



The
University
Of
Sheffield.

Enterprise Education Mission, Vision and Strategy

2012-2016

1. An Introduction to Enterprise at The University of Sheffield.

The University of Sheffield does not just define enterprise as starting a business and making money. It can include this, but it is also defined as being proactive, taking initiative, taking risks, overcoming adversity, innovation, invention, ideas generation, creativity, seizing opportunities, finding solutions, entrepreneurship and business skills, intrapreneurship skills (being enterprising within an organisation), as well as social enterprise and innovation. This is a definition that is strengthened and supported by the recently published QAA guidelines for Enterprise and Entrepreneurship in Higher Education (QAA 2012).

The University is committed to working with staff across all departments and degree subjects to provide opportunities for every student to engage with enterprise education. This is done through two approaches, firstly through the curriculum and secondly, outside of the curriculum.

An enterprising curriculum provides opportunities for students to become creative problem-solvers, applying their knowledge to real life situations and developing skills to manage limited resources under uncertain conditions. This translates into a richer learning experience and an improvement in students' confidence and employability skills.

Our extra-curricular provision is broad and varied, encompassing support for student and graduate start-ups (both advisory and monetary), skill building workshops, a business planning competition, support for student societies, support for social innovation and enterprise, among other things. The purpose of the extra-curricular provision is to provide opportunities within a supportive environment for students who have real passion, drive and commitment to furthering their enterprise skills and learning. We are committed to developing and supporting social enterprise projects in particular, as part of the wider University Civic mission.

Our philosophy and approach has recently been validated and strengthened by both the Wilson Review and the draft QAA guidelines, which emphasise the importance of students engaging with enterprise skills within and outside of the curriculum.

Our philosophy can be summarised by the following statement:

At The University of Sheffield, we believe that enterprise is about having ideas, doing something about them and taking advantage of opportunities to bring about change. It is about making things happen.

2. Vision

The University of Sheffield will be known as one of the most enterprising universities in the UK, renowned for its excellence in enterprise activity and social impact.

3. Mission Statement

The University of Sheffield will provide opportunities for every student to engage with enterprise within the curriculum, and will provide extracurricular opportunities for those students wanting to develop further.

4. Shaping Our Strategy

The Strategic Plan of The University of Sheffield (2011-2015) has six guiding principles that underpin the University's mission and inform all our strategic decisions. The Enterprise Strategy adheres to those principles, which constitute a shared framework for our enterprise activities.

- i. Achieving Excellence
- ii. Cultivating ambition
- iii. Working together
- iv. Protecting the future
- v. Making a Difference
- vi. Leading the Way

This strategy is also shaped by the University's learning and teaching philosophy and values, in particular:

Our mission as a university rooted in civic engagement.

The emphasis we place on inspiring students to engage with communities and clients outside of the university.

Our emphasis on research-led learning, exposing students to the big challenges in their disciplines, and inspiring them to pose their own questions.

Our emphasis on the development of practical and professional skills such that our graduates can transform their own lives and the lives of others.

The importance we place on supporting students to set their own goals, to achieve them, and to overcome any impediments on the way.

Our ambitions for our students to enter global labour markets and become global citizens.

This strategy is intended for the University as a whole to be guided by, and for individual faculties and departments to respond to in their own way. Operationally, it is recognised that the University of Sheffield Enterprise (USE) will be one of the most significant vehicles for the implementation, delivery and support of this strategy.

5. Our Aspirations: our ongoing goals for 2012-16 are to:

- i. Be one of the most enterprising universities in the UK, recognised nationally and internationally for our distinctive approach to enterprise learning throughout the whole University.
- ii. Be recognised for providing an outstanding learning experience that produces exceptional graduates who are enterprising, civic but also global citizens ('The Sheffield Graduate').
- iii. Engage and stretch students in the development and application of enterprise attributes.
- iv. Create an environment in which staff can acquire enterprise skills to use in their practice.
- v. Engage dynamically with the City and the Region, providing opportunities that have a positive impact on people's lives in the community.
- vi. Develop and sustain national and international partnerships.
- vii. Ensure that the learning of enterprise attributes is sustainable.
- viii. Initiate and foster mutually beneficial relationships with enterprising alumni.
- ix. Be at the forefront of the development of innovative mechanisms and systems to support enterprise education.

6. Meeting our Aspirations:

At The University of Sheffield we have identified the priorities we will need to work on in order to meet our aspirations, and these fall under five headings.

6.1. Student Engagement.

- i. Ensure that all our students are exposed to and engaged with enterprise, preparing them for the global labour market by enabling them to solve real local and global problems both within and outside of the curriculum.***

The University will do this by providing challenging contextualised learning opportunities that require creative, innovative and risk-taking approaches in their solutions. We will inspire students to engage with the local community whilst developing a culturally agile approach to their social and commercial contributions. Through USE we will provide the Making Ideas Happen learning experience to students across the university. We will support special projects within the curriculum, where students and graduates have the opportunity to 'run' a company whilst gaining graduate attributes.

- ii. Ensure the highest quality of enterprise education is delivered within the curriculum, identifying and supporting potential areas for new embedded enterprise learning.***

The University will start by determining the level of enterprise education already being delivered in the curriculum through a Mapping Exercise conducted by USE. This will examine the level of opportunity for the learning of enterprise skills and competencies in the core curriculum of each course in each department of each faculty. USE will work closely with educators and departments to support the development and enhancement of their enterprise learning provision where appropriate, enabling them to disseminate and learn new practices at national and international fora. It is recognised that awareness creation will be a key part of delivering this aim, as many educators may not define their own activities as enterprising in the way that the University would under the broad definition outlined here. We will support and promote the development and trial of new methods of embedding enterprise, such as Enterprise Teaching Companies.

- iii. Support student societies to develop their enterprise attributes.***

The University will do this by providing all student societies with the opportunity to develop their enterprise skills, ensuring that these are translated into activities that make a difference to students in general and the community.

- iv. Recognise and reward outstanding entrepreneurial students.***

The University will do this by continuing to support entrepreneurial students with a flair for business or social start up. We will celebrate the most entrepreneurial students at our annual Business Planning Competitions for commercial and social business ideas. We will also recognise and reward the enterprise skills that students have already brought with them to Higher Education, and involve such students in promoting and demonstrating enterprise activities to further aid engagement of other students.

6.2. Staff, Departmental, Faculty and University-wide engagement.

i. Recognise enterprising staff, departments and faculties.

The University will strive to recognise those educators who are already providing an enterprising curriculum for their students, and this will be achieved through the mapping exercise. The University will also strive to recognise those staff members that are interested in developing their awareness and skills in enterprise education.

ii. Support staff, departments and faculties who want to develop enterprise education practice by fostering a community of learning within which they can share best practice and learn from peers.

The University will support teaching staff by providing professional development for educators to understand the relevance of embedding enterprise within the teaching of their disciplines. We will equip them with the tools and support to do so through the establishment of an Enterprise Educators Academy delivered by USE, where educators can share their approach to enterprise learning, and learn from their peers. We will also develop and implement a new journal of enterprise education, where enterprise educators will be able to share their best practice in a rigorous but useful manner.

iii. Reward staff, departments and faculties that have worked towards and excelled in providing enterprise education.

USE will sponsor enterprise educator's awards at the Students' Union Academic Awards. The USE Academy will be a mechanism through which staff can be rewarded for their enterprise efforts.

6.3. Social impact and contribution to the University's Civic mission.

i. Continue to engage students in social enterprise activities, providing opportunities for our students' work to directly and positively impact on communities, as well as actively seeking opportunities to contribute to the civic agenda and engage the City in our enterprise activities.

The University will do this by working directly with communities to identify appropriate opportunities for our students. We will also have representation on relevant local organisations such as the Local Enterprise Partnerships. We will also contribute to high profile activities in the City such as the MADE festival. We will continue to work with The Department for Business, Innovation and Skills and Sheffield City Council enterprise programmes. USE will continue to develop innovative social enterprise programmes including University of Sheffield Social Innovation Programme (USSIP) and Enterprise Teaching Companies.

ii. Support outreach activities and to support the University in its Widening Participation activities, establishing ourselves as a tertiary provider in the education pipeline.

The University will do this by working with local schools to develop their enterprise skills and to raise aspirations, particularly in socio-economically deprived areas of the city.

6.4. Engagement with externals and alumni

- i. Provide a mix of relevant curricular and extra-curricular self-employment learning experiences, continuing to engage the support of external partners for the delivery of activities.***

The University will do this by continuing to provide high quality extracurricular enterprise skills training. We will facilitate the intervention of business people, community representatives, alumni and others in the enterprise learning experience of our students. We will reward external partners who have made a significant or continued contribution to enterprise learning by awarding them enterprise ambassador status.

- ii. Increase engagement and communication with alumni who have engaged with enterprise before or after graduation, and recognise and reward their outstanding contribution.***

The University, through USE, will do this by continuing to support entrepreneurial alumni in the same way as we support our current students, for up to five years after graduation. We will celebrate enterprising alumni on USE's website and at our annual Business Planning Competitions. We will maintain an up to date database of contact and engagement with alumni. We will also recognise the contribution our alumni make through our enterprise ambassadors' scheme.

6.5. Dissemination and recognition of our philosophy and practice.

- i. Demonstrate the uniqueness of our enterprise provision, and enhance our national and international standing for our approach to enterprise education, contributing to local, national and international enterprise education agendas.***

The University will do this by adhering to our Enterprise Education strategy whilst being able to adapt and respond to the ever-changing environment. We will establish ourselves as a university where enterprise education ambition is nurtured. We will create high quality strategic partnerships with innovative enterprise educators, and ensure that we are a voice in relevant local, national and international organisations. We will also implement Steering (internal) and Advisory (external) boards to advise us on our strategic operations, which will include representatives of the City and local region.

7. Measuring our Success.

There is a need for ongoing monitoring and evaluation of our success in meeting our vision and priorities. The metrics we will use are varied, but include the following:

Measuring student engagement:

- i.** The number of students that have the opportunity to engage with enterprise education during their degrees, through learning instances in which they develop real solutions for real problems.
- ii.** The number of students engaging with USE activities such as Skill Build workshops, Business Planning Competition, First Steps funding, business advisors, USSIP or USE 201 and 301.
- iii.** The number of societies being nominated for the Most Enterprising Societies award given by The Union of Students.

Measuring staff, departmental, faculty and University-wide engagement:

- i. The number of interventions to support the enhancement of enterprise learning provision across the University and the embedding of enterprise instances.
- ii. Number of collaborations developed between our enterprise educators and external partners
- iii. The number of enterprise educators disseminating their practice.
- iv. The number of enterprise activities taking place externally to USE in the university and wider community.
- v. The representation of Embedded Enterprise in professional development opportunities.

Dissemination and recognition of our practice:

- i. Invitations to share our practice at national and international fora.
- ii. Replication of our models of engagement by other universities.
- iii. National recognition of our excellence through awards, conferences and case studies.

Our social impact on the local community and our contribution to the University's Civic mission:

- i. The number of community organisations working with students and staff directly on enterprise interventions.
- ii. The percentage of schools and pupils exposed to enterprise skills.

Our impact on local, national and international enterprise discussion and policy:

- i. The level of representation in relevant organisations at local, national and international levels.

Our engagement with externals and alumni:

- i. The number of alumni and externals engaging with us to support the continuing development and delivery of enterprise learning instances.
- ii. The number of alumni applications to our annual business planning competition.

8. Anticipated operational changes.

Many of the above priorities involve actions and processes that are already formalised and ongoing within the operations of USE, as well as within individual departments and faculties. However, some of the priorities will require further development of existing programmes or processes, or instigation of new ones.

USE, as the key deliverer of this strategy, has produced an internal operation plan in response to this strategy, to ensure that its aims are met. This will include the implementation of an Internal Steering Committee and External Advisory Board to act as critical friends to the University of Sheffield in the execution of the enterprise education strategy. USE will also work closely with the Executive Boards of each Faculty and the Learning and Teaching Committee of each Faculty to implement this strategy.