The ICZ Programme

Uniting staff, students, local community and industry in a multi-disciplinary, technology enabled environment in the pursuit of the shared goals of knowledge, learning and innovation
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Introduction
from Professor Helen Marshall

Industry is the development, production and delivery of goods and/or services within an economy, geographical location or community.

Following extensive engagement and consultation, the University of Salford community agreed a new Vision last Summer. Arising out of this a single strategic priority was agreed – the creation and development of Industry Collaboration Zones (ICZs). The ICZ Programme will act as a focus for collaboration within and across the University with partners in particular industry sectors.

The ICZ Programme will provide new space for students, colleagues and industry partners to co-create, experiment and in so doing offer new and unique learning opportunities aimed at providing real world experiences and better preparing our students for life.

This brief provides a short introduction as to how the University intends to establish the Industry Collaboration Zones, and how the ICZ Programme will be taken forward over the next three years. It is an exciting time of change at our University and for the wider community we serve.

If you would like to know more about the ICZ Programme or how you can get involved please feel free to contact the ICZ team. You will find all their contact details at the back.

“Our University is our people; our authenticity and strong sense of place appeals to students of all ages and all backgrounds and we focus on equipping them for the world of work. Together we transform lives.”

Professor Helen Marshall
Vice-Chancellor
May 2016
Our Mission

Our University Mission aims to harness skills, imagination, creativity, innovation and enthusiasm of our colleagues and students to change people and communities and deliver lasting economic and social benefit. We will achieve this through our approach to promoting teaching excellence, creative pedagogies, and meaningful real world research and knowledge exchange. These are strengthened through the partnerships we have with large and small enterprises across the public, private and charitable sectors.

Our Vision

The Mission reflects an industry-led, market-focused outlook committed to facilitating and supporting innovation and creativity. Our University Vision captures these approaches and signposts the range of cross sector ‘industry’ partnerships that link the University’s heritage and future aspirations. Our ambitious Vision is designed to be firmly rooted in real world experience.

In ‘preparing students for life’ we acknowledge a far reaching ambition to make sure that there are increasing benefits for our students, colleagues and industry partners and the wider communities in which they are situated. In our work to achieve this Vision we are transforming our approach to how students can truly make a significant contribution to our University community and to the disciplines and careers to which they aspire. Fundamentally, it’s about knowledge generation and transfer, challenge and creativity, and, importantly, making learning fun for all.

By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life.


Our Strategic Priority

Underpinning our approach to delivering the Vision is the Industry Collaboration Zone (ICZ) Programme which will support the culture change needed.

The ICZ Programme builds on our areas of expertise across key industry sectors. Sport, Health and Wellbeing; Engineering and Environments; Digital and Creative. The ICZ Programme will lead to the creation of ICZs which will act as a focus for collaboration within and across the University and with industry partners.

The ICZ Programme is a bold departure from traditional structures and models of learning, providing an outstanding experience for our colleagues, students and partners alike. The development of ICZs is our single University Strategic Priority, and it is a priority that will initially shape the next five years of the University’s strategic ambitions.

Our people, will continue to be supported and developed so they can effectively meet the challenges and opportunities arising from the development of our ICZs.

The simplified strategy map below illustrates how each of the strands of our Mission, Vision and Single Strategic Priority are inextricably interdependent.

"By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life"
Industry Collaboration Zones (ICZs)

Co-production - working in ways that recognise the value of others' contribution using approaches free from the exercise of hierarchical or organisational power

The ICZ Programme will enable the culture change and infrastructure development needed to ensure the University operates as an ICZ. The ICZs provide unique environments where leading researchers, colleagues, students and industry partners can collaborate, co-create, and co-produce through multi-disciplinary projects to help solve today’s and tomorrow’s global challenges.

Collaboration - where two or more people work together to realise common goals through purposefully sharing knowledge, learning and building consensus

Through the ICZs our students and colleagues will be able to collaborate closely with our industry partners on integrated work based learning and development opportunities, applying their learning and skills to real issues and situations. Each ICZ will allow people to experiment and be a place where knowledge and expertise can be nurtured, tested, and practiced.

Co-creation - the shared act of curiosity that acknowledges and enables the relationship between knowledge, knowing and the space between - that is not knowing

Individual zones will not exist in isolation. Whilst each of the ICZs could be presented as single entities, with clearly defined boundaries and scope of work, in reality they will need to be more flexible and permeable in order to provide discipline free places for co-creation and experiment. For example ‘Maker Spaces’ where students, colleagues and industry partners can work together and benefit from the shared collective knowledge of others.

Troublesome knowledge - is often counter-intuitive, tacit, complex, and conceptually difficult where the individual doesn’t want to change or let go of their familiar way of seeing things

Likewise students and colleagues will be able to move across the University community in order to access high quality learning opportunities provided in physical, virtual or remote environments in the pursuit and understanding of what has been called ‘troublesome knowledge’.

The ICZ Programme Principles

These seven principles provide the basis for decision making; investment; quality assurance processes; impact evaluation and underpin the ICZ Programme Objectives (see page 10). The ICZ Principles have been mapped to the six Programme Objectives and seven initial work streams that flowed from this mapping have been identified (see page 12).

The ICZ Principles underpin WHAT the ICZ Programme will do

The ICZ Programme will:
✓ Establish a culture of co-production, trust and co-creation
✓ Promote and facilitate experimentation, exploration and incubation
✓ Provide unique environments (physical, virtual and remote) to promote creativity and enable collaboration
✓ Provide integrated work-based learning and industry engagement for all students
✓ Provide a gateway into the University for industry, facilitating and supporting the development of exceptional industry partnerships
✓ Promote sustainability and social responsibility
✓ Embed impact measurement and evaluation outcomes for all activity

Some of the ICZ Programme Objectives are more congruent with specific principles than others. These are noted as being the Primary ICZ Principles and are mapped to the ICZ Programme Objectives in this document. A series of propositions for each of the objectives have been put forward for consideration by the University Management Team, and it is through the discussion of these that the scope of work for each work stream will be finalised.

In summary:
The ICZ Principles underpin WHAT the programme will do

The ICZ Objectives are HOW the principles are translated into action:

• Enable our people to support the achievement of our Single Strategic Priority – the ICZ Programme
• Create cultural, physical and virtual environments within which colleagues, students and industry partners can collaborate, innovate and learn
• Formalise frameworks for Integrated Work Based Learning and Industry Engagement to be delivered within all University programmes
• Develop a framework for identifying, developing and sustaining exceptional industry partnerships
• Promote and facilitate the development of colleagues and students in becoming entrepreneurs and intrapreneurs
• Change University systems to ensure fitness for purpose for the delivery and operation of ICZs

The Propositions break down how the objectives will be achieved

The Work Streams will develop and deliver the required actions to make the propositions a reality
The ICZ Programme Objectives

The ICZ Programme has six objectives that will enable the University to fundamentally refocus its organisational culture and structure; its physical and virtual environments; the student experience; the experience of our people and how we are perceived externally. These objectives form the basis of seven work streams set out on page 12. It is within each work stream that the processes for managing and allocating finance (capital and revenue) and other resources required to underpin and deliver the ICZ Programme will be determined. The scrutiny, measurement and enhancement of these objectives will be undertaken through the ICZ governance structure set out on page 13.

<table>
<thead>
<tr>
<th>ICZ Programme Objectives</th>
<th>Primary Principle(s)</th>
<th>Alignment to University Strategy:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Enable our people to support the achievement of our Single Strategic Priority - the ICZ Programme</td>
<td>Establish a culture of co-production, trust and co-creation</td>
<td>University Strategic Priority Key Enabler - Engendering a culture and model of co-creation with students, colleagues and industry</td>
</tr>
<tr>
<td>2. Create cultural, physical and virtual environments within which colleagues, students and industry partners can collaborate, innovate and learn (more details on page 11)</td>
<td>Promote sustainability and social responsibility</td>
<td></td>
</tr>
<tr>
<td>3. Formalise frameworks for Integrated Work-Based Learning and Industry Engagement to be delivered within all University Programmes</td>
<td>Provide unique environments (physical, virtual and remote) to promote creativity and enable collaboration</td>
<td></td>
</tr>
<tr>
<td>4. Develop a framework for identifying, developing and sustaining exceptional industry partnerships</td>
<td>Provide integrated work-based learning and industry engagement for all students</td>
<td></td>
</tr>
<tr>
<td>5. Promote and facilitate the development of colleagues and students in becoming entrepreneurs and intrapreneurs</td>
<td>Establish a culture of co-production, trust and co-creation</td>
<td>Education and Student Experience, Academic Growth and Diversification, International</td>
</tr>
<tr>
<td>6. Change University systems to ensure fitness for purpose for the delivery and operation of ICZs</td>
<td>Embed impact measurement and evaluation outcomes for all activity</td>
<td>Education and Student Experience, Academic Growth and Diversification, International and Key Enabler - Engendering a culture and model of co-creation with students, colleagues and industry</td>
</tr>
</tbody>
</table>

Objective Two, [the creation of] Cultural, Physical and Virtual Environments is an important one to highlight here because initially the concept of the four ICZs was perhaps built on the idea that we would create four separate physical spaces in the Campus that we might recognise as a “Zone”. The current Engineering and Environment ICZ Business Case is a good example of how this concept is being translated into action, combining behaviour, opportunity, environment and culture, and is underpinning the refurbishment and extension of the Newton Building.

However, early discussions with University colleagues have suggested that there could and should be a variety of models developed, each of which will be appropriate to particular discipline areas. What might work for Sports Science might not be suitable for the Creative Arts, for example. What is clear is that there is already a great deal of ‘space’ that is currently being used for ICZ “type” activity. However, much of this takes place in isolated pockets of activity so makes little impact on the development of co-creation and co-production approaches. There is also evidence to suggest that we are not fully using the existing buildings in creative and productive ways. This is both unsustainable, not affordable and not conducive to creating more integrated ways of working.

The Engineering and Environment ICZ Business Case does provide a useful set of criteria and considerations that might be adopted as part of the capital investment decision making processes. It also makes a very interesting and evidence-based argument for the creation of a Maker Space, as part of the refurbishment and this is an idea worth exploring further in other discipline areas.

The Engineering and Environment ICZ Business Case describes a Maker Space as an area that will allow students, colleagues, and industry partners to access expertise and technical support in order to develop, create prototypes and try out a range of projects or indeed gain the skills needed to use the processes.

Whilst plans are well advanced in terms of delivering this first Maker Space, the way in which it has been done provides a model which can be adopted by the wider University community to support the cultural and behavioural change critical to delivering the wider ICZ Programme.

We are also exploring the possibility of creating an area that might be best described as the “front door” or “gateway” to the University. Such a project would underpin the notion of the University as an “ICZ”, and provide a very tangible example of how the ICZ Programme is starting to be realised.
The ICZ Programme Work Streams

The following work streams are recognised as being essential to the effective delivery of the programme. The work streams will be formed by multi-disciplinary teams, working to agreed frameworks to meet the programme objectives.

1. Our People and the ICZ Programme
2. Integrated Work-Based Learning
3. Industry Partners - Structure, Development and Key Account Management
4. Articulating the ICZ Programme
5. Infrastructure (Systems)
6. Infrastructure (Space and Technology)
7. Impact Evaluation

The ICZ Programme Governance

Programme Team:
- **Programme Sponsor:** Professor Richard Stephenson
- **Programme Director:** Professor Tony Warne
- **Programme Manager:** Jennifer Hinsley
- **Programme Officer:** Rachel Norton

The following diagram illustrates the governance and reporting structure for the ICZ Programme.
A brief overview of each of the key ICZ governing bodies can be found below:

The Thought Leader Group (TLG) replaces the traditional University Programme Board arrangement. Whilst the initial membership is semi-permanent, colleagues who make up this diverse group have been selected for their enthusiasm and creativity, rather than because they hold any particular position or role. They are people who are seen as informed opinion leaders, doers, and the ‘go to’ individuals in their field of expertise.

The Thought Leaders have already shown that they can transfer their experience and knowledge to other fields and inspire others with innovative ideas, challenge and disruptive thinking. They have the energy and determination to turn ideas into reality, and know how to replicate their success.

The Operational Management Group (OMG) will be formed by the leaders of the enabling Work Streams. The Work Streams represent the scaffolding required to ensure the timely delivery of the programme objectives. The OMG will be chaired by the Programme Manager. As with the TLG, the Work Stream Leaders have been selected for their track record in working across the University community and/or because of their organisational knowledge and presence.

The Deans Group (TDG) will meet at least once each semester. The TDG will provide a reflective space for Deans of Schools and the ICZ Programme Director to meet and will be used to inform the TLG, receive updates on programme progress and provide an opportunity for idea generation through co-creation. TDG recognises the key importance of Deans in the ICZ programme. The meetings will be hosted by the ICZ Programme Director.

The Schools and Professional Services Executives form the wider University organisational Governance and Management structure. Their engagement with the ICZ Programme development is critical, and a representative from the ICZ Programme Team will look to attend both Executive and other team meetings to promote the work of the ICZ Programme and ensure the ICZ Programme Principles can be evidenced and reinforced. In addition, the ICZ programme Marketing and Communication strategy will outline how this will be achieved through a schedule of events, communications and opportunities for colleagues to get involved.

“Leaders must wake people out of inertia. They must get people excited about something they’ve never seen before, something that does not yet exist”
Rosabeth Moss-Kanter

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The ICZ Programme Structure

The ICZ Programme is structured around four project phases as outlined below. The phases will run concurrently, with phases 2, 3 and 4 having independencies and impact on each other.

**Phase 1: Initiation**
1.1 UMT/VCET approval and Council endorsement of the programme brief
1.2 Finalise programme governance
1.3 Begin strategy development
1.4 Benchmarking current best practice across the University
1.5 Formation of work streams

**Phase 2: Preparing the Organisation**
2.1 Work with colleagues to identify the culture change required
2.2 Review structure and organisation of the University and its programmes to achieve objectives

**Phase 3: Forming the individual ICZs**
3.1 Determining physical and virtual environments
3.2 Agreeing staff and facilities resourcing
3.3 Embedding zone governance and designing operational processes

**Phase 4: Engaging our Partners**
4.1 Finalising the organisational structure for partnership management
4.2 Embedding principles for Key Account Management
4.3 Implementation of data capture to inform and build on partner potential
4.4 Develop a clear view of the extent and depth of existing and desirable partners
4.5 Stimulate more interactions and measurably support regional economic development

Enabling Strategies: Marketing and Communication/Our People/ Salford Curriculum +
The ICZ Team can be contacted in many different ways:

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