With Business website to ensure that information on all of Bangor's programmes and services are in one place.
- Support with a programme of events, case studies and social media.
- Maintain and strategically manage a portfolio of 5 key accounts with strategically important businesses and employers.
- Develop relationships with key Business organisations such as the Federation of Small Business.

**4. Impact** – Understanding and measuring the economic, societal and cultural impact of the University’s activities;

- Work closely with the University’s Communication and Marketing team to ensure that B&E activities feature as part of the Bangor brand and its achievements are effectively communicated.
- Seek to maximise the benefit of Bangor’s membership of Santander Universities to publicise the Enterprise activities delivered by the programme and to further develop and extend these.
- To identify opportunities to enhance the impact of Bangor University research and learning .
- Work with partners to promote the importance of University B&E as part of the agenda for sustainable economic growth.

**Activities to deliver:**

- Further develop Bangor University’s Impact & Innovation Awards as a showcase for Bangor’s B&E activities.
- Use Bangor’s ESRC Impact Acceleration Account to pioneer institutional approaches to impact.
- Support high profile regional business events such as the Daily Post’s Achievement Wales Awards and Gwynedd Business Week.
- Through the BU Santander Advisory monitor progress and pilot new Enterprise initiatives.
- Use Bangor’s memberships of the National Centre for Universities and Business (NCUB) to promote best practice B&E case studies.

**5. Infrastructure - Create a highly effective structures of support for Business & Enterprise activities at Bangor**

- To ensure effective leadership of the academic structures facilitating B&E activities.
- To develop a simple, effective and co-ordinated structure of support for B&E activities that are integrated with existing structures and uniformly developed across the institution.
- To ensure effective governance and risk management for B&E activities.
- Develop appropriate organisational infrastructure to ensure the visibility of B&E transactions.
- Maximise the benefits of Bangor’s participation in the Welsh Government’s Smart Expertise programme (the successor to A4B) and use it to leverage funding from Innovation UK and Horizon 2020.
- As part of this overall effort we will continue to collaborate with Aberystwyth where a shared approach will add to greater impact and efficiency. This will include continued development of ABC Ltd as a shared vehicle for consultancy; shared account management of strategically important employers and businesses; a shared suite of template contracts and agreements; harmonisation of approaches and when possible shared infrastructure (e.g. CRM); shared

resources and a programme of training for academic staff undertaking innovation and commercialisation activities.

**Activities:**

- Following the ending of HEFCW funding for the Cadarn Skills Centre establish a new University wide Centre for CPD and Work Based Learning to support and further develop the University’s activities and as a vehicle to continue regional collaboration in this area with Glyndwr and Aberystwyth Universities.
- Implementation of the new Consultancy policy and associated procedures.
- Ensure the University has an appropriate front door presence for the Business Community in Pontio.
- Work with M-Sparc to shape appropriate B&E activities as part of the new Science Park development.

*With Aberystwyth:*

- Develop a shared approach to supporting strategic regional economic development opportunities such as Enterprise Zones and the North Wales Economic Ambition Board.
- Collaborate in reviewing novel routes to the exploitation of Intellectual property such as “easy-IP”.
- Develop and deliver joint standard operating procedures for staff undertaking Knowledge Exchange and Technology Transfer.
- Deliver shared template agreements for working with industrial and commercial partners to include: License agreements, Material Transfer Agreements, collaboration agreements.
- Collaborate to develop the use of software packages common to both Universities to Knowledge Exchange and Technology Transfer activities.
- Identify joint opportunities to deliver training to support AU and BU academics undertaking Knowledge Exchange and Technology Transfer activities (and supporting teams).
- Develop a shared approach to key account management to strategically important business and employers, working jointly where possible and appropriate.

**Key Performance Indicators<sup>2</sup>:**

- Increase Collaborative Research year on year from the 12/13 baseline in line with HEFCW Corporate Strategy Target 13.
- Maintain value of contract research activities in line with the 12/13 baseline.
- Increase in the value of consultancy activities from a 12/13 baseline.
- Increase the value of facilities and equipment usage by external organisations.
- Maintain nos. of CPD learner days year on year from the 12/13 baseline in line with HEFCW Corporate Strategy Target 12.
- Increase creation of new commercial and social enterprises by Bangor University students and staff from the 12/13 combined baseline.
- Improve the exploitation of IP activities from our 12/13 baseline.
- Maintain and further develop a diverse portfolio of Scholarship, Placement and Internship opportunities with external organisations at Graduate and Postgraduate level.
- Increase and diversify the University's portfolio of KTPs with the aim of having a minimum of 10 Partnership running concurrently.

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<sup>2</sup> Baseline figures are derived from 2012-13 Higher Education Business and Community Interaction Survey (HEBCIS).