

# University of Westminster

## Knowledge Exchange Strategy 2020-2023

### 1. Context

Knowledge Exchange (KE) encompasses the multiple interactions that take place between HEIs and businesses, public services, charities and communities to create societal and economic benefit. It involves the transfer of tangible and intellectual property, expertise, learning and skills between Universities and the wider community. It is recognised by government and funders as an important return on the UK's investment in Universities - one that provides a driving force for enhancing economic growth and societal well-being. Universities already engage with the wider world in many different ways, but the sector is given specific funds in the form of Higher Education Innovation Funding (HEIF) to support activities that encourage Knowledge Exchange to take place.

Knowledge Exchange has increased in importance for Universities since the Government published its Industrial Strategy in 2017, which heralded new encouragement, and increased funding, for Universities and industry to work together. Universities are monitored on their Knowledge Exchange activities through: (1) the publication of institutional strategies and plans; (2) a report on how HEIF funding has been used; and (3) completion of the Higher Education - Business Community Interaction Survey (HE-BCI) to HESA which plays a considerable role in determining University annual HEIF allocations. UKRI currently distributes £210m in HEIF income each year, with Westminster receiving £1.084m.

Knowledge Exchange has taken on further importance with the announcement of the launch of the Knowledge Exchange Framework (KEF). This will sit alongside the REF and the TEF and provide insight for government, industry and the public as to how universities are translating knowledge into practical uses. It will also benchmark how well we are doing at fostering knowledge sharing and research commercialisation.

### 2. Why does the University of Westminster engage in Knowledge Exchange?

Knowledge Exchange is fundamental to the mission and objectives of the University's 2018-2023 strategy:

- **Purpose and Impact:** Knowledge exchange is central to our purpose, drawing on our heritage as the UK's first Polytechnic, grounded in applied education and applied research which bring *impact to business, industry and wider society and a strong contribution to the world's learning and well-being*. Located in the heart of London, we have an exceptional advantage and exceptional potential to contribute social and economic impact.
- **Values/Inclusivity:** Knowledge exchange is consistent with our values and the importance we give to collaboration, diversity and inclusion: serving our various communities with *pioneering* insights and a *compassionate* and *responsible* approach in our partnering relationships. Our events and debates in the arts, politics, science, business and law open our doors to welcome and educate diverse local communities, and visitors from across the world. A vibrant public and community engagement agenda is an important part of who we are.
- **Organizational Learning:** We are a *high-performing learning organization*. Engagement with business, industry and societal challenges enriches experiences and learning for our academics. It also improves the quality of our research by validating its application to real life problems.
- **Student Learning:** Engagement with business, industry, charities and societal challenges brings professional practice and insights into our teaching and offers students the opportunity to engage with real problems to enhance their experience, knowledge and skills.
- **Employability:** We are respected as leaders in *developing work-ready graduates*. Knowledge exchange activity enables close relationships with industry partners, employers, professional bodies and other organizations, who all have an interest in recruiting graduates. Close relationships deliver internships, placements and projects for students, which in turn deliver enhanced graduate outcomes. Supporting students in their enterprise endeavors (training and incubation) also brings personal growth, enhanced employment prospects and new business development opportunities.
- **Workforce Productivity:** Knowledge exchange activity helps develop the quality of the workforce, and the skills, productivity and prospects of our partners' employees.

- **Reputation and sustainability:** Knowledge exchange activity enables the University to demonstrate its difference and distinctiveness, and through a wide range of touch-points (research, consultancy, events, CPD etc) extend our influence regionally, nationally and internationally; ensuring we remain a financially-sustainable organization.

### 3. What do we wish to achieve with Knowledge Exchange?

Our KE strategy is designed to align with, and support, the University's mission and objectives, and is a part of, and directly linked to, the University's research and teaching and learning strategies. Successful KE often builds upon research activity in a particular area; it drives the practical focus of our research; and this interaction underpins quality and relevance of the student experience, which is essential for employability.

**Our aim:** *Through our KE activity, which is distinctive and focused, we will continue to work with businesses, industry partners and other communities to have a measurable and beneficial economic and social impact, particularly in ways that will help deliver an exceptional experience and employment prospects for our students.*

Key indicators for success will include:

- A greater recognition of the positive contribution the University makes to the lives of the communities we serve;
- A doubling of activity levels in terms of the number of:
  - external organisations with whom we partner on research, teaching and employability partnerships;
  - academic staff engaged with KE activity or income generation;
  - new student start-ups and associated funding attracted;
  - external attendees at public and community engagement events;
  - delegate days on skills and professional development programmes;
- An above-benchmark performance in our KEF Cluster, on selected perspectives consistent with our strengths, rewarded by an increased HEIF allocation;
- We expect these achievements to at least double our knowledge exchange income from 2018/19 levels by 2023/24.

### 4. The Scope of Knowledge Exchange Activities

There are a range of knowledge exchange activities that we deploy to have impact on business, industry, the public and third sector, and other communities that we serve.

**Applied Research and Consultancy:** We deliver advanced thinking and technologies to support businesses, and the public and third sector, through contract research, industry-led collaborative research, consultancy services (including analysis, testing and product development) and the hire of specialist equipment and facilities.

**Skills and Professional Development:** We deliver advanced skills and professional development training to enhance the competency, productivity and professional status of employees and others in the community.

**Student Enterprise:** We educate and train our students in enterprise skills and facilitate the incubation and development of new business start-ups.

**Public and Community Engagement:** We deliver an extensive programme of social, community and cultural initiatives to enrich the education, development and experiences of our various communities.

**Local Growth and Regeneration:** We support our local communities through education, training, services and facilities that improve social and economic prospects and growth in London.

**IP/Commercialisation:** We generate ideas, technologies and IP that can be licensed, assigned or commercialised to impact business, industry and society, but that can also bring a financial return to enable the University to reinvest in continuing innovation.

## 5. Leadership and Governance

KE leadership is provided by many colleagues across the University who lead their activity area or projects at a School, College or University level. Recognising the contribution of colleagues to KE leadership and governance in generating a culture of inclusion and accountability supports the University in growing quality activity and enhancing its reputation with external partners and funders.

Responsibility for the KE strategy and KEF planning rests with the Pro Vice-Chancellor for Knowledge Exchange in collaboration with the Pro Vice-Chancellor for Research. Strategic planning is coordinated through the Knowledge Exchange Committee, a sub-committee of Academic Council. The KE Committee's focus is to provide advice to the University on KE matters and the progress of its strategy, alongside being a forum for discussion, the development of policies and strategies, the setting and monitoring of activities and KPIs, and to uphold and disseminate successful and innovative practice in the University's KE activities. For matters relating to the commercialisation of IP and equity in spin-out companies, a separate *ad hoc* Enterprise Panel exists reporting to the University Planning Committee.

Monitoring of KE financial performance is achieved through a University-wide planning process. Led by the Chief Operating Officer, the University Planning Committee meets regularly to review progress against targets, to set budgets for the next financial year and to forecast over the next five years. UPC reports to the University Executive Board, chaired by the Vice Chancellor. UEB reports directly to the Court of Governors.

**Intellectual Property:** The University is committed to encouraging the successful creation and exploitation of intellectual property (IP) for the mutual benefit of staff, students and the University. The University is required to illustrate to government, business and the public (via REF and KEF) how it has managed and exploited the IP it generates. The University is keen to promote the recognition, protection and exploitation of valuable IP produced by its staff and students. To that end, in 2020, we are introducing a refreshed Intellectual Property Policy, together with a toolkit and support infrastructure (processes and expertise) to promote the disclosure of IP and progression of commercially exploitable inventions. The new Policy encourages and facilitates the effective use of all IP created at the University. It ensures that staff and students who have created IP receive a fair share of any benefits arising from its use, and it sets out revenue shares arising from the commercial exploitation of IP. It also ensures that any IP generated is recorded and monitored as a contribution to evidencing impact in the periodic REF and KEF reviews.

**Reporting:** The University reports its knowledge exchange activity through the annual HE-BCI returns which, in turn, drive performance-based income from HEIF funds. With the arrival of the KEF in 2020, we will report on a more tightly defined set of performance metrics for knowledge exchange activity. The new metrics are mostly focused on income but narrative statements are required to support claims around local growth and regeneration, and public and community engagement.

Research Partnerships	<ul style="list-style-type: none"> <li>• Cash contributions to collaborative research as a proportion of public funding</li> <li>• Co-authorship with non-academic partners as proportion of total outputs</li> </ul>
Working with Business	<ul style="list-style-type: none"> <li>• Innovate UK income (KTP and grant) as proportion of research income</li> <li>• Contract research income with businesses per academic FTE</li> <li>• Consultancy and facilities income from business (SME and non-SME)</li> </ul>
Working with Public and Third Sector	<ul style="list-style-type: none"> <li>• Contract research income</li> <li>• Consultancy and facilities income</li> </ul>
Skills, enterprise and entrepreneurship	<ul style="list-style-type: none"> <li>• CPD/CE income</li> <li>• Learner days</li> <li>• Graduate start-up rates</li> </ul>
Local Growth and Regeneration	<ul style="list-style-type: none"> <li>• Regeneration and development income from all sources</li> <li>• Additional narrative and context</li> </ul>
IP and Commercialisation	<ul style="list-style-type: none"> <li>• Income from spin-outs</li> <li>• Average external investment per formal spin-out</li> <li>• Licensing and other IP income</li> </ul>

Public and Community Engagement	<ul style="list-style-type: none"> <li>• Time per academic staff FTE committed to public and community engagement (paid and free) across: events, performances, museums and galleries</li> <li>• Additional narrative/contextual information</li> </ul>
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**Evaluation and Continuous Improvement:** The University supports the principles behind the Knowledge Exchange Concordat which is being developed by Universities UK and Research England, and the University will become a signatory to the Concordat in 2020. In evaluating our success, we undertake regular institutional and collective monitoring and review of our KE performance. From 2020, we will use the KEF clustering and benchmarks to inform the development and execution of a programme of continuous improvement.

## 6. Strategic Directions for Growth

Specific areas of focus, and College and School priorities, will change with external environment pressures and opportunities, the needs of business and industry as well as societal changes, and it is therefore important to be flexible and adaptable in our KE strategy. Equally, we need to emphasize areas of knowledge exchange *where we make a difference and where that difference is valued for the impact it makes* (Being Westminster).

The University has already identified four thematic priorities and communities that capture our recognized strengths in research, our values and the impact we have on the world. These areas provide a distinctive reputation and potential critical mass when competing for external funding. These communities enable colleagues to contribute their expertise across subject boundaries and to work collectively to achieve greater impact on key global issues. These communities also link to the Grand Challenges identified as key priorities in the Government's Industrial Strategy (2017), although cross-cutting across these communities is the additional government priority of digital technologies, artificial intelligence and big data. Over the planning period, KE activity that supports and enhances our impact in these areas will be expanded:

- **Arts, Communication and Culture**  
In our globalised world, citizens now have unprecedented access to the arts, culture and media. As new technologies develop, the ability to reach audiences in new ways promotes a new opening for interdisciplinary discourse between core humanities disciplines, the study of new media, textual, visual and material cultures, and critical arts practice. This community explores how changes in the environmental, technological and communication landscape are transforming social, cultural and political issues globally. The community also seeks to understand and safeguard the cultural heritages of different communities and to support engagement with our past.
- **Diversity and Inclusion**  
This community focuses on research that explores what inclusion really means. It seeks to understand the issues that can enable or prevent particular groups from taking a full part in society as citizens in a global world, employees, students, and members of families and communities. The community encompasses, though is not limited to, those interested in law, policy, economics and social sciences. It studies issues including diversity, discrimination, social mobility, organisations and labour markets.
- **Health Innovation and Wellbeing**  
This community will focus on developing solutions to better manage and prevent disease, helping populations stay healthier at home, in healthcare settings and at the workplace. Promoting physical and mental health and wellbeing across the whole lifespan, and in a variety of environmental settings, particularly as populations age, will ensure that this community plays an important role in promoting wellbeing for all. One focus will be on digital and big-data technologies that support health, and another focus will be on innovations in healthcare delivery, including patient data, healthcare systems, processes and security. This community will include issues including mental health, chronic health conditions, quality of life, dementia and loneliness. Perspectives taken will encompass the medical, biological, environmental, digital, cultural, psychological, political and social. The community will work in collaboration with the Health Innovation Ecosystem.
- **Sustainable Cities and the Urban Environment**  
This community explores new ways of moving people and goods around and between our global cities. Digital technologies and big-data approaches are set to change communications, transport, supply-chain management, as well as impact on educational and employment practices. A core focus of this community is ensuring that cities are planned to ensure a sustainable and low-energy future and the

environmental and social impact of concentrating people and economic activity in cities and urban areas is explored.

In each of these areas, we will increase our engagement in applied research, consultancy, Knowledge Transfer Partnerships (KTPs), the hire of specialist equipment and services and we will seek more commercialization/IP opportunities. We will also expand the range of public and community engagement initiatives (both on and off campus) through which we engage external audiences in our exciting work. We will seek seed corn funding for initiatives where a business plan demonstrates potential as stand-alone income streams (e.g. Centre for Resilience). Where there is a natural fit with the Government's industrial strategy and where there is scope for the delivery of R&D services (contract research, industry-led collaborative research and consultancy), we will look to mirror the Health Innovations Ecosystem initiative. Alongside income from Life Sciences, the Computing and Engineering department generate a significant proportion of the University's income from R&D services and could, for example, establish an Artificial Intelligence, Data and Engineering initiative.

There are additional areas where KE activity contribute significantly to the University's agenda of transforming the skills and prospects of our students and others in the communities we serve:

- **Employer engagement.** A major priority for the University is to improve engagement with major employers. Employers can be customers for short courses, apprenticeships, industry-sponsored courses and also recruit our graduates. Close relationships with employers are vital to ensuring that our students develop the right knowledge, skills and experiences to maximise their chances of recruitment into professional roles. Deep partnerships with employers are also needed to generate the essential work-based learning opportunities – internships, placements and projects – that students need to test and demonstrate their skills. Employer engagement is a weakness in some areas of the University and further energy and resource needs to be invested: building internal capacity, linking pockets of excellence across the University and scaling our operation to achieve greatest impact.
- **Student enterprise.** This is an emerging strength of the University, borne from the Creative Enterprise Centre, and offering considerable scope to enhance student employability skills and local, regional and international job creation. In 2020-21, the successful Creative Enterprise Centre will transform into the Student Enterprise Centre (SEC), supporting curricular and extra-curricular student enterprise activities across the University before then expanding at 29 Marylebone Road (see below) to support a substantial upscaling of teaching and training in enterprise, collaborative live projects with external organizations as well as the incubation of new start-ups. The potential scale of activity at 29 Marylebone Road will attract VC, foundation and philanthropic investment enabling SEC to double the £0.5m seed funding currently raised by start-ups in our incubator, and helping the University to operate a 'founders' factory' model, with student entrepreneurs working with academics to generate IP and spin-out businesses for the University. This ecosystem will also enable Westminster to support students pursuing an enterprise sandwich year with small local businesses as part of their degree.
- **Skills and professional development.** The University currently generates £3.2m from a range of short courses across the three Colleges, supporting the personal growth, professional status and prospects of members of the public or employees of organisations with whom we work. There are strong prospects for growth in business, languages, air traffic management, fashion and media and we have aspirational targets to hit £5.3m by 2023/24. In addition to growth in provision for UK delegates, international CPD will be expanded, taking existing courses to other countries or offering overseas visitors a 'professional hosting' service at Westminster. The current development of courses around the theme of Urban Resilience (FinTech, Smart Cities, Health Solutions) offers an attractive proposition to overseas visitors.
- **Degree Apprenticeships.** Having now secured Main Provider status for Degree Apprenticeships, we will work with employers to design and deliver a substantial increase in Degree Apprenticeships that meet employer's demands in this sector. Leveraging our roots as a deliverer of workforce development programmes to major employers, together with a market led strategy, we will be ambitious in our plans for growth.

### **Business Interface and Regeneration**

To help drive more extensive and intensive KE activity to link our engagement with business, industry and employers – and to provide an obvious KE regeneration project in and of itself - the University is planning to invest in the development of an Inclusive Enterprise Hub at 29 Marylebone Road. A place of creativity and connectivity, it will bring together programmes and activities which, co-located and collaboratively

engaged with an ever widening, cross-fertilising pool of external partners, will work together to transform the employability outcomes of Westminster students.

The Hub will provide a 'front door' to the University, and a showcase, for employers and business and industry partners wishing to engage with our students and staff for recruitment, collaborative innovation and continuing professional development. For business and industry clients, the Hub will provide a prestigious, high-quality facility for professional skills training, with associated office space, reception, catering, event and teaching facilities in one location. While there will still be a need for satellite facilities in the Colleges, the Hub will offer a business-class operation to impress business clients. The enhanced facilities will provide an opportunity to increase the number of iterations of each course, launch new courses and increase average delegate day rates. Access to digital skills training facilities will offer additional services to partner organisations and our local community. The Hub will also offer meeting and working spaces for collaborative projects between business partners, community organisations and the University.

For students, the Hub will provide an extensive programme of training, education and related experiences to deliver enterprise and employability-related learning, access to a vibrant, inclusive entrepreneurial community with an all-day space for regular events, exhibitions and networking. The Hub will also provide a practitioner-staffed Centre for one-stop expert support from advisers, facilities for the creation and running of new businesses, including a freelance lab, an incubator and an accelerator, attracting student entrepreneurs and external partners/supporters. The Hub will provide facilities for digital upskilling, alongside digital maker space. Consistent with the values of the University, the facilities, events, activities and programmes of the Hub will be inclusive, and designed to break down barriers that often challenge underrepresented and disadvantaged groups.

The Hub will also provide offices for the management and administration of business engagement, apprenticeships, alumni mentoring and other activities related to industry and employer interaction, with appropriate leadership to ensure effective delivery of KE outcomes.

## **2. Enabling Growth and Supporting Knowledge Exchange Activity**

**Building the Internal Profile of Knowledge Exchange:** Knowledge exchange has for many years been a purpose of Universities, but its relative importance and profile lags a long way behind teaching and research. Whilst this order is unlikely to change, the combination of government interest and an increasing realisation that KE activity can help define and amplify Westminster's distinctiveness and social and economic contribution, there is a need to raise the internal profile of KE. Building on the successful KEF event of 2019, we will organise workshops and roadshows to promote how staff can benefit and contribute and an Annual KE Conference.

**Building Capacity and Leadership:** In a new development, to build capacity and leadership for KE, from 2020, each of the Colleges will have a College Knowledge Exchange Lead, reporting to the Associate Head of College (External Relations) who, in turn, will report to College Executive Groups. KE coordination in the Schools will be led by a School KE Lead, overseen by the College KE Lead. The specific scope of these KE Leads will be flexible to match the particular priorities of each School/College.

**Valuing Contributions to KE:** We will enable and encourage those colleagues who wish, and are able, to undertake KE activity, including rewards where academics deliver the desired ROI. We will introduce a fair and transparent system for allocating resources, including the distribution of surplus from projects (above FEC), the award of exceptional payments and also workload hours. The new College and School KE Leads will have consistent workload hours (300 and 150 respectively). In some areas, hours are allocated for KE activity development and implementation (e.g. short course provision) but allocations are not consistent. We will aim to harmonise such workloads across the University. We will ensure that WAM hours for KE are linked to clear objectives and goals. Objectives and goals will be monitored annually and will be comparable in scope and scale across the institution. We will also introduce KE Awards to recognise the contribution of academic and professional support staff.

We will ensure that staff engaging in KE are valued and recognised by supporting a career progression framework that documents and implements clearer processes for advancement and progression through success in knowledge exchange. We will ensure that appropriate development and support for KE promotions to Professor titles are accessible, clearly signposted and based on unambiguous criteria. We

will ensure that issues around protected characteristics are specifically included and addressed, monitored and acted upon in resource distribution, promotion and development policies. We will ensure that there is appropriate KE representation in senior staff appointments and ensure that appropriate succession planning is in place for key KE leadership roles in the University, Colleges and Schools.

We will ensure that our staff and students who engage in the delivery of successful KE are developed and trained appropriately to understand and undertake their roles and responsibilities. We will develop an appropriate mentoring scheme to ensure that staff are able to access relevant expertise on KE as they progress through their career.

We recognize that successful KE activity arises from a collaboration between academic colleagues and professional service colleagues. KE collaborations require support from Colleges/Schools and a wide range of other professional service teams. We will clarify roles and responsibilities and working arrangements, to ensure effective coordination and successful implementation.

**New Support Office:** In March 2020, a new Research and Knowledge Exchange Office was created to ensure joined-up and effective support for research and KE activities. The new Office will provide improved data capture on a broad range of research and knowledge exchange activities (both for internal strategic planning and external reporting such as HEBCI and KEF). Upgrades to the institution's Virtual Research Environment will better capture staff profiles and activity data to promote institutional excellence and researcher expertise. This, in turn, will foster an improved understanding of current strengths, to enable KEF requirements and reporting to be met with confidence. The reorganization will ensure the underlying systems and process are directly linked to supporting and developing staff, as well as help develop policy that guides research and knowledge exchange at the University (e.g. ethics and integrity, intellectual property, consultancy and data management). The new Office will consist of three teams focusing on funding support, collaboration development and the research and KE environment.

The structure and support for Skills and Professional Development Programmes is still currently under review, but our plan is to build a clearer identity and growth strategy focused in the Colleges but supported by central coordination and planning. We will co-create with the Colleges a new model for course development, marketing, delivery and client support and introduce a forum of Course Champions to disseminate lessons from success and share and address concerns re operational delivery.

**Increasing Funding Opportunities:** Aside from external funds generated through the selling of services to external clients, the University is one of 140 HEI's in England that receives a HEIF Allocation. HEIF funding is performance based and, for 2018/19, the University received £1,084k (compared to £1069k in 17/18 and £836k in 16/17). HEIF funds are used to trigger interventions and for capacity building: KE staff; buying out academic time, to facilitate the research exploitation process (business development support, legal support, marketing etc), commercialisation (technology transfer, patenting/IP advice), skills and development (short courses, CPD, work placements etc), knowledge sharing and diffusion (network development), community and public engagement, social enterprise and entrepreneurship, and exploiting University assets and facilities. A considerable proportion of our HEIF funds are currently invested in staff, but as we seek to develop KE activity we will be more strategic and imaginative in using funds to trigger new initiatives linked to the industrial strategy to leverage further income opportunities.

Funds for KE are also accessible through grants from the Quintin Hogg Trust – where there is a direct student experience benefit – although the number of annual applications for KE purposes is often limited. As we explore opportunities for KE growth, we will support and train staff to increase bids to QHT funds.

**Reporting:** At present there are weaknesses in our processes for capturing, reporting and quantifying our knowledge exchange activities across the University, and this is particularly the case for public and community engagement. This prevents accurate representation, limits the impact these activities can have when building our distinctive profile and external reputation and also hinders our ability to accurately forecast activity levels and future financial returns. The new Research and Knowledge Exchange Office includes a responsibility for improved data capture and reporting and will work with Finance to improve management information going forward. We will continue the roll-out of the new self-reporting events tool, but will also explore a single cross-University event booking/promotion tool and digital attendee scanners. Closer working relationships will be established with the Events function in Marketing and Communication, and with the Students Union, to better capture the dimensions of public and community engagement that are currently under-reported,

**Physical Environment:** The University's objectives include the development of a physical space that inspires learning, that meets current and future practical needs, and also provides a place that people love to inhabit and experience. Many of our diverse University spaces offer scope for commercial and public use in the interests of knowledge exchange. Notable are the Architecture FabLab, Music Studios, Menswear Archive, the Regent Street Cinema, our Boardrooms and the Ambika P3 Exhibition Space. Whilst the primary use of such facilities is to enhance the student experience, there remain significant opportunities to intensify utilisation and generate income through hire to our other local communities.

For KE activity, we are less well-off in terms of high-quality executive training suites, where we can compete with the very best executive education providers in London; enterprise start-up space for the incubation and acceleration of student-led enterprises; digital innovation facilities (and associated training facilities) that can act as laboratories for the exploration of fusing technologies including VR, AR, AI and robotics, IoT applications, social media, information and entertainment and creative applications; and collaborative project space where students and staff can work with external organisations. These are areas which the development of 29 Marylebone Road can help to support, and as we move towards 2023/24 we will work with Estates to propose and justify further development across our campuses to deliver these needs.

**Digital Environment:** The University plans to take full advantage of the opportunities that the digital environment offers across all of its activities. This includes knowledge exchange. Operationally, the Virtual Research Environment provides a valuable Research Information Management system for all elements of the research lifecycle. As we move towards 2023, the VRE will be extended to cover additional aspects of knowledge exchange – including an impact module, improved ways of capturing and reporting the status of KE projects and partnerships, and the development of staff KE profiles to support KEF reporting and internal and external KE marketing.

As our digital capabilities and facilities grow, we will also be able to further extend digital KE services to our external communities. Significant potential exists across our campuses to provide digital skills training and collaborative consultancy for businesses, for example, and also to exploit the growing market for online education.

**Marketing:** Knowledge exchange at Westminster currently has a weak profile both internally and externally. Internally, our successes are not well known across the University and, externally, we lack a strong and distinctive proposition for business and industry. As we grow our KE activity, we will work with the Marketing and Communications professional service teams to design and deliver an integrated marketing communications plan which differentiates KE at Westminster, raises the prominence of our KE communities, and delivers greater awareness amongst target clients. This will include a much-improved web presence, curated and coordinated events planning, clearer points of contact for enquiries and more comprehensive client and event information capture. We will upgrade our 'front office' facilities (particularly through 29 Marylebone) to deliver best-in-class service levels when initiating new business and employer relationships.

We will work with Colleges to ensure that the expert profiles of our KE-active colleagues are present and prominent on the University website, coupled with LinkedIn to showcase our capabilities. We will press for urgent completion of the current Short Courses website-CRM integration project to facilitate online booking, marketing automation and reporting. We will rebrand Short Courses to Skills and Professional Development to align with the KEF. We will also continue to develop a client-focused strategy of "upsell" and "cross-sell", so that current clients and stakeholders buy from, or engage with, Westminster on a wider basis, and current successful services or research/practice-based strengths are promoted to new clients.

Malcolm Kirkup, PVC Knowledge Exchange, 20<sup>th</sup> March 2020