



**Knowledge Exchange  
& Enterprise Strategic  
Plan 2022-2027**

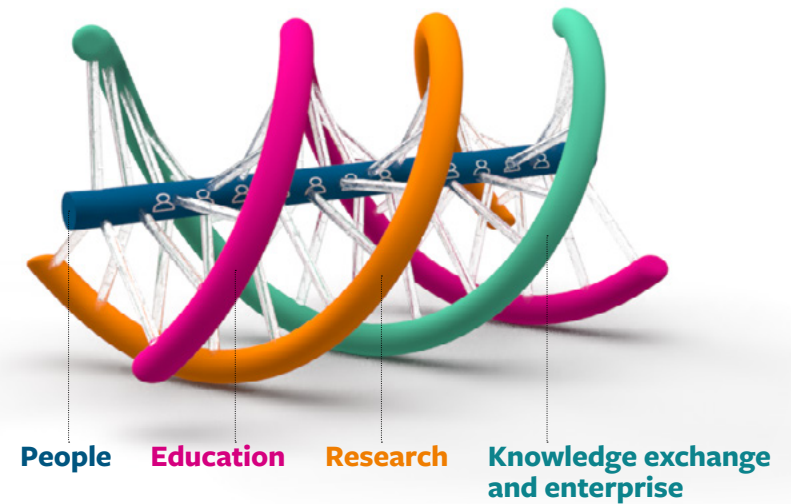
# Introduction

The University's core purpose is

**“to inspire excellence to achieve the remarkable and build an inclusive world.”**

Our Knowledge Exchange & Enterprise (KEE) activities are essential to achieve this purpose and as part of the University's Triple Helix approach, to deliver on the **University Strategy**.

 **Find out more**  
The University Strategy



## KNOWLEDGE EXCHANGE IS:



The process through which knowledge, ideas, evidence, experience and skills move between academia and the users of our research and knowledge.



A two-way process, with our people – staff, students, alumni, collaborators and supporters – at its core.



The route through which we bring knowledge and experience from our external stakeholders, partners and the public into the University so they can inform our research, education and innovation activities and enhance the skills and knowledge of our staff and students.



How we translate our research and knowledge into forms that provide benefits for our stakeholders, our local communities, and wider society.



How we deliver impact, pioneer innovation and deliver solutions through our insights and inventiveness to real world problems, be they social, cultural, environmental or economic.

# Introduction

This strategic plan focuses on **knowledge exchange and enterprise** because enterprise, a key component of knowledge exchange, is a long-established priority for the University for which we are well known. Enterprise plays an important role in ensuring the financial sustainability of the University, diversifying our income streams resulting in greater financial resilience.

Our achievements across KEE are important sources of **reputational benefit** for the University and widely recognised. We should be proud of our strong track record in KEE and this strategic plan will allow us to build on this strength.

Our University Strategy has set the direction, and it is our ambition, through this KEE Strategic Plan, to ensure our activities are recognised and valued across the University as:

- **Essential and core** to delivering our University Strategy and purpose;
- Crucial to creativity, inventiveness, **innovation**, and **achievement of** positive societal, cultural, environmental and economic impacts;
- **Important** to support our **financial sustainability, enhance our reputation, attract quality staff and students**, and make us a **partner of choice** for our stakeholders and customers;
- **Synergistic** with, and **as important** as, our core education and research activities;
- Central to the delivery of our **Civic University agenda**, increasing social mobility, building fairer communities and transforming lives.

This KEE Strategic Plan will interface closely with all other strategic plans for delivery of the University Strategy.



# What is Knowledge Exchange and Enterprise (KEE) at Southampton?

Our KEE ecosystem is characterised by the diversity of the activities we undertake, often inextricably linked with our research and education. It is significantly stimulated by interdisciplinarity and collaboration.



Some of our activities have a clear commercial focus, have an expectation to earn money, and some will generate surplus – the ‘enterprise’ element.



A prime focus of our activities should also be on delivering impact and societal good



Other activities support the ecosystem, building the skills and experience of our staff, students, partners and wider communities.

Many activities are a rich blend of these elements.

KEE activities include but are not limited to:

- delivering expertise and services through our specialist Enterprise Units;
- providing commercial technical services and consultancy;
- giving access to our specialist facilities and equipment;
- licensing intellectual property;
- creating spinouts and start-ups;
- providing commercial space for businesses; and running business incubation and acceleration programmes for staff, students, and local entrepreneurs, from our on-campus incubators **Future Worlds** and **Social Impact Lab**, at the **University of Southampton Science Park**, and through the **SETSquared Partnership** of which we are a founding member;
- provision of continuing professional development (CPD) courses, continuing education and lifelong learning;
- public and patient engagement and involvement;
- informing and influencing policy.



**Read more**

Visit the Portfolio Key Successes section of the **KEE Strategy SharePoint here (internal only)**.

We enable considerable knowledge exchange through collaborative and contract research with businesses, NHS, schools, policy makers, local, regional and national governmental organisations, charities and third sector organisations.

Placements and secondments with these organisations enable our staff and students to gain valuable skills and experience.

Inward secondments – our network of Entrepreneurs in Residence, businesses, mentors, investors, public, patient engagement and involvement – are equally valuable. They can help shape the direction of our research and education, leading to the co-creation of innovations addressing societal and environmental challenges, and supporting the economy.

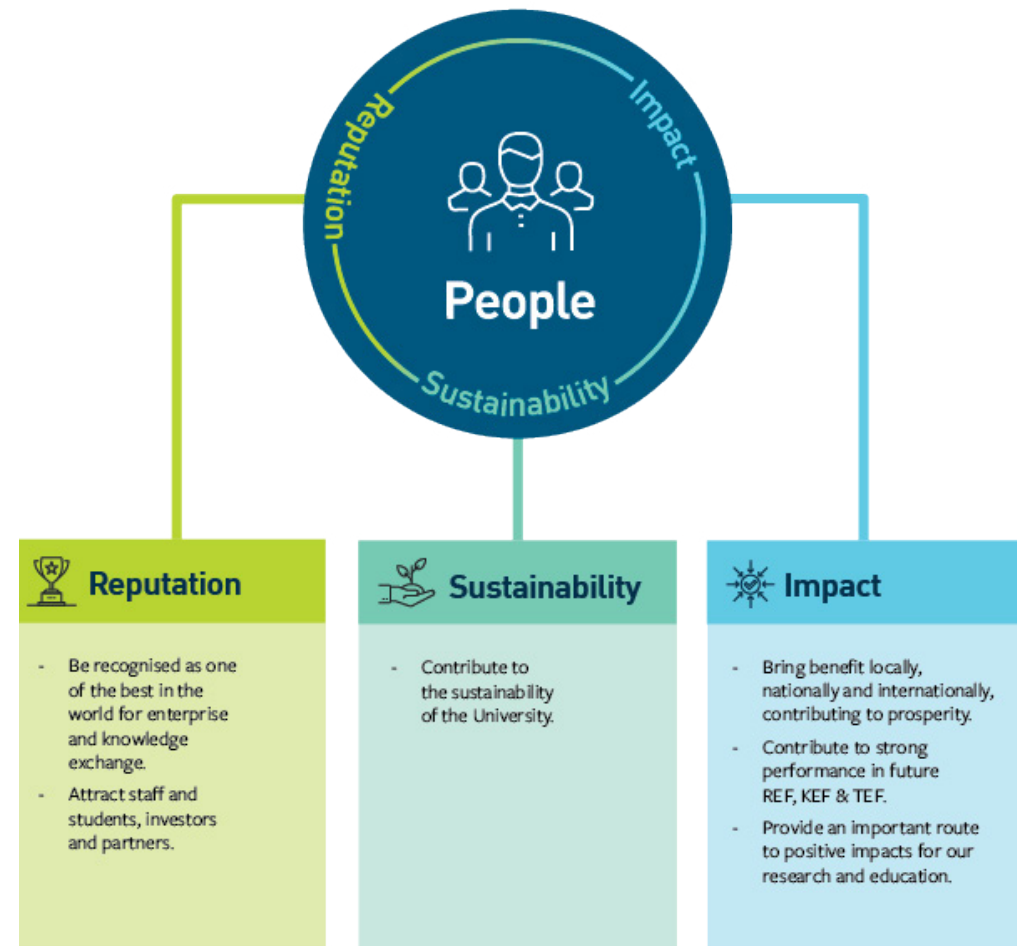


# Our Vision (2022 – 2027)

As a core part of our Triple Helix, the KEE Strategic Plan, will deliver the greatest possible benefit to the economy, society, culture and the environment. As a result, the University will be recognised locally, nationally and internationally for its contributions in KEE. Within our community, KEE will be valued as an important strength. Specifically:

- Our KEE activities will benefit Southampton and Winchester, Hampshire, the South of England, the UK and the world, contributing to well-being and prosperity.
- KEE activities will make an increased contribution to the financial and non-financial (e.g. environmental and reputational) sustainability of the University.
- KEE activities will be an important route to positive impacts for our research and educational activities, relevant to employment, partnerships, and reputational outcomes, but also to strong performance in the future Research Excellence Framework (REF), Knowledge Exchange Framework (KEF) and Teaching Excellence Framework (TEF).
- Our strength in KEE will attract high calibre and motivated students and staff; and bring investors, businesses, policymakers, public sector and charitable partners into the flourishing innovation and entrepreneurial ecosystem within the University.
- As a result of these activities and their impact, the University of Southampton will be recognised as being one of the strongest universities for KEE in the world.

By being world-leading at knowledge exchange and enterprise we will:



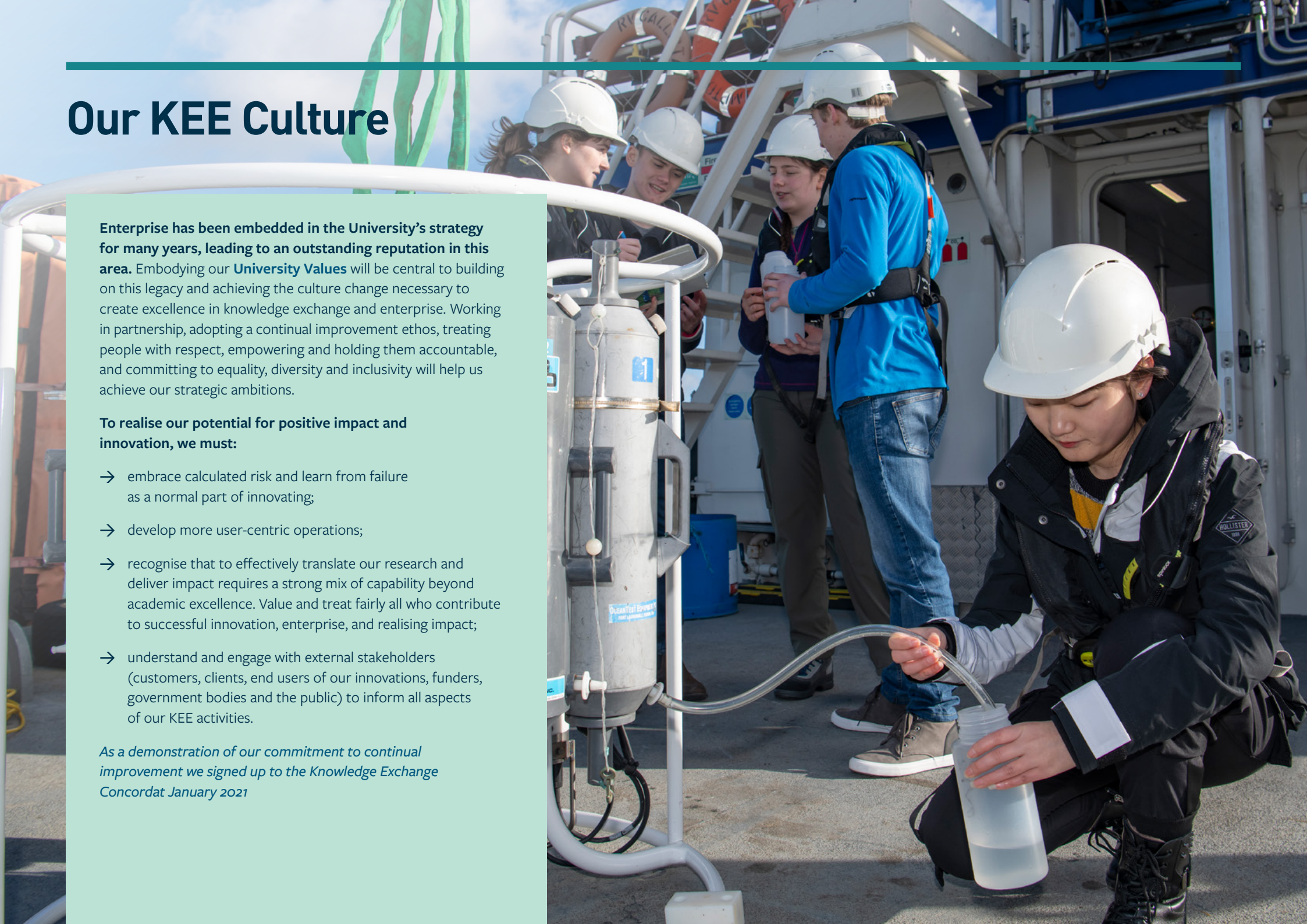
# Our KEE Culture

**Enterprise has been embedded in the University's strategy for many years, leading to an outstanding reputation in this area.** Embodying our **University Values** will be central to building on this legacy and achieving the culture change necessary to create excellence in knowledge exchange and enterprise. Working in partnership, adopting a continual improvement ethos, treating people with respect, empowering and holding them accountable, and committing to equality, diversity and inclusivity will help us achieve our strategic ambitions.

**To realise our potential for positive impact and innovation, we must:**

- embrace calculated risk and learn from failure as a normal part of innovating;
- develop more user-centric operations;
- recognise that to effectively translate our research and deliver impact requires a strong mix of capability beyond academic excellence. Value and treat fairly all who contribute to successful innovation, enterprise, and realising impact;
- understand and engage with external stakeholders (customers, clients, end users of our innovations, funders, government bodies and the public) to inform all aspects of our KEE activities.

*As a demonstration of our commitment to continual improvement we signed up to the Knowledge Exchange Concordat January 2021*



# Our Strategic Goals (2022 – 2027)



We have many strengths and areas of excellence across the University, but our intention is to set the agenda for continual improvement and growth. We will prioritise the following goals initially:

## → PEOPLE

Enable our staff and students engaged in KEE to gain skills and experience to help them to succeed in their careers, realise their potential to innovate, and deliver impact. Recognise and value staff involved in KEE activities to ensure we bring the best people and commercial skills into the University.

## → PARTNERSHIP AND COLLABORATION

Grow and deepen our partnerships, from policymakers to industry and third sector organisations, to be the partner of choice, so we collaborate to innovate, show we are open to business and to bringing investors, business partners and supporters into our flourishing inventive and entrepreneurial ecosystem.

## → PROCESS AND CUSTOMER JOURNEY

Transform and simplify our processes, systems and customer journey to better fulfil our stakeholders' needs. We must collectively be clear that we operate in commercial environments with customers and stakeholders who have clear expectations for timescales, cost and professional standards.

## → PRIORITISE THE KEE ACTIVITIES TARGETED FOR GROWTH

Recognising the different strengths and characteristics of KEE across our Faculties, we will agree which activities will be supported for growth and/or maintained so we invest resource and focus service improvement initiatives appropriately, enabling them to succeed. Likewise, we will be clear where we will consciously disinvest, reduce or cease activity.

## → GROW OUR FINANCIAL SURPLUS AND OVERALL INCOME

Grow our income from KEE over the next five years so it contributes to diversifying University income, helps secure our financial sustainability and allows strategic investment into KEE activities.

## → ENABLE KEE ACTIVITIES TO SHOW THEIR CONTRIBUTION TO OUR SHARED PURPOSE

We will develop a framework of metrics and KPIs (both financial and non-financial measures) for all our activities so we can review their performance fairly, ensure they succeed and contribute to our mission in a sustainable way.

# Underpinning principles to delivering our Vision, Culture and Strategic Goals

To succeed in delivering the Vision, Culture and Strategic Goals, we are committed to the following principles. We will:

1. **Strategically invest** our HEIF, UKRI Impact Acceleration Accounts and similar funding to support delivery of KEE and achieve our mission. The **Knowledge Exchange and Enterprise (KEE) Board** (previously the Southampton Enterprise Board) will decide upon the use of these funds and investments. We will find new ways to fund and invest in our activities to enable them to grow and flourish.
2. **Reinvest a proportion of any surplus** from KEE activities into delivering this strategic plan and in our continual improvement. Equally, we will firmly address and consciously disinvest where activities are underperforming and continually loss-making.
3. **Empower and enable our people** to take responsibility and have accountability.
4. **Ensure our infrastructure investments and professional services are resourced** to deliver our Vision, Strategic Goals and Implementation plan and their activities are prioritised appropriately.
5. Ensure **consistency in the implementation of our KEE policies, our financial and governance procedures across all Faculties, whilst recognising different characteristics** of effective KEE relevant to their disciplines.

## PRINCIPLES UNDERPINNING OUR KEE ACTIVITIES

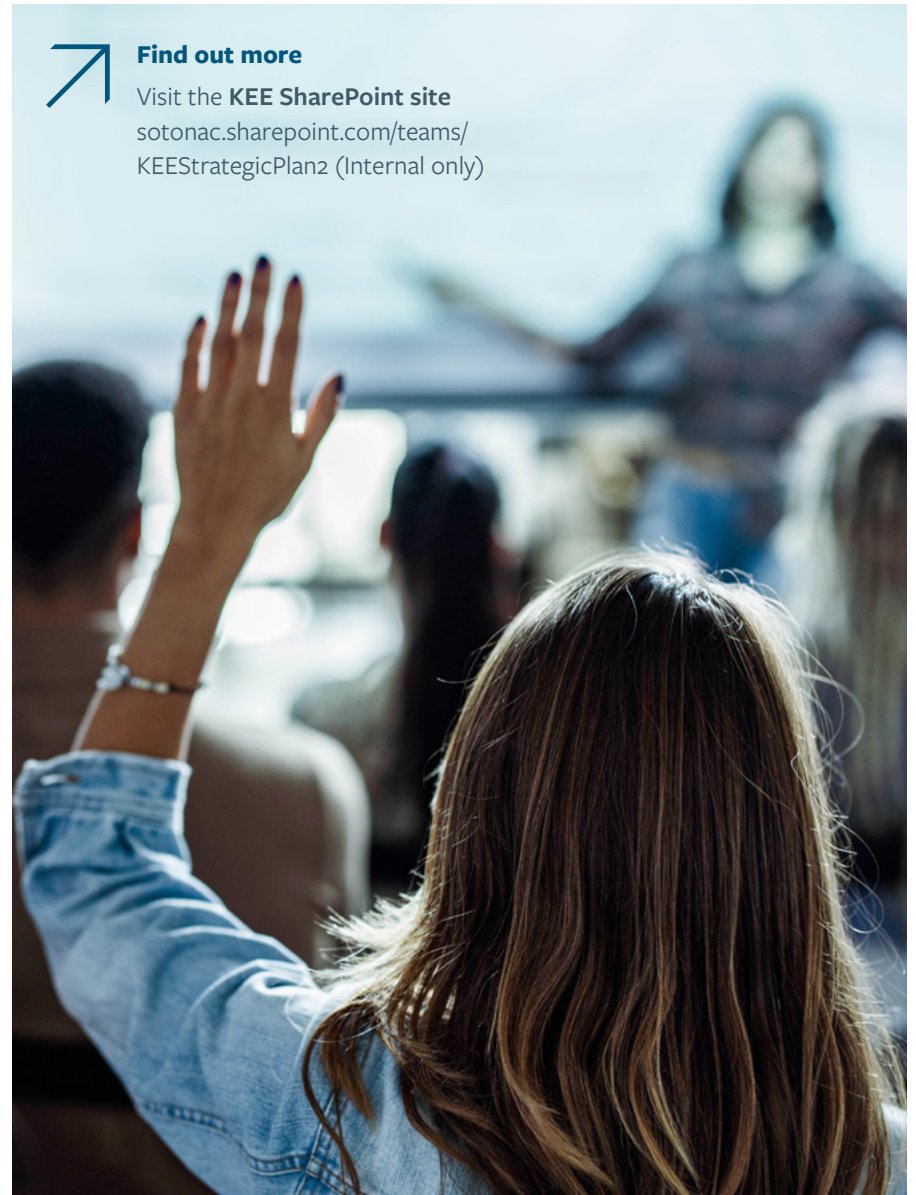
We will review, refresh, modify and develop principles and policies for all our KEE activities with our community, which we will ensure are readily accessible to guide our staff and students.

We will engage with our community on improvement initiatives and action plans against each of our KEE activities.



### Find out more

Visit the **KEE SharePoint site**  
[sotonac.sharepoint.com/teams/KEEStrategicPlan2](https://sotonac.sharepoint.com/teams/KEEStrategicPlan2) (Internal only)



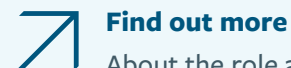


# Responsibility for KEE and delivering the KEE Strategic Plan

We all have a role to play in delivering this strategic plan and enabling a successful environment and a positive culture for KEE.

Primary responsibility for delivering this strategic plan and strong performance in KEE sits with the Vice President Research & Enterprise (VPRE). VPRE is supported by the Knowledge Exchange and Enterprise (KEE) Board and all Faculties are represented through their Associate Dean Enterprise.

Research and Innovations Services (RIS) is the professional service driving the delivery of this KEE Strategic Plan under the leadership of the Director Enterprise and Knowledge Exchange



## Find out more

About the role and members of the KEE Board (Internal only)  
Our Framework for Oversight of KEE (Internal only)

## Framework for KEE Strategic Plan Delivery:



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# Measuring success

We will measure and monitor performance and success of the KEE Strategic Plan to ensure we can identify and respond to challenges and changes in the external environment and adapt our approach appropriately.



## Find out more

About our **Key Performance Indicators** and progress updates on the **KEE Strategic Plan SharePoint site** (Internal only).





**Find out more**

The University Strategy (Internal only)

KEE Strategic Plan SharePoint (Internal only)