

## **The KE Step Change Scotland Project: Embedding a Culture of Knowledge Exchange in Emergent Researcher Communities**

**Alison McCleery – Director of Research &  
Project Development**



INORMS 2010 Cape Town

## **R&KE at Edinburgh Napier**

- **Research-informed, teaching-led post-92 HEI**  
**Significant inter-disciplinary emphasis**
- **Some 1600 staff and around 15,000 students**  
**Of which large proportion international**
- **International excellence in all 14 RAE areas**  
**Volume of research funding x 2.75 in 3 years**
- **£100m turnover with £5m KE activity**  
**Activities linked to SG national outcomes**

INORMS 2010 Cape Town

## Scottish HE Research Collaboration

- Research competitiveness through collaboration
- Prior example of doing research through pooling
- KT and KE increasingly critical to impact agenda
- Can combined KE researcher training also work?
- Funding Body keen to be seen to translate R into I
- 'I' = Impact and relates to research assessment
- ENU chairs sector's research training committee
- National KE researcher development programme

INORMS 2010 Cape Town

## The KE Step Change Challenge

**What:** to translate research into impact through a cross-sector culture change across the cohort of ECRs

**How:** by changing the researcher mindset so that KE is perceived as a core element of the normal research portfolio

**Why:** to instil attributes of openness, flexibility and adaptability and so make an impact beyond the academy

INORMS 2010 Cape Town

## 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

INORMS 2010 Cape Town

## KE Step Change: 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

INORMS 2010 Cape Town

## KE Step Change: A Targeted Programme

- **Strand 1: First Steps in KE** for researchers new to the concept and actuality of Knowledge Transfer/Knowledge Exchange
- **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

INORMS 2010 Cape Town

## Something for Everyone: Comprehensive and Inclusive

Universities Scotland  
**KE Step Change 2009**  
Supporting Scottish Researchers to Engage in Knowledge Exchange  
[WWW.NAPIER.AC.UK/KESTEPCHANGE](http://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 Outrages
Training and development for mid-career researchers to follow a career in academia or industry	Enabling researchers to develop innovative 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](http://www.napier.ac.uk/kestepchange) Email: [kestepchange@napier.ac.uk](mailto:kestepchange@napier.ac.uk)  
Telephone 0131 455 6342

INORMS 2010 Cape Town

## **Something from Everyone: Genuine 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**

INORMS 2010 Cape Town

## **Investment in Impact: Using Familiar Ideas and Tools**

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

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

INORMS 2010 Cape Town

## From Rhetoric to Reality

- **Strategic Barriers?**
  - political, institutional, financial, definitional
- **Operational Challenges**
  - too little, too late, but also too much, too soon
- **Sensible Solutions**
  - evaluate and explain, then revise and repeat
- **Difficult Dilemma**
  - the small matter of Full Economic Costing

INORMS 2010 Cape Town

## Price, Cost and Value

- **Price**
  - £100k in used notes from the Funding Council to use up a lump of spare cash
- **Cost**
  - blood, sweat and tears in the shape of staff time not accounted for
- **Value**
  - more than 4 X the original investment including 'in-kind' contributions and 'new money'

INORMS 2010 Cape Town

## Looking Forward

- **Strategic Barriers?**
  - many supporters in key organisations beyond HE
- **Operational Challenges**
  - invited to submit revised bid for £1.2 m over 5 yrs
- **Sensible Solutions**
  - evaluating and explaining obviously worked!
- **Difficult Dilemma of fEC**
  - project's greatest strength is its main weakness

INORMS 2010 Cape Town

## What did the participants say?

- 'Life-changing'
- 'Worthwhile but time-consuming'
- 'Worthwhile and thought provoking'
- 'No magic answer ... just confidence and a prepared approach'
- 'If it makes sense, then we can do it – maybe!'

Plus

**Two Crucible participants now have new posts**

INORMS 2010 Cape Town

**Thank you for listening!**

**Any questions?**



INORMS 2010 Cape Town