

Annex B: Template for HEIF 4 institutional strategies

Please download from the HEFCE web-site, complete and return via e-mail.

Name of institution	
Contact person for correspondence who is also responsible for ensuring that the head of institution has approved this strategy for submission to HEFCE	
Name	
Position	
Address	
E-mail	
Telephone	
Has this strategy been approved for submission to HEFCE as the basis for release of HEIF 4 funding by the head of institution? Yes/No (delete as appropriate)	

Section A: HEI knowledge transfer strategy

1. Summarise the key aspects of your overall knowledge transfer strategy over the next three years, including:
 - a. priority aims and intended outcomes
 - b. relationship to institutional mission (research and teaching etc)
 - c. main activities (contract research, enterprise education, continuing professional development etc)
 - d. target sectors (in business or public services or the third sector)
 - e. any geographical focus (international, national, regional, local)
 - f. any focus on particular kinds of target organisations (eg SMEs)
 - g. main funding sources.

Q1 Max 750 words

2. Describe the rationale and evidence base used to formulate these strategies including the extent to which:

- a. the current strategy represents a continuation of, or a departure from, previous strategies
- b. the strategy maintains existing capacity for knowledge transfer or seeks to develop new capacity (eg to engage with creative industries or service sectors)
- c. it builds on legacies and lessons learnt from previous HEROBC and HEIF-funded activity.

Q2 Max 500 words

3. Describe your approach to collaboration and any key partners which have been involved in the development of strategy or will be involved in delivery. In particular, what will they contribute which adds to economic and social impacts or contributes to value for money?

- a. international partners
- b. national partners
- c. regional partners
- d. other HEIs.

4. Are these partnerships building upon previous alliances, or will new partnerships be established during the period?

Qs 3-4 Max 250 words

5. How does your HEI monitor and evaluate its progress in knowledge transfer, including assessing outputs, outcomes and economic and social impacts, and how does evaluation inform future strategy and activity?

6. Have key performance indicators for knowledge transfer been defined? If so, what are they?

Qs 5-6 Max 500 words

7. How do you seek to engage academic staff in knowledge transfer activities?

Q7 Max 400 words

8. What approaches are you taking to improve performance in knowledge transfer (eg through policies, improvements to processes or practices, specific staff developments or activities to draw on and share good practice)?

Q8 Max 400 words

Section B: Planned use of HEIF 4 funds

9. How do you plan to allocate HEIF 4 funds? Please fill in table A below, by category of expenditure. (See guidance notes for further explanation of information sought in Q9 and Q10.)

Q 9 Table A

Activity	HEIF 4 funds (£000s)		
	Year 1	Year 2	Year 3
Dedicated KT staff (salaries and other costs)			
Support for academic staff to engage in KT activities including buying out academic time to engage in KT			
Training/staff development for academics			
PR/marketing activities (including travel but excluding staff costs)			
Seed or proof of concept funds			
Other pump-priming expenditure (specify)			
Investment in spin-out companies			
Other (please add additional rows, and describe, if significant)			
Total (should sum to 100 per cent of HEI's HEIF 4 allocation)			

10. Are you able to associate any HEIF 4 funds with specific knowledge transfer activity outputs (eg ring fenced funds for capacity-building and support of enterprise education, schemes to embed industry or public professionals in HEI departments, continuing professional development or consultancy support)? If so, please describe (with indications of levels of funding). (See guidance notes for further explanation of information sought in Q9 and Q10.)

Q10 Max 250 words

11. Explain how these allocations will support the implementation of your strategy as described in Section A. Please also explain whether HEIF funds will make a distinctive contribution in comparison with other funding sources and if so, what and why?

Q11 Max 750 words

Section C: Additional information

12. What do you consider to be the key risks in implementing your knowledge transfer strategy and achieving plans for HEIF 4? Please describe their likelihood, potential importance and how they will be managed.

Q12 Max 500 words

13. Please briefly describe two of your 'flagship' innovative knowledge transfer projects that will be supported by HEIF 4 funding.

Q13 Max 250 words

14. Are there any additional comments you would like to make on any matter related to KT strategy and/or use of HEIF funds?

Q14 Max 250 words