
University of the Arts London

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Model

Find, Fund and Support

Background

University of the Arts London (UAL) joined the UnLtd/HEFCE programme with a highly developed culture and practice of social innovation already in place. UAL has used the programme to open up additional funding and support opportunities for students from across each of its six distinct colleges. These students have certainly not had to turn far for support, with the delivery team leveraging UAL's Design for Social Innovation and Sustainability (DESIS) network to provide Award Winners with advice and mentoring.

Delivery

The programme's delivery team is situated within a strong institutional framework that is dedicated to a social innovation agenda. Student Enterprise and Employability (SEE) service lead the programme working in partnership with the DESIS Lab - housed in UAL's Socially Responsive Design and Innovation (SRvDI) hub. The DESIS Lab is comprised of experts drawn from a wide range of design disciplines, each possessing the knowledge and passion needed to deploy their talents and expertise for social good. Try It Award Winners are guaranteed at least one advice session with a member of the DESIS network (or where appropriate an alternative UAL academic/expert), while Do It Award Winners are assigned an ongoing mentor from either the DESIS network or a wider pool of UAL mentors comprising of UAL staff, external experts and industry professionals.

Value and Impact

The DESIS network has allowed the delivery team to tap into an in-house network of expertise when connecting Award Winners with relevant support. Members of this network are typically very aware of and engaged with the concept of social enterprise, something which can be a distinct advantage if the Award Winner is new to social enterprise. The partnership between DESIS and SEE also encourages students to consider their Award in the context of their future employability and career decisions. The result is a programme that dovetails



successfully with UnLtd's mission of supporting each Award Winner as an individual on a socially entrepreneurial journey.

Going Forward

The academic calendar presents inevitable scheduling pressures and challenges for the Award Winners and DESIS network members involved in the programme. One of the key challenges identified by the delivery team is to ensure sufficient resource capacity (specifically staff time and budget, such as for attending conferences and events) within the DESIS Network, particularly for the availability for judging, mentoring and advising applications and Award Winners throughout the year. The team is responding to this challenge by working to expand the network of support available to Award Winners, developing one of the largest design-orientated social enterprise networks in. Overall, UAL's culture of social innovation makes the institution an ideal environment for budding social entrepreneurs - a culture that will no doubt be enhanced by the achievements of Award Winners and their social ventures.

Birmingham City University

A New Approach to Enterprise Support

Birmingham City University is experienced in running enterprise programmes, and over the last 10 years helped support a large number of individuals to set up their own businesses, raising the profile of enterprise and entrepreneurship. Over the past few years, the University has seen an increased demand from individuals who wish to develop social enterprises.

The University was keen to develop its expertise in the area of social enterprise and prior to the HE Support programme they engaged with UnLtd to run a series of workshops to raise the profile of social enterprise within their institution. These were extremely successful and the University wished to build upon the momentum and profile that the partnership with UnLtd brought to the University. Led by the University's Research, Innovation and Enterprise team, they initially planned to align the running of their HE Support programme with their existing enterprise support programme, using the same application methods and processes. In most cases the first point of contact for students interested in their enterprise support programmes was to submit a written application.

Upon assessing many enterprise applications a number were rejected at panel as their proposals failed to clearly explain their ideas for a business venture. When speaking directly to applicants who had been rejected, the team quickly identified that some of the students actually had great proposals and verbally were able to communicate their ideas, energy and passion to make their venture a success.

They therefore introduced a pilot scheme for the social enterprise programme comprising a pre-application stage that consists of 'idea development' session on a 1-to-1 basis with all interested applicants. During this session they discuss key areas such as social aims and beneficiaries, costs/finances, marketing, customers, sales and — importantly — sustainability. They challenge the applicant's current understanding of social enterprise and educate them in the importance of not adopting a model that is reliant on recurring grant funding. Many applicants plan on simply applying for grants to deliver their activities but fail to think long-term.



The Birmingham City University team offer advice and guidance on developing their idea and encourage them to consider different income generation methods.

In addition to discussing their proposal, they talk through their motivations, aspirations and hopes. This methodology has enabled a better understanding of their needs relative to their abilities and resources. These conversations also help the team in assessing the applicant's attributes and motivation to succeed, so that they can ensure they're backing the right people with the Awards. The flexibility of the HE Support programme and the minimal reporting required has meant that they are able to focus more on the applicants as individuals and build a better rapport. From first meeting with applicants, the Birmingham City University team ensure that they are seen as very approachable and they encourage regular contact. Birmingham City University have adopted an 'in time' approach to support, tailored to the individual. As a result of their pre-application support session, the team are able to identify Award Winner's support needs, helping them access this support from the very start of their journey.

Part of their support package for Award Winners includes linking them with an internal or external mentor to help them develop their model or to focus on a particular area of need. This mentor match can take place at any stage of their journey and at an appropriate time before or after submission of an application.

Edge Hill University

New to Social Enterprise/ Building Ecosystems

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Model: Find

Edge Hill University are testing the water with their approach to social entrepreneurship through a Find partnership programme, delivered through a Business School team with cross faculty champions in Health and Education. The programme had strong strategic buy-in from the University's senior management as it came at a time when the issues around enterprise support, employability skills, and the place of the University within the community were being discussed and addressed.

The University is relatively new to finding, funding and supporting social entrepreneurs and does not currently administer cash Awards and support programmes at the institution. However, long-standing relationships and good communication with internal and external partnerships, coupled with a strong team experienced in social entrepreneurship, regeneration and community development, have really enabled this programme to hit the ground running. As a result, Edge Hill has very quickly evolved in its capacity to be delivering a Find, Co-fund and Co-support model, in partnership with enhanced support from UnLtd.

Historically, there has been a focus within the University's curriculum on the importance of public services and the continued professional development for public sector workers. They also have a well-established curriculum in 'Voluntary Sector Management', all resulting in a campus which already has social entrepreneurs developing careers, enterprises and projects.

The staff team has enabled their programme to develop in a highly organic way and the concept of building an ecosystem of support for social entrepreneurs comes very naturally to this institution. In spite of a smaller Awards pot, this has enabled rapid activity to take shape with a range of viable and innovative project ideas from staff, students and graduates, across a range of themes and sectors to be found, co-funded and co-supported within the first 6 months. Through their outreach they have generated interest from 20 individuals, resulting in 7 Awards to date. The

Edge Hill University

programme at Edge Hill isn't just about making Awards. They have sought to bring together and build upon their connections with support networks and local established social entrepreneurs as part of their activity, facilitating several joint networking events as part of building their ecosystem. These were attended by local agencies, social enterprises and support agencies. This will culminate in an interactive regional event later in the summer of 2013, showcasing, championing and enabling social innovation, change and enterprise to ultimately enable what they term 'Good Business' to thrive.

Unexpected Outcomes

The unexpected outcomes and experiences that Edge Hill discovered through the delivery of the programme included;

- The capability of the Edge Hill delivery team and the wider staff community within the business school to support and assist the social entrepreneurs in the development of their ideas.
- The level of interest and commitment within the staff and student body to develop enterprises and to find interesting and novel solutions to address issues within their communities
- The underlying level of interest and desire within the existing social enterprise community in the area for the University to become an engaged and active partner.

The main lessons that they've taken from the project are;

- Regardless of people's interest, they need lots of time and support to develop their ideas into something that they can deliver and get up and running. This doesn't easily fit within the academic year and so good planning by the delivery team is key.
- Early and repeated engagement with the

University of Exeter

Embedding an Eco-System of support; Developing in social enterprise

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Model

Find, Fund & Co-Support

The University of Exeter are relatively new to social enterprise, but have significantly developed their support to social entrepreneurs over the course of the programme. Enterprise support is integrated across the organisation as a whole, rather than a specific department, and is part of the strategic remit of key people across the organisations who have acted as ambassadors for the programme. The programme has been delivered as part of 'Ignite', a student entrepreneur support unit established at the beginning of the academic year 2012/13 and run by the University of Exeter Students' Guild - the student union. Entrepreneurial support from 'Ignite' has included a range of inspiring entrepreneurship events, workshops, one-to-one surgeries, pop up shops, bootcamps, termly competitions, together with access to resources, retail opportunities and networks. The Guild has led on the promotion, administration and management of the HE Support programme - including raising awareness, supporting applicants in applying for the Awards, organising and managing the Awards assessment panels and subsequently, managing the Award Winners. Being part of the UnLtd/HEFCE project has immeasurably helped in establishing Ignite's credibility with students and campus partners and the UnLtd participation has enabled them to create a positive stream of social entrepreneurship at this formative stage. Without it, it may have become commercially dominated and many social outcomes lost.



Delivery Approach

The delivery of the programme has been led by Tracy and Louise:

Raising Awareness - a significant amount of time was spent raising the awareness of the programme to students, staff and graduates from within the University. Examples included:

- Promotion via the 'Careers Zone', and in particular the 'Careers Zone' section of the University's website - www.exeter.ac.uk/careers
- Organising events during national campaigns such as 'Global Entrepreneurship Week' and 'Social Enterprise Day' to promote the programme and attract potential social entrepreneurs.
- Significant time was spent working directly to promote the programme to complimentary courses within the University such as the MBA One Planet programme. In addition, Cornwall Campus Sustainability and Social Enterprise modules were provided with ring-fenced funding.
- Promotion through student and staff communication mechanisms such as Uni News in Brief - www.exeter.ac.uk/news/student
- Promotion to recent graduates via DARO, the University's Alumni office - www.exeter.ac.uk/alumnisupporters

Pre-applications Support - time was spent supporting those with initial ideas. This included delivering individual meetings, drop-in sessions and surgeries with potential social entrepreneurs, to tease out and build on initial ideas with the aim of working them up into quality applications. A key stage of this was to connect social entrepreneurs together for further support and venture development.

Application Assessments - Applications were assessed by a funding panel which included representatives from Ignite, the University's Employability & Graduate Development department and UnLtd.

University of Northampton

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Model: Find, Fund & Support

Background

The University of Northampton delivered a Find, Fund and Support programme with an overall Awards pot of £50,000, delivered through The Enterprise Club which reaches all faculties across the campus and has accessible reach and holistic approaches to inspiring and supporting enterprise in all its forms to staff, students and local entrepreneurs or would-be entrepreneurs. The Award money supported 24 entrepreneurs through 'The Big Bonanza'.

The University of Northampton have taken a strategic approach to innovating, inspiring and investing in social entrepreneurship for several years. This work has been driven by Vice Chancellor Nick Petford along with a senior management team at the University who are highly skilled, knowledgeable and networked in this field. This has resulted in the University being recognised as playing a leading role in developing social enterprise in the HE sector, whilst boosting the social economy itself. Through the '£1 Billion Challenge' the University is encouraging the UK's Higher Education sector to spend at least £1 billion of the £7 billion per annum it spends on procuring goods and services from external suppliers, with social enterprises. It is also recognised globally and has become the first Ashoka U 'Changemaker Campus' in the UK; recognised for the excellence of their extensive social enterprise, innovation and entrepreneurship provision.

They are growing transformational partnerships, regionally, nationally and internationally, to develop a culture of social entrepreneurship and the ecosystem to enable this to thrive. One national example of this is their partnership with Exemplas to develop Inspire2Enterprise (www.Inspire2Enterprise.org) a national support service for the social enterprise sector providing information, specialist advice, training, consulting, coaching and mentoring to new and existing social enterprises and social entrepreneurs. Internationally, they also partnered with and hosted the inaugural E3M European Conference - Growing



Successful Social Enterprise: Lessons and Opportunities, a major European conference and exhibition with 250 delegates from 14 different countries attended.

In order to progress this agenda, the University of Northampton have developed more advanced approaches to Social Investment in the HE sector and have secured social investment as well as acting as an 'Investor' with a range of enterprises, including the Award winning Goodwill Solutions CIC. Working in partnership with UnLtd as part of the HE support programme they were able to raise awareness of the potential and opportunities for developing social enterprise in the HE sector at a national conference attended by a third of all Higher Education Institutions.

The University has been pleased to receive applications from both staff and students covering a wide range of areas and social challenges. They welcome the opportunity to continue partnering with UnLtd and helping continue partnership with UnLtd and offer help to potential social entrepreneurs through the Big Bonanza programme alongside other strands of activity within their embedded social enterprise agenda.

Sheffield Hallam University

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Model: Find, Fund and Support

Starting Point

Sheffield Hallam University (SHU) has an established teaching programme for social enterprise (SE) and they are also in the process of developing their support offer for social entrepreneurs. From Sheffield Hallam Union's (HU) point of view, they already had students approaching them with ideas, but couldn't offer any structured support until now. With the guidance of SHU, they have now established this support - this HE Support Programme came just at the right time.

Delivery Structure

SHU knew that for the Programme to work, it had to have very broad support from across the faculties and the Students' Union. They took an inclusive approach from the start, gaining both financial and in-kind support for the Programme from two of the four faculties and raising the profile of the opportunity across the University with potential champions. There was a clear fit between the Programme and the existing enterprise support provided by the Hatchery team in the Research and Innovation Office and this became part of the offer from the outset. Enterprise support had just been included in the University-wide employability campaign for the first time, and the Programme benefited from becoming an integral part of this and a clear way of impacting on the student experience. The Programme was also publicised as widely as possible to maximise engagement.

Delivery Approach

There was strong backing for marketing, for example screen savers on all IT equipment were utilised and 7,500 flyers per round were produced, along with staff e-mails (e-view newsletter).

A 'Long List' panel was established, followed by a one day workshop to support those going through to the 'Short List' panel. Panels included SHU, HU staff and external representatives who are well-respected in the SE field. This strengthened the process due to the range of expertise in; commercial awareness, knowledge, sustainability and business planning.

Sheffield Hallam University

Support has been very structured and included mentors from academia, along with MSc students within the programme. Mentors completed a Mentoring Module to become involved and biographies were sent to Award Winners who could choose the most appropriate match according to their needs. Award Winners received monthly one-to-one meetings and some were linked to UnLtd. Healthy relationships have been developed and a member of the delivery team became a dedicated Awards Manager. Having this support as a dedicated Awards Manager has proved invaluable to Award Winners.

The Steering Group have been very pro-active and diligent. They are all committed to the Programme and pleased with the level of success.

It was made very clear to Award Winners that funding was contingent with them meeting specific milestones. This was particularly the case for 'Do It' Award Winners who had to agree to set milestones and dates to ensure success.

Partnerships

The formal partnership arrangement with HU has been a great success. Everybody knows who the Student Union is. It had credibility from the start. They are also known for supporting the co-curricular experience. The combined approach of having HU support and drawing upon the support of the SHU Hatchery Team in the Research and Innovation Office has given the Programme substance - Award Winners can learn and 'do' at the same time.

During the planning stage, the Hatchery Team approached HU at the outset. HU could be more immediately responsive to new initiatives in general, especially in terms of producing independent marketing material. They felt very fortunate that HU had taken the decision to support SE and that they were all heading in the same direction, with the same agenda. Internal partnerships