

**Faculty of Humanities Business Engagement and Innovation Strategy**

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## BUSINESS ENGAGEMENT IN HUMANITIES

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### 1. Summary & Context

#### Strategic context

The Faculty's contribution to culture, society, the environment, and the economy depends in important respects on the way that the ideas we develop interact with and flow into business, government, community, social and cultural organisations, both in our city region and beyond. The quality of that engagement matters to our research and its impact, the experience of our students and the extent that we can make a difference. At the same time, growing pressure on public funding for Universities means that it is important that we diversify our sources of income.

In line with University strategy, this report understands "business" to encompass not only commerce and industry, but also government, community, charity, third sector, social and cultural organisations. However, we are excluding those organisations whose principal activity is the support of research or higher education.

The Faculty Business Engagement and Innovation Strategy has been developed in consultation with our Schools using individual School engagement priorities reports. The Strategy will be delivered in line with the other Faculty BE&I Strategies and the University Vision. Business engagement and knowledge exchange (BEKE) activity will support and enhance the research priorities of our Faculty, Schools, and departments and the BEKE team will work with Research Strategy and Research Support in seeking to provide focussed support to large cross-School and Faculty collaboration opportunities in particular.

#### Background

This report follows the inaugural Faculty Strategy published in 2015, which was the first such Faculty-specific Business Engagement Strategy within the University. Priority areas have been identified via consultation with each School, to update the individual school BE Priority reports originally developed in 2014-15. The main conclusions of the Scoping & Priority Exercise are that, although business engagement across Humanities has increased via initiatives introduced following the launch of the existing policy, engagement remains limited in some discipline areas. A renewed focus on internal engagement with a focus on presenting successful case studies should be central to the Faculty strategy, as well as more proactive working to ensure Humanities researchers are involved in major cross-discipline and cross School bids.

This strategy incorporates the individual school strength & priority areas and seeks to cross-reference to the other Faculties' strategies in identifying opportunities for large inter-disciplinary projects and translational research. The previous Faculty strategy is attached as an appendix. This updated document refers to the original recommendations where they are ongoing or to be built-upon.

## Setting the narrative

Research impact – translating research into real-world applications, defined by Research Councils as the demonstrable contribution that excellent research contributes positively to society & the economy – is increasingly important to accessing research funding. Despite the significant financial burdens facing the HE sector in the wake of COVID-19, and the imperative to shift focus towards delivery of online teaching and a valuable student experience in the post COVID environment, it is imperative that the engagement role of universities is enhanced, not diminished.

The benefits of partnership working with external organisations are many-fold, beyond providing routes to funding and impact, and these include enriched research opportunities via identification of new research questions and access to data and other inputs, as well as enhanced student experience through applied research case studies and wider relationships with partner organisations. The Faculty BEKE team seeks to embed awareness of the opportunities and benefits of partnership working amongst Humanities researchers across all discipline areas.

## Significance of BE Activity in Humanities

Since the launch of the inaugural Humanities Business Engagement Strategy in 2015 the Faculty BE team has seen a number of notable successes introducing new mechanisms to support partnership working. These include the delivery of bespoke-format Innovation Labs as a route to kick-starting new collaborative projects around business challenge areas, and launch of an industry-membership consortium for Legal Technology, with member fees providing a funding pool for early stage work. As a result, the team is now consulted on these mechanisms by other Faculties.

Experience of our BE team in delivering the existing strategy has identified that greatest value is achieved from building long-term strategic relationships with partners who engage with the University in a number of ways once mutual understanding and trust has been developed.

This should remain the focus for the BE team, developing relationships and where possible introducing partners to new ways of engaging with the University, as well as collaborative research and consultancy with academics this can also include direct student interaction, such as delivery of guest lectures and setting applied student projects.

Problem solving for partners demonstrates the value of academic collaborations and often leads to more exploratory work and larger, more committed projects in terms of time and cost. Focus will, therefore, be on business and societal challenge areas which have meaningful outcomes for our partners, support areas of research strength and develop strategic areas for growth linked to the research strategies across the Faculty and schools, and offer routes to demonstrate impact for researchers.

Short-term, transactional collaboration opportunities do present themselves via in-bound enquiries, but it is often difficult to fulfil these due to relevant academic expertise and capacity limitations. Such enquiries will continue to be supported by the team, by sharing opportunities with relevant schools or institutes to gauge interest and capacity, although it should be acknowledged this is not a route to many successful partnerships, and ideally these will be channelled via the consultancy route when applicable. There are many examples of successful applied collaboration projects developed directly

between academics from existing contacts and networks, this is a very fruitful area for developing applied work and impact for the Faculty but often, by its nature, does not require BEKE support.

## SUCCESSFUL GROWTH IN BUSINESS ENGAGEMENT ACTIVITIES

In the five years since the publication of our business engagement strategy the Faculty of Humanities has seen a demonstrable increase in business engagement and knowledge transfer activities leading to a growth in external income streams and knowledge exchange:

- A growing awareness of the opportunities for business engagement across all four Schools and rising levels of academic engagement as measured by attendance at Business Engagement opportunity workshops, enquiries to the Business Engagement team and bids for KTPs, CASE studentships and collaborative research programmes including the Industrial Strategy Challenge Fund and the Global Challenges Research Fund;
- An increase in the number of Knowledge Transfer Partnerships secured by Humanities from zero in 2014/15 to nine in 2019/20 worth over £1.5 million in grant and company contributions. We have KTPs in AMBS, SALC and SEED with plans for further KTPs including SoSS;
- A growth in Business Research Grants & Contracts income from £79,000 in 2014/15 to £2.1 million in 2019/20;
- Successful large collaborative grant applications including a £6.3 million research programme co-funded by Unilever under the EPSRC Prosperity Partnership and involving the School of Chemical Engineering & Analytical Science and Alliance Manchester Business School (AMBS), and the new £7.5m NERC Digital Solutions Programme led by SEED which involves links to multiple business sectors;
- A transformative £2.5 million donation from Greensill Capital to establish a Chair and research centre in FINTECH.

We have established innovative new mechanisms for engagement with business including:

- **“Innovation Labs”** – one day facilitated workshops at which businesses and academics work together in multidisciplinary teams to address business challenges and pitch proposals for University seed corn funding (with an expectation of matched funding from the businesses). The seed corn funding is used to mature the ideas to the stage at which they can be submitted for external funding.
- **The Manchester Scale Up Forum** – a peer-to-peer network of ambitious scale up businesses that is facilitated by Alliance Manchester Business School in cooperation with the Manchester Growth Hub and the Scale Up Institute and comprises some of the North West’s fastest growing companies.
- **The Manchester Law & Technology Initiative** – a collaborative research initiative led by the School of Social Sciences Department of Law, Alliance Manchester Business School and

Computer Sciences in partnership with a number of leading law firms including Freshfields Bruckhaus Deringer and DWF.

## 2. BEKE Team focus areas

### Proactive events planning

Themed events will be planned strategically to bring together academics from different discipline areas, including outside the Faculty, and partner or potential partner organisations. These events will be at two levels: introductory level, information sharing and networking events; and focussed Innovation Labs and similar activities specifically designed to facilitate development of tangible work streams with partners.

Following successful delivery of a series of events discussing successful collaboration case studies and opportunities for new collaborations, the BE team will continue to deliver events following this format.

**ACTION:** The BE team will work with each of the Faculty Schools to identify and deliver one of these events on a specific thematic area per academic year.

### Rewarding collaborative working

Academic-industry engagement and knowledge exchange is a vital component of the value universities create for society, offering universities with the opportunity to demonstrate their impact on society's most pressing challenges and their relevance to the world outside of academia itself. However, the benefits are often not recognised by academic researchers and internal process such as the academic promotion pathway fail to reflect this value.

**ACTION:** AD BE to liaise with University SLT and Faculty SLT to investigate how business engagement can be better recognised and rewarded.

### Knowledge Transfer Partnerships

There has been significant increase in KTPs in the Faculty since the original faculty strategy and currently each School within the Faculty is pursuing new KTP submissions with partners. BEKE team aim to continue to increase awareness and uptake of Knowledge Transfer Partnerships (KTPs) as a means of increasing collaborative research and growing business research income, with a specific target of one new KTP per School per year (AD BE & BEKE team).

### Support for engaging SMEs

The Faculty engages with a number of SMEs, but has no specific strategy or platform for doing so. Engaging smaller organisations is often best achieved via regional networks, trade bodies, chamber of commerce, etc, and the BE team maintains relationships with such organisations. In future, the team should seek to be more strategic in doing so including delivery of events/information sessions to advise SMEs how they can engage with the University.

In addition, the Faculty BE team co-manages the **Scale-up Forum** with the AMBS Engagement & Partnerships Director. The Scale-Up Forum offers networking and peer learning opportunities and includes a range of industry speakers from high growth businesses. The forum offers opportunities for

the Business School & University to establish a relationship with members that may in future translate to direct collaborations.

#### **Actions:**

- [Ongoing] BE team to maintain relationships with key business support organisations including, but not limited to: Midas & Business Growth Company, Pro Manchester, Greater Manchester Chamber of Commerce, MSP, Manchester Digital, Business Cloud.
- [Ongoing] Continue to provide support for, and promote to academic colleagues and potential partners, all available engagement support for early-stage project development and funding mechanisms including Impact Acceleration Accounts.
- [New] Central BEKE team to establish SME-support working group to include representation from each faculty.
- [New] Faculty BEKE team to appoint representative to new UoM-wide SME Working Group.
- [New] BEKE to establish relationship and regular communication with new Productivity Institute Business Engagement Officer.

#### **Aligning Humanities BE Activity with UoM Vision, and other Faculty Strategies:**

BEKE Team will co-ordinate with central activity including internationalisation in the following ways:

- [Ongoing] AD-BE via the University's Business Engagement Strategy Group (BESG)
- [Ongoing] BE Team represented on Translational Research Group seeking to identify significant cross-faculty collaboration opportunities
- [New] BE Team to appoint representative to new Internationalisation working group co-ordinated by Head of BEKE.

#### **Profile Building**

Offering time to speak at non-academic events can build the profile of the University, not just around specific areas of expertise, but also as a resource for knowledge exchange and problem-solving. The BEKE team will continue to represent the University at appropriate events, sharing the message that academia can help with business challenges and is open to partnership working.

#### **Connecting partners with students**

Early stage relationships with non-academic partners often centre around access to students, and business-set research projects offer students opportunity to apply knowledge and skills on real-world problems and gain experience working beyond the academic environment. In 2019 the BE Team undertook a scoping exercise to identify the interaction points between teaching programmes and non-academic partners, and this now provides a useful information source for partners who have challenge areas suitable for UG or PG students to work on.

While the role of BE here is primarily signposting to relevant colleagues in careers etc, the BE team should maintain a record of activity where it stems from an approach or introduction via the BE team. This will facilitate identification of further engagement mechanisms that may be of value to the partner.

### Consultancy & Commercialisation

The University supports academic staff to undertake appropriate consultancy and commissioned contract research through the Business Engagement and Research Support Services. Currently the Humanities Policy Guidelines for Outside work, Consultancy and Commissioned Contract Research 2017 applies, this will be replaced in due course with the new university-wide Consultancy policy.

#### Consultancy

All consultancy work, whether undertaken on behalf of the University or in a private capacity, must be approved by the relevant Head of School before any formal agreement is made with the external client. The pricing of a project should follow FEC pricing guidelines and comply with the University Costing and Pricing Policy, School Research Support provide costings and the BE team can facilitate by acting as central communication point between academic, business and other internal stakeholders including RSS and Contracts and can liaise with the business including price negotiation if required.

#### Commercialisation

Commercialisation of academic activity is supported by the Manchester Innovation Factory (which replaces UMI<sup>3</sup>) and the Masood Entrepreneurship Centre (MEC). Faculty BE will direct academic colleagues for advice and support with commercialisation and IP enquiries as appropriate. The BE Team also supports the annual commercialisation competition run by MEC by sitting on judging panel for Venture Out/Venture Further competitions.

**ACTION:** Based on introductory meetings held with the new Innovation Factory, specific information sessions targeted to FoH academics will be planned each academic year. One session to be delivered per semester delivered in partnership between BE and Innovation Factory, using discipline-specific case studies where possible.

## 3. Results from the Scoping Exercise

This section summarises the findings of the Business Engagement Scoping Exercise conducted between May & July 2020 and led by the (Acting) Associate Dean for Business Engagement (AD BE) and the Faculty Business Engagement team. The aim of the Business Engagement Scoping Exercise was to produce an assessment of current business engagement activities and aspirations across the Faculty to identify important existing engagement activities, synergies between activities and School priorities, and to ensure engagement activity continues to have the support and buy-in at leadership level across the faculty.

All Schools agreed similar priorities & future commitments around **increasing awareness of business engagement** and help to identify business engagement opportunities with leadership support.

## Summary of school-specific focus areas

(Details can be found in the appended individual School documents)

### School of Environment, Education & Development

Much of the research within SEED already occurs in deep collaboration with the widest definition of BE partners in the UK, Europe, and globally: local and national governments; small, medium and large businesses; third sector and charities; and a range of creative and cultural organisations. There are substantial opportunities for SEED to build upon these areas of expertise including on the topics of **environment, energy, water and waste systems, sustainable infrastructure and smart cities, international development, educational provision and design**, including professional development training design with large corporations. SEED hosts a range of research institutes (Manchester Urban Institute, Global Development Institute, Manchester Institute of Education) and our colleagues are involved in others (Sustainable Consumption Institute, Manchester Research Institute) that have at their heart impactful and meaningful engagement with diverse stakeholders and sectors. SEED also identifies that there are many synergies with other schools including SoSS (Healthy Ageing, Digital Trust and Security), SALC (Digital Humanities, Cultural and Creative Sectors).

### School of Social Sciences

Within SoSS the existing research activity with most relevance to commercial industrial partners includes **Digital Trust & Security**, which includes the SPRITE Project, **Healthy Ageing** led by MICRA, **data literacy and management** via CMI which plays a significant role in training and capacity building in Quantitative methods.

Beyond this, there is significant potential for growth in activity around **Legal Technology**, and the School has partnered with AMBS and Computer Science on the innovative Manchester Law & Technology Initiative. Currently, the bulk of research activity has been within the other Schools while SoSS has used the Initiative as a platform for re-developing its teaching in the Law pathways, establishing a profile as a UK leader in LegalTech. Nevertheless, this would be enhanced by a growth in SoSS-specific research and publications, with particular opportunities around the impacts of LegalTech on consumers of legal services.

### School of Arts Languages & Cultures

For SALC the major areas of activity relevant to partnership working are **Digital Humanities**, and **Forensic Linguistics**. With Creative Manchester, SALC has identified the need to bridge the gap between its considerable portfolio of relations with the cultural/creative sector in and around Manchester – and some good/emerging relations with government/local authorities – and its smaller set of dealings with business and the commercial sector, potentially exploring event/programme sponsorship as a way for commercial partners to establish a relationship.

### Alliance Manchester Business School

By its nature, AMBS has numerous and well-supported engagements with business, including Executive Education, corporate events with sponsorship & partnership programmes, MBA consultancy, and newer initiatives such as the Scale-up Forum and Data Visualisation Lab. Since the previous engagement strategy much work has been done to better co-ordinate & leverage partner relationships between different functions, and with the central BE team, including introducing the Corporate Relations Framework. AMBS is significantly involved in research activity around most of the interdisciplinary thematic areas highlighted below, particularly Digital Trust & Society, FinTech and LegalTech. The new Productivity Institute offers a significant new opportunity to engage with existing and new partners and will be supported by the Faculty BEKE team as well as a dedicated Institute BE Officer.

### 3.1 Strategic cross-faculty themes & School priority areas

#### Digital Futures

Thematic areas include Creative & Heritage, Business & Employment, and Cities & environment, all of which have a base within the Faculty with significant activity in Faculty-based Institutes such as the Urban Institute and new Productivity Institute, providing great opportunity for growth of collaborative partnerships relating to these societal challenge areas. Areas in which the BEKE team provides significant support with regards to partnerships development and profile-building are:

##### FinTech & LegalTech

Application of technologies such as AI/Machine-learning, digital communication tools and the utilisation of data analytics are all affecting how financial and legal services are delivered, with subsequent impacts on service users and the incumbent businesses in the sector. This offers opportunity for academic research to provide insight to businesses in the sector and to regulators and consumers in order to ensure maximum positive economic and social impacts.

##### Digital Trust & Society

Given our increasing dependence on digital technology, the issue of whether we can trust the systems we use and the people we interact with has become critical. Digital Trust & Security underpins a broad range of societal challenges and is profoundly multidisciplinary. It encompasses the security and resilience of the underlying technology, work practices and processes, law and regulation, human behaviour, social norms and context. Regulation, governance and standards, more traditional security concerns, such as cryptography, access control and verification to the societal and sociological concerns that emerge from big-data analytics, intrusion, cloud computing and the internet of things. The DT&S centre is a cross-faculty initiative and is playing a key role in fostering a wide ranging programme of BE activity including a growing relationship with GCHQ, among other initiatives.

#### GMCA & Healthy Ageing

An area strongly aligned to regional and national agendas, there are a wide range of discipline areas active in research relevant to ageing society. Manchester is the UK's first city and region to achieve the World Health Organization (WHO) age-friendly status and ageing is a priority area for the

University. Improvements in health and mortality and commensurate rapid population ageing are heralding great social change and with it, the realisation that wellbeing in later life is determined by interacting factors from the biological to the social, the structural to the cultural, and the historical to the institutional. This offers significant opportunity for Humanities to lead on and participate in major and impactful research collaborations and as such is a priority area for the faculty BE team, there is relevant activity in all faculty schools with FoH-based Institute MICRA central to this.

### Cultural and digital industries

The President has identified the cultural and digital industries as an important area for the University and where there is clear opportunity for Humanities to grow its engagement; SALC, SEED, SoSS and AMBS all have engagement activities in this field. SALC, SEED and SoSS undertake a wide variety of engagement activities with the city's museums and cultural organisations. Immediate opportunities for support include better coordinated engagement around the activities of the Institute for Cultural Practices and promotion of the new Data Visualisation facility.

### Environment and sustainable futures

Through engagement with MERI, SCI, MUI and existing networks there is considerable BE in the area of environment. This includes work with local and national environmental consultancies and engineering firms, work with utilities, particularly the private water companies (e.g. United Utilities, Anglian Water) and consultancy (e.g., Artesia Consulting, Arup) and engagement with a wide network of NGOs and charities (e.g. Mersey Forest, WWF-UK, WRAP) and regulators (e.g. Environment Agency) and government departments (e.g. Defra) as well as community organisations (e.g. Upping it Moss Side) in the environment sphere. This work encompasses consultancy, KTP activity, student placements, knowledge exchange and collaborative research.

Within the faculty this work is concentrated in SEED but there are important areas of activity in all schools that contribute to work on the environment (Sociology, Politics, AMBS often through collaborations in the SCI), and collaboration across the university through MERI and the new environment platform. This is a major current area of BE which is both likely to grow and aligned with university **strategy and faculty research strategy**.

Since the previous Faculty Strategy, we have seen the launch of the cross-School and cross-Faculty initiative the Manchester Urban Observatory and Manchester Environment Research Centre. This is anticipated to be a strong growth area for new engagement that the Faculty BE team can support by engaging new partners, delivering innovation labs etc. Recent notable success include £35m African Cities project (led by GDI), 2015-2018: Climate Resilient Cities and Infrastructures project (RESIN), £4.2m EU funded 2018-2021 project IGNITION: Innovative financing and delivery of natural climate solutions in Greater Manchester, and €12.8m Horizon 2020 funded 2017-2022: GROW GREEN: Green cities for climate and water resilience, sustainable economic growth, healthy citizens and environments. Further, the recently award £7.5m NERC funded project Digital Solutions project will co-create digital solutions for two use-cases "Climate Ready Nation" and "Connected Health Nation".

## Innovation District Manchester

The planned ID Manchester provides a new and exciting opportunity for business engagement where the Faculty of Humanities can play an important role. The plan to transform our North Campus into Innovation District (ID) Manchester aims to create a world-class environment for new and established businesses where breakthrough ideas are turned into reality.

### 4. Actions Summary and Key Performance Indicators

- **Deliver 4 x BEKE workshops/information sessions** – BE Team to lead on organisation, promotion and delivery of events following recent virtual event format. Each School to identify a thematic area and nominate an academic lead who can invite existing partners to discuss cases studies.
- **Identify key academics** in each School already engaged with external organisations, who may need further support to help strengthen relationships, and who may act a ‘champions’ offering advice and mentoring to other colleagues as an awareness raising activity.
- **Submit at least 1 KTP application per School per academic year**
- **Each School to identify at least 1 new strategic partner (or potential) by next academic year.** (School level strategic partners, not UoM strategic partners).
- **Deliver 2 x information sessions per academic year in partnership with Innovation Factory** to promote and encourage commercialisation and spin out activity.
- **FoH academics involved in 2x cross-faculty major funding bids per academic year**
- **Support at least 1 new academic per school to work with partners for the first time**

Action	Responsibility	Timeframe	Notes
Deliver 4 x BEKE workshops/information sessions in partnership with Schools	RK with School BE Leads	Four workshops to be delivered between October-April	
Submit at least 1 KTP application per School per academic year	KE Manager with School BE Leads	Submissions by July 2021	
Faculty BEM to join new central BEKE SME strategy group			
Each School to identify at least 1 new strategic partner (or potential) by next academic year	School BE Leads with RD and Head of School		

Deliver 2 x Commercialisation information sessions per academic year	BE team in partnership with Innovation Factory, invite MEC as appropriate	One event per semester	
AD BE to liaise with University SLT and Faculty SLT to investigate how business engagement can be better recognised and rewarded in the academic promotion pathway	AD BE and Vice-Dean for Research		

## Appendices

### A1. Updating on recommendations from previous strategy

Recommendations from the 2015 Strategy have largely been implemented successfully, where there is ongoing work, next steps or barriers to implementation, this is noted here:

#### **Actively pursue the strategic development of business engagement and ensure clear lead responsibility in Schools and Research Institutes**

- BE team will continue to work with Schools and Research Institutes to identify business engagement priorities, with particular focus on **commercial opportunities** with the potential to maximise benefits for our core goals (AD BE and BE team)
- Schools have appointed Academic Leads for BE, these roles will be retained and the post-holder commits to attending HBESG meetings and assisting BE team with triage of opportunities to help find suitable academic expertise within their schools when opportunities arise.
- BE team and school Leads will work together via HBESG to identify important potential business engagement opportunities for Faculty support and highlight opportunities for cross-faculty working towards major bids (AD BE & School Leads working with Schools and Research Institutes)

#### **Develop more effective engagement with the University's Strategic Partners**

- AD BE to continue engaging with the University Business Engagement Strategy Group (BESG) members to identify cross-Faculty opportunities to engage with the University's strategic partners (AD BE), and AD BE and BE team to attend newly established cross-university working group for translational research.

#### **Reducing barriers to business engagement through communications and awareness raising activities**

- In addition to the new event series, communication of key messages and regular BE good news stories/case studies will continue via eNews, Core Brief & other appropriate channels. (AD BE with faculty KE&I team & Communications team)

#### **Reduce the barriers to business engagement through reward and recognition**

- *"Ensure that business engagement is recognised and rewarded in PDR, promotions and probation processes"*. This remains a barrier to initiating collaborations for some academic colleagues and should be discussed further at senior level. (DD/ADR with support from AD BE)

#### **Interaction with PGR and Teaching with business engagement**

- BE Team conducted a scoping exercise of teaching interactions with business across the faculty, including programmes routinely engaging industry guest speakers and opportunities

for applied research projects set by partners. This is being utilised to offer a wider range of opportunities to engage with UG & PG students to our partners.

- BE team to work more closely with Faculty PGR & Researcher Development team supporting delivery of programmes such as the Business Collaboratories which provide a useful additional offer for business partners seeking input to address challenge areas that can be delivered by PG researchers.

## A2 Challenges

The Scoping Exercise identified a number of challenges to increased business engagement which we have grouped into three main themes.

### Strategic development and lead responsibility

There remains a lack of clarity amongst some academics regarding Faculty & University aspirations for business engagement and the contribution that business engagement can make to our strategic goals. Partnership working is not specifically addressed or rewarded in the academic promotion pathway, which remains a barrier as it can be seen as an activity only relevant to certain researchers when specifically applicable to existing research interests or there is an interest in public engagement, rather than as a route to identifying new research questions and delivering impact.

AD BE should continue to discuss at University level, via for fora such as BESG, how as an institution we can build evidence of strategic commitment in structure/governance.

### Communications and awareness

Introduction of BE Academic Leads for each school has been helpful in raising the profile, however challenges remain with regard to communication and awareness of business engagement. Specifically the term *business* engagement is regularly reported as being off-putting/confusing to many colleagues in the Faculty whose engagement is focused on the co-creation of knowledge with the public sector or third sector.

There is some uncertainty amongst some colleagues about the distinction between business engagement and social responsibility. There is a low awareness about the University of Manchester Consultancy Policy and how this can be used to resource academic's research.

### Barriers to business engagement

We also identified several important barriers to increased business engagement as follows:

**Coordination:** A number of Schools and Research Institutes reported that a lack of information about the engagement activities of others in the Faculty made it difficult to know who else was working with the same organisation – and opportunities for joined-up bids. The introduction of the CDRG which includes Business Engagement, Research Support Managers and grant-writers should be improving this.

**Time and motivation:** Some individual academics report lack of time, support and/or motivation as barriers to engagement as well as uncertainty over individual reward and recognition for business engagement activities.

**Management information** on business engagement is inconsistent and fails to capture the full range of support offered to academic colleagues. Activity with partners that does not result in R-Coded income is not captured within any BE metrics, as an example the Law & Technology Initiative, established by the Faculty BE Team, brings in over £70k annual membership fees covering all of its direct costs and providing a small pot of funding for early stage research, yet is not R-coded and as such not captured in reporting Much of the support the Faculty BE team provides academics in making

connections does not directly result in research funding but provides a valuable service to our academic researchers.