



ENTERPRISE STRATEGY 2020-2025



Powering progress through knowledge exchange

The University of Hertfordshire is an institution with enterprise at its core, renowned for supporting the growth of our local and regional economy. As an anchor institution for the region, our approach is grounded in our civic mission, as such, we prioritise place-based collaborations that deliver economic, social, environmental and cultural benefits to our local communities.

Our extensive engagement with our communities, those people, partnerships, businesses and organisations within the local area, reflects our institutional history and translates into the entrepreneurial approach we apply to our knowledge exchange endeavours. We are proud both of our heritage and our contemporary position as a driving force for change, sustainable innovation and development in our region with evidential impacts that go beyond regional boundaries.

As a leading enterprising University, we prioritise growing, enabling and connecting our diverse talent with industry, and it is through these collaborations that we co-design, implement and grow business ideas and ventures, making our expertise accessible to industry. Every year our innovation ecosystem ensures businesses, organisations and students succeed and realise their full potential.

Purpose and principle

Aligned to Strategic Plan 2020-2025, the purpose of this document is to articulate our strategic cross-institutional approach to knowledge exchange that underpins our Enterprise Pillar. The principal aim of the Enterprise Pillar is to:

Create transformative benefits for the economy and our communities through world-class expertise in business, innovation and skills by:

- Providing opportunities for students, graduates and staff to pursue entrepreneurship.
- Welcoming businesses to our community in the University Enterprise Zone.
- Offering flexible ways for businesses to work with us.

To deliver this aim we have defined a set of enterprise objectives, deliverables and knowledge exchange priorities, which informs our collaborations with industry and stakeholders enabling us to achieve our vision.

Objectives and deliverables

Deliver knowledge exchange collaborations that have impact with business, public and third-sector organisations

We shall do this by:

- Playing a leading role in local growth and regeneration, enabling a dynamic entrepreneurial community by opening up our campus to provide targeted support for start-ups, as well as acceleration and growth support for small and medium-sized enterprises and larger businesses with scale up potential.
- Growing our collaborative- and contract- research, and consultancy services that support sustainable innovations, growth, and productivity.
- Driving talent, skills and workforce development programmes through a consultative market needs-based approach to establish professional programmes and apprenticeships in collaboration with industry.

Create value for society and business by applying our research and expertise

We shall do this by:

- Facilitating and strengthening strategic partnerships for knowledge exchange across the University Enterprise Zone innovation ecosystem, ensuring we respond to county priorities.
- Building on our strengths in research and education to enhance our knowledge exchange portfolio across our clusters of excellence.
- Playing a key role as a connector and proactive contributor to ecosystems within the local and regional community to provide targeted benefits for businesses and form long-term research partnerships for our academic cohort.



Nurture the enterprising ambitions of our students, graduates and staff

We shall do this by:

- Supporting entrepreneurship and entrepreneurial mindsets among our students and graduates, generating knowledge exchange opportunities and employment through targeted extra- and in-curricular activities.
- Establishing a knowledge exchange training programme to engage staff and develop academic capacity and expertise.
- Launching an Entrepreneur in Residence Programme to enhance opportunities for knowledge exchange among students, graduates, staff and businesses.

Make our assets available to the broader community

We shall do this by:

- Continually reviewing our estate and infrastructure to ensure it is fit for purpose and accessible to businesses.
- Collaborating with businesses and strategic partners to identify new opportunities to commercialise our equipment and facilities, establishing flexible business arrangements.
- Harnessing the potential of the Enterprise Hub space by expanding our business growth and entrepreneurship support provision.

Reward colleagues who deliver innovative ideas and solutions

We shall do this by:

- Recognising staff engaged in knowledge exchange by showcasing their innovations, impact and raising awareness of the scholarly value of knowledge exchange.
- Establishing a knowledge exchange fund for academics to maximise the potential of their research to deliver impact through external collaborations and commercialisations.
- Remunerating staff for commercialisation of intellectual property developed during their employment, enabling the individual and institution to maximise the benefits.

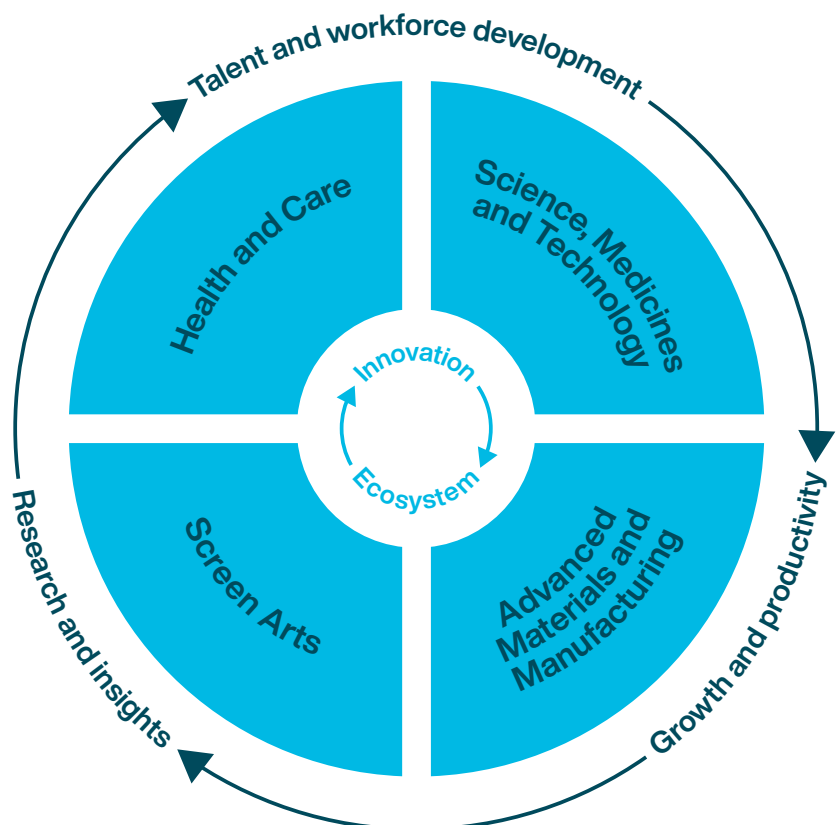
Knowledge exchange priorities

Underpinning our Enterprise Strategy is our recognition as a University Enterprise Zone (UEZ), which forms the framework for our knowledge exchange activities. The UEZ has delivered significant impact to the local economy, working with hundreds of organisations providing specialist business support and resources that have ensured productivity and business growth. In recognition of this impact and the sustainable structure, we have formed four UEZ clusters, that act as collaborative centres of excellence in the region.

- **Health and Care Cluster**
- **Science, Medicines, and Technology Cluster**
- **Advanced Materials and Manufacturing Cluster**
- **Screen Arts Cluster**

The clusters bring together our expertise from across the institution to provide foresights on potential futures, alongside practical organisation strategies for talent and workforce development, business growth and productivity, research and insights, and continuous improvement.

Each cluster offers a central point for businesses and partners to collaborate with the institution across our breadth of research and educational expertise to devise and deliver knowledge exchange activities in innovative and novel ways. The clusters have an embedded focus on sustainability and equality, diversity, and inclusion.








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