

## Session B: Institutional Models and Approaches

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### Background

Various models/approaches have developed usually in response to the availability of resources or other opportunities/pressures rather than a well thought out strategy.

### Questions

What are the key needs/challenges?

### Needs

Address student/alumni demand/needs  
Meet the needs of the economy (regional/national) and business  
Position the University/image  
Meet VC ego  
Raise funding/balance the books  
Maintain/improve staff morale  
Flexibility of timetable/delivery  
To move the agenda on!

### Challenges

Meeting student aspirations  
Overcome turf wars/issues around ownership/spread across all faculties/overcome the view not my job  
Flows of money/sustainability  
Blending academic and practitioner approach  
To do it with students not to them!  
Availability of suitability 'qualified' staff/finding time to train  
Availability of entrepreneurs prepared to help/share their experiences etc  
Coping with regional differences  
Providing clarity around terminology/outcomes  
Balancing meeting the needs of students verses providing statistics requires by funders which are often short term/quantitative  
To put on the research agenda

What are the opportunities for addressing them?

Now a global agenda and can use this interest/focus to achieve change  
Pots of money are available – EU from 2007  
Work being done to clarify what trying to achieve/outcomes/applying academic rigour/opportunity to reach consensus  
Growing body of experience which can be used to spread best practice

What needs to change?

Snr managers/staff understanding of the nature of entrepreneurship which requires more diversity/risk taking/experimentation/spreading across all parts of the institution

Need to balance this against the need to reduce inefficiencies/duplication/confusion

Confusion around use of words/what trying to achieve