

Entrepreneurial Case Studies

Case Study 4: Calderdale College



Key Feature

A management infrastructure that explicitly promotes, supports and encourages enterprise and entrepreneurship in all curriculum areas.

Background Information

Calderdale College is a medium sized general further education college and is the sole college of further education in Calderdale. Within the area there are two selective grammar schools and 11 comprehensive schools, most of which have sixth forms. There are two sixth-form colleges in nearby Kirklees and other further education colleges within close proximity. Calderdale College serves a diverse local community; a range of measures, such as the multiple deprivation indices, show there are significant areas of severe deprivation within the borough. The proportion of school leavers attaining five or more GCSE A* to C grades, including English and Mathematics, was slightly above the national average in 2010. The college is, with local schools, a partner in Campus Calderdale and contributes to shaping the 14 to 19 strategy in the area. The college's mission is: Inspiring learners to succeed in life and in work.

The most recent OfSTED report (2011) states that “the college is particularly effective in improving the economic and social well-being of learners...The College promotes enterprise activities well, with increasing numbers of curriculum areas participating in them.”

Instilling enterprise and entrepreneurship across the organisation

Enterprise and Entrepreneurship skills are prioritised by the college because such an approach is seen to be:

- employer responsive – making courses 3 dimensional through business engagement;

- adding value to the learning experience; and
- increasing awareness and understanding of progression opportunities through enterprise and self-employment in contrast to traditional routes into further qualifications or higher education.

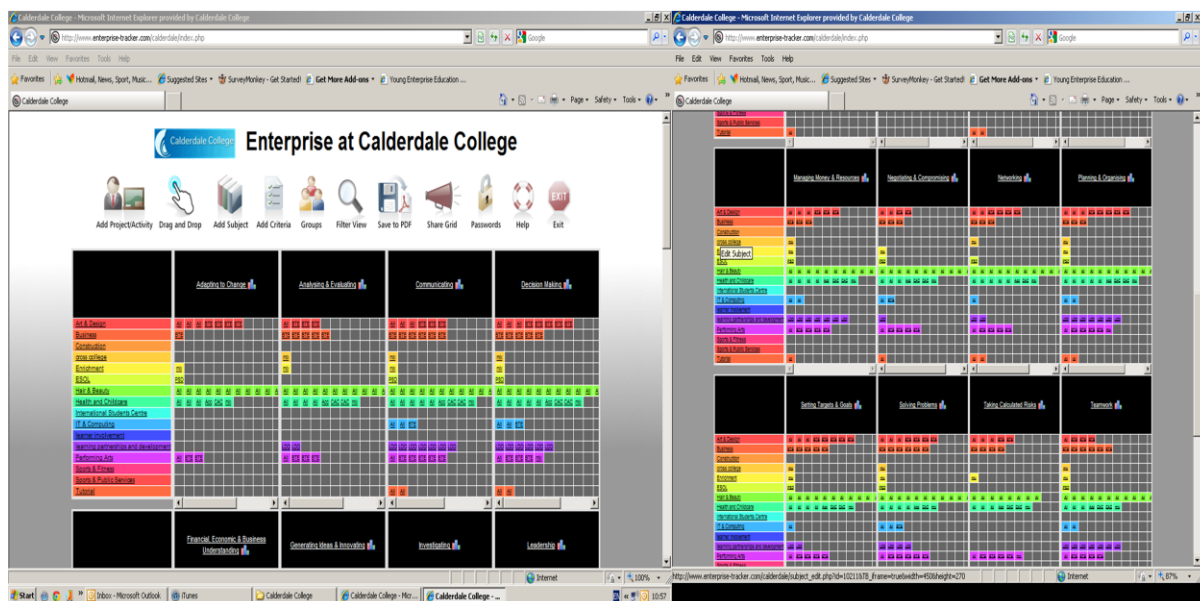
Over the past two years the College has introduced an organisational structure for enterprise and entrepreneurship which embeds strategic development into its core activities. Two enterprise champions (one per faculty) work alongside programme managers and tutors to facilitate development and change through resources, activities and staff training and to identify and pursue new funding opportunities. The champions are allocated 3-5 hours per week for this role. The champions are part of the College's Enterprise Group which meets termly. The Group consists of a Vice Principal, Assistant Principals, Programme Managers and the two champions and the Group, in turn, reports to the College Leadership and Management Team. Each year the Group agrees a strategy for the forthcoming year, identifying priorities for action and formulates these into KPIs which are monitored and evaluated through the Group via the champions. KPIs have included the number of staff development sessions, the number of curriculum areas within which enterprise is to be embedded, the number of internal enterprise events or the number of external events. One of the external KPIs was to use enterprise as a context for building stronger partnerships with local schools – this led to the development of the Calderdale Enterprise Schools Challenge between the college and three local secondary schools.

The College Leadership and Management Team has supported the Enterprise initiative by deploying the necessary resources to encourage entrepreneurial activity as well as incorporating it into their respective areas. This has not only encouraged wider teams of staff to engage but it has also raised the profile of the College's vision of enterprise which is shared by its Governors.

Enterprise has been embedded into the weekly (one hour) tutorial system under the umbrella of ECM – Enjoying & Achieving/Economic well-being. Specially developed materials/resources have been made available to all tutorial staff through the VLE/Moodle and the tutorial staff have undergone training and have access to a virtual discussion forum on the VLE. Staff development is offered termly to all staff on a voluntary basis with approximately 50 staff attending these dedicated sessions over the past 12 months.

Each area of the college plans a programme of enterprise activities which are captured on a specific enterprise data management system called the Enterprise Grid. Activity in each Faculty is entered into the Grid (see below) by the Teaching and Learning Champion and progress is monitored by the Enterprise Champions. Follow up action is taken where little progress is perceived to be happening but such actions are supportive, not punitive.

Capturing enterprise activity via a grid



Some additional funding for the development of enterprise has been provided through regional funding from Yorkshire Forward (www.enterprisingfe.com) but this funding has now been withdrawn. The college aims to create a discreet enterprise budget that might give access to funding for individual students or groups for innovative development.

Enterprise in the Curriculum

Through the college's approach to supporting enterprise and entrepreneurship all lecturers are encouraged, and supported, to develop enterprise within their curriculum areas. In some cases this is still relatively small and might entail identifying opportunities for new

products or services but in other subject areas whole units have been developed that are more business or enterprise focused.

However, one innovation at the college, to facilitate and encourage student enterprise, has been to purchase a college wide site license for [SimVenture](#) – a business virtual simulation where students from all areas from the college can explore their entrepreneurial talents. Students can register and use the software anywhere on site which can take them through business development at a range of different levels of application. Approximately 120 students have registered and to support this interest student and staff training sessions have been provided.

The enterprise team has devised internal competitions to promote entrepreneurial skills as well as scan the horizon for external competitions. Tutors are trained to introduce enterprise as part of student induction highlighting where this will be explored as part of courses. Early in the academic year there is now a mammoth cross college enterprise challenge to encourage learners and staff to think creatively and innovatively outside their curriculum area. This culminates in an annual Enterprise week where Day 1 follows the popular Dragon's Den approach. All 8 programme areas are invited to submit one team of 5 learners for competition in the Den – in many cases such is the demand now that internal competitions are held within programme areas to select the winning entry. Other days during Enterprise week focus on: Simventure; community enterprise; social enterprise; and the design of products.

This is followed by a programme of internal and external enterprise events, competitions & challenges. Staff are continually encouraged to design their courses to become more 3 dimensional by bringing in subject specific entrepreneurs to work alongside them. These practitioners provide valuable workshops and real life experience of the world of enterprise.

The college has now applied to NACUE (the National Consortium of University Entrepreneurs) to establish an Enterprise Society at the College. NACUE supports the sustainable development of societies with the vision that by 2015 there will be a thriving network of student-led groups in every University and the majority of FE Colleges in the country, providing the essential informal peer-to-peer support and inspiration needed by young entrepreneurs to succeed. NACUE offers unique expertise and resources to both existing societies and to staff and students looking to get societies started. Through their

support, the aim is to nurture societies year on year as they grow, helping them become hubs of enterprise and entrepreneurial activity within their institution and wider community.

Impact

The new entrepreneurial structure has provided a springboard for many areas of college who strive to provide their learners with the skills and confidence to succeed in a constantly changing economical and social environment. Enterprise opportunities are now open to all regardless of level of study – a fact that reflects the diversity of the college's enterprise agenda.

The challenge for the college remains to ensure that all staff are effectively engaging with the development of enterprise across all subject areas. However, there is evidence to suggest tutors/lecturers are now independently engaging across subject areas and are making increased use of the resources and support available through the VLE and the Enterprise Champions. With the structure now in place, student demand and interest is increasing – that in itself will place further pressure on College tutors.

In the meantime the illustration below shows just how far the College has come in a short period of time – inspired and supported by the College at all levels.

Enterprise Activities 2011/12

