

Transforming Bournemouth University's Global Traction

Global Hubs of Practice

Overview

Bournemouth University's concept of Hubs of Practice is a key part of the Global Engagement Plan. Our Hubs of Practice will be instrumental in driving forward the vision for a Global BU as we expand our intellectual capital regionally, nationally and internationally. Hubs of Practice are built around creating a unique regional, national and global network of partners and collaborators that are connected into business, government, community and academia. Our Hubs of Practice will offer combined access to our education, research and practice at an organisational, sectoral, subject-specific and/or regional context. Our concept of Hubs of Practice is based on 'hubonomics' – see Appendix A for a description.

The long-term vision is to establish six Hubs of Practice connected through a consortium of strategic global partners working together to deliver our University's vision of global Fusion.

The Vision for Hubs of Practice

Our Hubs of Practice are designed to:

- Facilitate change and innovate professional practice.
- Enable the exchange of expertise and knowledge across borders.
- Make available our education to the global market place.

Through the above, our Hubs of Practice will deliver policy and practice impact across multiple organisations, governments, and societies. The particular strength and reputation of the Hubs will come from establishing a network of global partners in key international market locations. These locations will reflect existing partners of our University (e.g. in the ASEAN region) and also those international markets that are shaping the development and growth of the global economy (e.g. India).

Through our Hubs of Practice, Bournemouth University will seek to:

- Respond to the global dynamics and interdependencies of the business world and keep pace with the need for innovative products and services.
- Develop and leverage our global education brand.
- Align and capitalise on international government policy and thinking and in so doing demonstrate the important contribution of Higher Education to economic growth and development.

A summary of the defining features of a Hub of Practice can be found at Appendix B.

Current Hubs of Practice

Hubs of Practice are being pump-primed through the Fusion Investment Fund. The first call was launched in May 2015 and invited proposals for setting up a Hub of Practice in the ASEAN region. This was followed by a second call in December 2015 inviting proposals for two further Hubs of Practice in China and India. As a result of this competitive process, three Hubs of Practice are currently being supported:

- ASEAN Hub, Malaysia, Principal Investigator: Clive Allen (Faculty of Management).
- Connect India, Principal Investigator: Dr Chindu Sreedharan (Faculty of Media and Communications).
- China Innovation Hub, Principal Investigator: Dr Lucy Lu (Faculty of Management).

If you would like to find out more about Hubs of Practice please contact globalbu@bournemouth.ac.uk.

Appendix A: Hubonomics

The Global Trends report for 2014 (Malnight and Keys, 2014¹) propositions Hubonomics™ as a trend characterising global business in the future. The theory argues that global business will be increasingly distributed in its production and consumption and therefore will require new business models to deliver local value through such dispersion.

This key trend is one for HE to capitalise on too. HE sits at the nexus of business and government, delivery for which could benefit from borrowing from the Hubonomics™ theory. As we shape a distinctive and integrative proposition for global engagement to deliver associated targets within *BU2018* we proposition the notion of a Hub as a key delivery and conceptual model that will assist the development and delivery of our Global Engagement Plan and its inherent ambitions.

The underlying principles of Hubonomics™ are not new, in that they build on the notion of context driven practice (as opposed to content driven). According to Andrew Coulsen, CEO, Dimensions Data, “What we provide is not totally unique so how we do it makes the critical difference” (2014). This could not be truer for most HEIs especially in the UK context. All Universities are competing on the usual metrics of performance, i.e. recruitment, mobility and so forth, therefore the ‘what’ of our international strategies is not necessarily unique but how we organise ourselves and position ourselves could offer scope for differentiation. It is here that Hubonomics™ and the notion of a Hub, offers the potential for distinction in BU’s Global Engagement Plan.

¹ Malnight,T. and Keys, T. (2014) ‘10 key trends to watch for 2014 from GlobalTrends.com’, Available on <http://www.globaltrends.com/monthly-briefings/60-monthly-briefings/198-10-key-trends-to-watch-for-2014-trends-1-to-5>

Appendix B: The Defining Features of a Hub of Practice

Defining features of a Hub of Practice	
It <u>is</u> :	- A vehicle for the delivery of global impact through Global Fusion.
It <u>could</u> cover one or more of the following:	<ul style="list-style-type: none"> - Practice area (e.g. social care). - Market and industry sector (e.g. retail). - Geographical region that defines practice (e.g. ASEAN). - Societal themes (e.g. innovation, sustainability). - Scale/type of organisation (e.g. SME, corporate).
The partner institution/organisation <u>will</u> :	<ul style="list-style-type: none"> - Have similar values to BU. - Potentially provide a physical presence in key commercial and overseas markets. - Help establish a programme area of activity that will define the fused education, research and practice offering of the Hub. - Include at least one business/employer/government organisation as a key partner and normally a HEI partner as well –though the latter may be developed over time. <ul style="list-style-type: none"> • For an educational partner - have a portfolio that is complimentary to ours and helps us either widen or deepen our reach/penetration/profile. • For a non-HEI partner - have the ability to generate impact (e.g. to enable high impact international research projects of mutual interest, develop staff skills and expertise through professional development activities and exchange of staff, student placements and internships).
The success of a Hub will be <u>measured</u> by:	<ul style="list-style-type: none"> - Ensuring financial and performance sustainability within two to three years. - Establishing a network of 8-12 global partners over the next 5 years. - Demonstrable impact on and enrichment of our academic experience. - Generating global impact case studies. - Profile raising activities that embody the values of Global Fusion.
It is <u>not</u> :	<ul style="list-style-type: none"> - A simple bilateral partnership relationship i.e. between one or two subject areas with their equivalents in a single HEI. - A like for like comparison for any one of the following: <ul style="list-style-type: none"> • an educational Faculty/Department delivering courses, modules; • a research project; and/or, • professional practice delivery of CPD, business services.