This document lays out our strategy for Knowledge Exchange founded on the University’s Academic Strategy and in support of the University’s Strategic Plan.

1. Introduction

The University of St Andrews is a world-class institution, renowned for its international excellence in teaching and research. As a relatively small, research-intensive institution with a broad range of academic expertise St Andrews is firmly focused on addressing fundamental research challenges. Our mission is to ensure the transfer of skilled graduates and exchange of knowledge from St Andrews with practitioners and policymakers, and a sustainable and beneficial impact on the social, cultural and economic wellbeing of Scotland, the UK and internationally.

Knowledge Exchange (KE) concerns all activities that generate, use, apply or exploit knowledge and other university capabilities in a two-way interaction with other organisations. For St Andrews this incorporates a wide range of activities and key amongst these are:

- Providing first-rate under- and post-graduate education, training and skills development through recruiting world-leading academics and maintaining high quality courses, facilities and research-led enquiry;
- Direct and open communication supporting world-class research and its application to the benefit of society;
- Engaging in cutting-edge collaborative & contract research and high-quality research services and consultancy with external organisations;
- Translating our research findings into best public policy & practice and harnessing our academic expertise to inform evidence-based policy;
- Public engagement through building trusted relationships across a range of public and other organisations and maintaining a two-way dialogue with the public;
- The development and fostering of entrepreneurship across the University;
- Transferring intellectual property and know-how to support existing businesses and new enterprises.

2. Strategic Objectives for Knowledge Exchange

The University is an intellectual resource and it is committed to developing new ways to enhance its industrial contribution and impact, and to enrich the social and cultural life of the nation, in ways consistent with its academic portfolio.

The objectives of our KE strategy are:
• To ensure national and international awareness of the University of St Andrews’ educational and research contributions through collaboration with both local and world-class global partners in research, teaching and practice;
• To ensure that the University’s research results, data and other information and outputs, together with its collections, museums, historical buildings and artefacts are widely accessible;
• To mobilise our research into policy, practice and commercial use that facilitate the delivery of the widest possible impact from our work;
• To support greater awareness of, and responsiveness to, the challenges and opportunities afforded by industry and business-led initiatives across the University;
• To encourage all aspects of Knowledge Exchange (commercialisation, public policy, entrepreneurship and public engagement) to support & embed these activities in academic life and promote a culture of open and collaborative innovation throughout the institution;
• To identify and target particular areas of research activity where there is potential for further development, communication and exchange and to provide these with specific support and assistance;
• To engage with all walks of life, learn from the experience of others and to adapt and respond to changes around us.

St Andrews is committed to KE and our objectives are to provide (i) general support and promotion of genuine forms of broader engagement that elicits questioning from, listening to, and the involvement of the public in a wide range of university activities, and (ii) access to more specialist knowledge in specific areas which reflect the University’s research and teaching strengths.

3. Development and Operational Delivery of KE

Operational planning across the University shapes our capability to deliver KE objectives under 4 themes:

• Development & transfer for economic benefit (from user-led “pull” & university research “push”)
• Translation into public policy & social benefit
• Entrepreneurship
• Public engagement

St Andrews embraces all types of KE through partnerships with business (e.g. Sasol Technology), engagement with policymakers and formers (UK & Scottish Government committees & working groups) and our dialogue with the public during University open days & lectures, school visits by STEM ambassadors and through a range of displays, exhibitions and performance events. With the support of all our staff and based on our academic expertise and commitment to civil and public good, the University will continue its leadership of, and involvement in, a very broad range of KE activities.

Our policies and practice encourage Schools to develop their own KE strategies and support them across the areas of commercialisation, policy development,
entrepreneurship and public engagement. On an individual basis we will support faculty in a broad range of knowledge translation and mobilisation activities and recognise those individuals who engage through the promotions system. Operational delivery and further development of practice and policy will be coordinated through the St Andrews Knowledge and Enterprise (StAKE) group and through effective coordination, management, monitoring, measurement and reporting across the University.

3.1 Development & exchange for economic benefit

A proportion of St Andrews’ research outputs have immediate commercial potential or direct application to the business, private or 3rd sectors. The University’s mission of excellence in research & teaching fosters our ability to make a meaningful contribution towards sustained economic growth in the larger national and international context. Our KE for economic benefit is based on developing our knowledge and providing expertise; a growing number of University faculty have an ambition to become business-focussed, undertake near-market development of commercial products and offer consultancy, advice & expertise. St Andrews will identify research results, outputs and expertise with commercial potential, and exploit these through developing relationships with relevant commercial partners and by forming new enterprises.

To meet our goals for economic and wider business impact it is important that we:

- Attract, retain and reward high quality staff at all levels, and provide staff training and support to help them engage in KE activities;
- Nurture and increase the breadth, depth and openness of our R&D links with business, industry, government and other sponsors both nationally and internationally;
- Raise the visibility of our activities through improved two-way dialogue with business organisations and responding positively to industry challenges and other user-led research and KE initiatives;
- Continuously improve our ability to handle novel findings & inventions from research and in securing appropriate business leads. In particular the University will maintain internal capacity to furnish connections between the institution and the global innovation landscape, and to facilitate the journey from concept to commercialisation;
- Continue our development of commercial opportunities through engagement in a wider dialogue with other potential partners, interaction with the St Andrews Entrepreneurial Partnership (StEP), and by making our expertise and knowledge more widely available to potential users either directly through the University or an operating subsidiary.

3.2 Translation into public policy & social benefit

The University’s business is knowledge & expertise; its creation, storage, aggregation, use and dissemination. Our priority is to retain a world-class research and knowledge base and remain a hub for providing high-quality analysis, advice and expertise and in translating and mobilising knowledge to influence policymakers and support social benefit.
St Andrews’ staff make expertise, knowledge and information available through formal and informal interactions with external organisations. “Headline” activities are captured by University reporting; however we aim to collect all pertinent information and capture each School’s contribution to public policy debate and social benefit.

To support the translation of our work into policy exchange & social benefit we will:

- Build on the synergy between teaching and research, particularly in the Arts, Humanities and Social Sciences to strengthen partnerships and networks to provide expert, research-informed and led, policy advice;
- Based on our research excellence initiate and sustain significant and specific subject-based policy promotion and advice from St Andrews through meetings, seminars and workshops e.g. energy & sustainability, marine & coastal environment, social dimensions of health, economics & management, international relations;
- Through our PURE database and a range of other measures, capture KE activities and the public and social benefit to our partners locally, regionally and internationally.

3.3 Entrepreneurship

St Andrews policies and operations will support entrepreneurial behaviour in all its forms. The University will enhance its profile and economic contribution by teaching transferable skills and offering more specific training in business skills & leadership through CAPOD and the University’s Open Association and also seek to engender and foster a culture of entrepreneurship in our students and staff more directly through:

- Being always open to new ideas and practices;
- Stimulating entrepreneurship by example, and through training & master classes;
- Providing expert support to emerging student & staff entrepreneurs throughout their experiential journey; and
- Offering access to experienced entrepreneurs as mentors and partners through our StEP programme.

3.4 Public engagement

The University of St Andrews has been an educational and cultural centre for the region and Scotland for 6 centuries - our strategy for cultural and public engagement inevitably builds upon this historical base. We will continue to emphasise our strengths and forge links with residents, visitors and students through:

- High profile public engagement events involving world-leading academics and high-profile public figures;
- The University’s Open Association and other university-led bodies providing a range of fora for public engagement and continuing professional development;
- Making the university’s historical buildings, galleries, museums, libraries and artefacts available to view by the public;
• Maintaining strong links with local schools in the provision of student support and sports facilities;
• Making University lectures available to the public, as in the Open Minds programme;
• Promoting long-term commitment to public engagement amongst early career academics and researchers;
• Using TV, radio, popular articles, books and new functional media for the two-way communication of public engagement within and beyond the University;
• Seeking appropriate sponsored partnerships to provide a wider range of activities;
• Engaging in a two-way dialogue with the public, learning from their experiences and adapting and responding appropriately.

4. Implementation, Reporting & Measuring Success

The Vice-Principal (Research) has overall responsibility to ensure the implementation of the KE strategy.

Heads of Schools will be responsible for for their individual School strategy for KE and encouraging all staff to reporting keynote KE activities on PURE.

The Vice-Principal (Research) will review overall KE activities on an annual basis.

The Vice-Principal (Research) in conjunction with StAKE and the Director KT Centre, will develop appropriate institutional performance measures for KE.

Director KT Centre, KE project managers and Schools will each liaise with the University’s Press Office to communicate KE initiatives and successes.