Job Details: Associate Dean (Enterprise)

Job Description

Role Purpose
In broad terms, to enhance the University’s academic engagement with business, public and voluntary organisations to create social, cultural and economic impact through knowledge exchange. In specific terms, to support the Dean of School and the Pro Vice-Chancellor (Enterprise) by providing strategic and operational leadership to the School’s enterprise activities and ambitions.

Responsibilities

Within the School
1. To lead the School’s implementation of University enterprise strategy.
2. To be an active member of the School Senior Management Team (SSMT) and to lead on matters relating to enterprise.
3. To work in a collaborative manner with the School’s Operations Manager and the Associate Deans for Research and Teaching to support the School’s enterprise provision and ambitions, acknowledging the institutional context that places high importance on the integration of teaching, research and enterprise activity.
4. To encourage more effective management of business partnerships.
5. To support staff in enhancing existing and identifying new enterprise opportunities, ensuring awareness of the support available through the Enterprise Office.
6. To act as champion for the enterprise and entrepreneurship curriculum within taught programmes.
7. To ensure students are aware of enterprise training and support activities available within and outside the School.
8. To disseminate the agreed enterprise definition (see Appendix 1) amongst all School staff, acknowledging the need for further development of an enterprise culture at the University.
9. To support and encourage the professional development of School staff in relation to enterprise liaising with professionals in the area of Enterprise Education and Professional Development.

Beyond the School
1. To be an active member of the University Enterprise Committee (and, when appropriate, its sub-committees and working groups), ensuring productive two-way communication between the School and the Committee.
2. To facilitate communication between School staff engaged in or wishing to engage in enterprise activity and the Enterprise Office.
3. To work with the other Associate Deans (Enterprise) and colleagues in the Enterprise Office to ensure that efficient practice in enterprise is shared across the University and promoted within the School.

4. To support the Pro Vice Chancellor (Enterprise) with strategic input to major enterprise initiatives, for example through participation in the Project Management Boards established by Operations Committee.

5. To promote the importance within the University community of campus tenants, student and graduate start-up businesses and university spin-out companies.

6. To represent the University on external bodies associated with enterprise, as appropriate.

**General**
1. To continue to fulfil all aspects of the substantive position with emphasis on maintaining a strong personal academic profile in teaching, research and enterprise.

**Organisational Responsibility**
- Reports to: Dean of School
- Accountable to: PVC(E) for AD(E) role
- Responsible for: None

**Note**
The workload model of the School will take full account of the duties and responsibilities of the AD(E).
## Person Specification

**Job Title:** Associate Dean Enterprise  
**Grade:** Senior Lecturer/Reader/Professor

### Leadership Experience

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<tr>
<th>Essential</th>
<th>Desirable</th>
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| Experience of contributing at a senior level to a leadership group. (1)   | Experience of developing and implementing academic strategy (2)  
| Experience of leading colleagues through significant new initiatives at School level. (2) | Experience of leading colleagues through new institution-wide initiatives. (1)  
|                                                                           | Evidence of active participation in committee work. (1) |

### Enterprise Experience

<table>
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<tr>
<th>Essential</th>
<th>Desirable</th>
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| Experience of creating social / cultural / economic impact through knowledge exchange. (1) | Social or commercial entrepreneurial achievement. (1)  
| An understanding of issues facing the University in relation to enterprise. (2) | Experience of leading colleagues through new enterprise initiatives. (2)  
| Experience of academic engagement with business / public / voluntary organisations and appreciation of the associated challenges. (1) | Access to a wide-ranging network of contacts. (1)  
|                                                                           | Experience on external bodies associated with enterprise. (1) |

### Skills and abilities

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<th>Essential</th>
<th>Desirable</th>
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<td>Ability to form and articulate a vision for enterprise within the School. (2)</td>
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A definition for enterprise

Steve Rothberg, PVC(E)

12 March 2012

The conclusions of the Joint Senate/Council Meeting held on 21 October 2011 prompted an extensive consultation on an inclusive definition for 'enterprise'. Following discussions at ALT, Enterprise Committee and directly with staff in Schools, Senate approved the definition for enterprise set out here on 9 March 2012.

The vital next step is for Deans to disseminate the definition to all staff and to ensure use of the associated vocabulary routinely within their School context, for example in promotional literature, job descriptions and person specifications, PDRs and workload models.

'Enterprise' is

academic engagement with business, public and voluntary organisations to create social, cultural and economic impact through knowledge exchange.

In this intentionally short definition, 'business, public and voluntary organisations' must be interpreted broadly and includes private, public and charitable sector organisations, public service providers at the point of delivery (e.g. individual schools and hospitals), local, regional and national government, NGOs and community bodies. In many cases, these organisations will be independent of the University but importance is also attached to University support for the formation of spin-out businesses and social enterprises by our staff, students or recent graduates.

Social, cultural and economic impacts arising from academic (especially research) activity enhance the reputation of the University. These impacts are generally associated with innovation, defined broadly, which has a key role to play in promoting growth regionally, e.g. through our Science and Enterprise Park, and beyond.

Knowledge exchange mechanisms include placements, graduate recruitment, programme sponsorship, postgraduate and short course training, licensing, consultancy and research collaboration including secondments (2-way), putting partnerships with business, public and voluntary organisations at the heart of the enterprise agenda.

Some business sectors employ particular constructs relevant to the enterprise definition. Many technology companies recognise the concept of Technology Readiness Levels using a 1-9 scale in which 1-3 covers basic research and 7-9 covers commercial activity. Enterprise is strongly associated with the so-called 'valley of death' between levels 4-6. The biological sciences use the concept of Translation Gaps: Translation Gap 1 sits between Basic Discoveries and Clinical Trials while Translation Gap 2 sits between Clinical Trials and Health Gain. Enterprise is strongly associated with Translation Gaps 1 and 2.

Income generation is not a fundamental attribute of an enterprise activity but it is an important feature of the overall portfolio. Enterprise activity can generate income in its own right or in support of R and T activity. This is symptomatic of the integration between R, T and E which we have recognised more formally recently but which has really been a distinctive feature at Loughborough for some time. R, T and E activities are not distinct from one another, nor should they be, as shown by the Venn diagram in Figure 1.

[Note that the density of entries in the E set is a consequence of the diagram’s primary purpose being to assist in the definition of ‘enterprise’. For the same reason, the non-academic activities shown are those with greater connections to the enterprise agenda.]
Figure 1: Integration of R, T and E at Loughborough

T
- Outreach / WP
- Recruitment / Admissions
- UG and PGT students
- Taught Programmes
- Teaching Quality
- Student support
- NSS

R
- Self-funded research
- RCUK (or similar) research
- Relationship with research councils
- PhD research and research students
- PRPs

E
- Advisory Boards
- Staff training & review
- New provision e.g. OLPs
- Public engagement
- Partnerships with:
  - Business
  - Professions
  - Other HEIs
  - HEFCE

- Programme sponsorship
- Projects with business partner
- Placement / grad. recruitment
- Careers and employability
- Enterprise education (Glendonbrook)
- External lecturers (from business)
- Student enterprise (extra-curric.)
- CPD courses

Consultancy
- Knowledge transfer schemes e.g. KTP
- IP commercialisation inc. patents and licensing
- Spin-out company formation
- Private equity funding

Science and Enterprise Park including
- Innovation Centre
- Externally-funded enterprise initiatives e.g. Transport iNET, ERDF grants
- Relationship with TSB and regional agencies e.g. LEPs
- National enterprise initiatives e.g. MTC, Catapult Centres

Non-academic activity e.g.: Conference business marketing performance sport alumni relations etc.