



CAPTURING GOOD PRACTICES for KNOWLEDGE TRANSFER/EXCHANGE: GUIDANCE and TEMPLATE FOR WORKING GROUPS

Purpose

This purpose of this paper is to provide guidance to the Working Group members, identified at the National Conference on the 27th March 2006, on the process for capturing good practices for knowledge transfer/exchange within the sector.

'Good practices' (GPs) in this context means practical, generic, transferable approaches of '**how to do things**' (**recipes**) in the different areas of the knowledge transfer function – ranging from 'strategic direction and preparing for change' through to 'results and evaluation' (see Annex A).

Working groups will build on the initial gap analysis begun at the March event to decide upon the key challenges or *key themes* they wish to focus on within their practice area/stream. Having mapped the territory thus, working groups should then apply to it this criteria, guidance and template in deriving their good practices.

The resultant good practices should reflect the collective knowledge of the sector and its partners, combining, for added value, the critical elements of practice from different HEI sources.

The intention is that Working Groups will meet and pool their expertise to identify and discuss potential good knowledge practices during June and July, distilling from these **2-3 pilot examples (per working group or sub-group) to submit to the Steering Group by 21 July 2006.**

Following discussion with the Steering Group on these pilot good practices, the working groups will then continue to distil from their identified good practice material a full set of good practice models for their area. These will then be considered for wider dissemination through a dynamic 'Good Practices' on-line resource which will be launched by November.

Criteria

The National Steering Group for Good Practices in knowledge transfer and exchange has been established with representation from HEIs, CIHE, HEFCE and OSI. In determining whether the good practices identified can be made available on the 'Good Practices' online resource the Steering Group will seek to ensure that they are:

- i. **transferable** – with descriptions that are objective and 'user-friendly', and enable others to consider the feasibility of implementation in different environments
- ii. **repeatable** – do not lose value or viability by repeated application in different HEIs
- iii. **clear and concise** – lucid and brief with clearly articulated purpose
- iv. **freely accessible** – currently in operation and without restrictions on wider dissemination
- v. **evidence based** – objectively verifiable and of proven effectiveness
- vi. **sustainable** – not time-limited or inherently dependent on dedicated resources



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Guidance

The National Steering Group recognises that good practice in knowledge transfer and exchange comes in various forms and will inevitably vary depending upon users, beneficiaries and the knowledge transfer strategy pursued. So relevant material may come from a variety of sources and combined HEI experiences, but will need to be distilled for the good practice model.

In order to facilitate exploration and distillation within each stream, the following questions are put forward for Working Groups to consider, *together with the criteria*, to aid derivation of the GPs:

1. Which knowledge transfer process stream(s) /sub-streams apply (see Annex A)?
2. Can the good practice be summarised into the standard 1 page format (template on page 3) and described in brief, easily communicable terms for a wider audience?
3. What are the practical ways this approach helps, and benefits partners/clients?
4. How have KT/KE user/beneficiary needs influenced or shaped this good practice?
5. Are there practical examples of the practice being used within a specific operating context and environment, and lessons learnt from this? What is your brief analysis of why this good practice was effective?
6. In what circumstances should this approach be used, what resources are required, how can it be integrated, and how can it be monitored and evaluated?
7. What are the limitations of application of this good practice; is it applicable for the whole HE sector and are there any time related or regulatory limitations?
8. Who are the primary contacts to provide information on the practice and are there any other useful contacts where users could get further information?
9. Can you provide links to reference material such as tools, techniques and case studies if appropriate?

We would recommend that working groups apply these questions to each proposed good practice *before* attempting to complete the template on page 3. Further information (e.g. illustrative case study, advice on context) may be required later in the process to ensure maximum applicability, but at this stage only the essence is required for the 2/3 pilot GP models due in July.

Please complete the template accordingly for each recipe/good practice.

Please also see the unformatted examples at Annex B for reference.

Further information

Please contact your Steering Group representative or alternatively you can contact Tina Collins at:

GOOD PRACTICE MODEL TEMPLATE – maximum 1 page A4 when completed

Working Group; Knowledge Exchange Process Framework Stream		
Sub-stream		
Any further categorisation, e.g. theme		
Description of Good Practice (Recipe) (i.e. principles; do this/that to achieve this/that)		
What makes this good practice particularly effective; e.g. at what stage should it be applied?		
Contact/main contributors:		
Name:	Email:	Phone:
Name:	Email:	Phone:
Name:	Email:	Phone:

Annex A

1. Strategic Direction and Preparation for Change

Embedding strategic coherence of third stream within mission
Engaging the knowledge base within an HEI
Balancing income generation with public interest
Ensuring sustainability

2. Organisational Change

Embedding an enterprise culture within an HEI
Ensuring cross pollination through people transfer
Developing responsive knowledge transfer teams
Embedding KT recognition and reward

3. Internal Standards and Procedures

Third stream parity of esteem/status/staff contracts/rewards/incentives
Code of practice for engagement with business and community
Effective inter-HEI collaboration models
Management information techniques and practices
IP management and commercialisation
Financial management
Proof of concept schemes

4. Marketing

Promoting new technologies or services to target partners/clients
Intelligent signposting for clients/partners
Stimulating community/business demand
Market analysis, preparation and feedback
Targeted promotion of KT services
Customer relationship management

5. Partnerships (non-HEI)

Engaging new partners; Developing & Optimising Existing Partnerships

Uniting expertise with business need
Design/delivery of shared services
Cultural enrichment and engagement
Social and Community Engagement
Working with RDA to develop a shared agenda
Third stream contribution to regional skills enhancement
Effective models of SME engagement

6. Results and Evaluation

Monitoring and assessment techniques
Measuring the HEI's impact on the local economy
Appraising and measuring non-financial benefits
International benchmarking of third stream activities
Models of client/partner evaluation of services

Example good practice recipe

(NOTE: This is illustrative for indicative content; examples from the Strategic Direction WG)

Engaging the Knowledge Base within an HEI

<p><i>You will need to:-</i></p> <ol style="list-style-type: none">1. Start with coherent strategy at the top; capture hearts and minds<ul style="list-style-type: none">– Clear message well communicated– Strategy for motivating and engaging academics– Demonstrate credible success - making a difference that benefits all.– Don't chase the non starters2. Use the power of the 'student pull' (students 'pull' academic staff)<ul style="list-style-type: none">– Placements– Prospects– Entrepreneurship/enterprise in curriculum– Student enterprise networks3. Create 'true partnerships'<ul style="list-style-type: none">– focus on two way benefits– must work out common goals& vision– create shared objectives– manage relationships	<p><i>Evidenced by:</i></p> <ol style="list-style-type: none">1. Reflected at all levels of strategy and action plans. Articulated in many policies and procedures. Positioned in the committee structures e.g. strategic KT/Enterprise group; Practitioners group etc.2. Staff/student engagement % in KT3. No. and nature (deep/meaningful) partnerships/alliances/collaborations with clear objectives & action
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Balancing Income Generation with Public Interest

<ol style="list-style-type: none">1. Define what the KT activities are in own HEI.2. Clearly determine:<ul style="list-style-type: none">– Cost covering projects– Surplus generating projects– Partial or no cost recovery for Community /Public interest projects (check strategic fit)– 'Investments'3. Set criteria deciding whether to undertake all or part of the activity4. Ensure fit with corporate mission5. If not profit making be clear why you are doing it
