



Lambert Review of Business-University Collaboration
1 Horse Guards Road
London, SW1A 2HQ, UK
e-mail: lambert.review@hm-treasury.gsi.gov.uk
tel: +44(0)20 7270 4403
fax: +44(0)20 7270 4658
www.lambertreview.org.uk

Dear Colleague,

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Lambert Review of Business-University Collaboration

The Government has asked me to review the long-term links between business and the universities in the UK, with a view to seeing how they could be improved to the benefit of the economy as a whole.

The main focus of the review is going to be on the demand side – the needs of companies in terms of research and development, in the transfer of technology, in recruiting graduates with the right skill sets, and so on. I have also been asked to look at the effectiveness of various Government schemes in this area, including research and development (R&D) tax credits and other forms of incentive, and to consider the views of business on the effectiveness of the present managerial and governance arrangements in the higher education sector in supporting research and knowledge transfer.

I am writing to invite you, or an appropriate colleague, to submit your views on these issues to the review team. In the accompanying note, I have sketched out some of the questions that you might want to address. But this is not intended to be a comprehensive list of the issues. If you have ideas on any other ways of improving the relationship between business and the universities, I would like to hear about them.

I am sending this letter to a large number of people in business, the universities and the national and regional agencies. Although many of the questions are directed at business, I would welcome views on all these issues from everyone that I have approached. The idea is to encourage an open debate and as wide a range of submissions as possible in the coming months.

The deadline for submissions is Easter (17 April 2003). That will leave time for follow-up discussions before submitting the report to the Government in the autumn.

Your input would be extremely valuable, and I would be very grateful if you could help me in this project.

Yours sincerely

Richard Lambert

Lambert Review of Business-University Collaboration

The Government has asked Richard Lambert to examine how the long-term links between business and British universities can be strengthened to the benefit of the UK's economy. The review was announced by the Chancellor of the Exchequer in his Pre-Budget Report in November 2002.

The review team will consult widely with business, universities and national and regional administrations in the UK and overseas. It will focus on how business can best exploit the technologies and skills that are being developed in the university sector, and will complement and feed into the DTI Innovation Review.

The **business-university collaboration review** will:

- Identify the benefits to business of greater interaction with higher education, how this can be promoted and how any barriers holding back business demand for universities' knowledge and skills outputs can be addressed.
- Examine the national, regional and local economic impacts of business-university interactions, including how Regional Development Agencies and Sector Skills Councils can best support such interactions.
- Assess the lessons to be learned from business-university interaction across a range of countries and from best practice across the UK.
- Analyse how business employers can better communicate their skills requirements to a responsive university sector, and how they can improve the attractiveness of career paths to graduates and postgraduates, especially in technology; and
- Examine the effectiveness of measures such as the R&D tax credits on business demand for research and skills.

In addition, the Government White Paper, *The Future of Higher Education*¹, announced that the review would ask business for its views on the present governance, management and leadership arrangements of higher education institutions, and their effectiveness in supporting good research and knowledge transfer and providing relevant skills for the economy.

The review team will seek to identify best practice and examples of excellence in business-university collaboration both in the UK and around the world and will explore potential barriers to progress. The review will also consider how business can attract the best graduates and postgraduates with the skills that it requires and whether universities' current financial and managerial arrangements help or hinder the extent of business-university collaboration.

We would very much appreciate views from business, universities and other national and regional institutions on the following issues by Thursday April 17th.

¹ The Future of Higher Education, Department for Education and Skills, published 22nd January 2003

Questions for Consultation

1) We would like to identify best practice and examples of excellence in business-university collaboration in the UK and abroad. Some examples of the types of collaboration that we would be interested in hearing about include:

- Industry's use of the information contained in academic publications, and academia's use of industry patents and prototypes or vice versa.
- Joint ventures between universities and business, for example, personnel exchange or collaborative research and development projects.
- Informal contacts, for example, meetings and conferences, use of science parks, business-university liaison, industry sponsored university posts or studentships, work experience for students, business contributions to curriculum development, academic secondments in industry and provision of continuing professional development training by universities for business.
- Formal contracts, for example, the use of licensing, research contracts, consulting projects, establishment of spinout companies, product testing, or business support.

We would also be interested to learn how the relationship came about. Were your local Regional Development Agency or Sector Skills Council involved? What more could be done to facilitate successful partnerships?

2) If you do not have, or would like to strengthen such relationships, what are the main barriers to doing so?

These might include:

- Management and organisational issues. How can businesses and universities best organise themselves in order to benefit from each other's resources? Do the present mechanisms for priority setting, decision-making and funding in the university sector help or hinder business-university collaboration? What changes might encourage collaboration?
- Technology transfer. What are the barriers? How can it be made more effective?
- Intellectual property. Are the present arrangements understood and appropriate?

3) A third set of questions relates to how business can attract the best graduates and postgraduates with the skills that they require, especially in technology. Questions include:

- Is the quality of graduate recruits satisfactory? Are there any obvious gaps in terms of skills and disciplines?
- How do businesses, individually or collectively, communicate their needs for specific scientific or technical skills and for the development of relevant courses in universities?
- How could more attractive career paths for science and technology graduates and postgraduates be developed?
- What plans does business have to attract the best talent in the future and are the universities made aware of them? If not, what more could be done to facilitate such a dialogue?

4) The review team will also want to understand whether financial considerations currently help or hinder the relationships between business and universities. Questions include:

- Are there ways in which the present financing arrangements could be made more effective?
- Has the introduction of R&D tax credits influenced business demand for research and skills, and if so, how? Are there other means to the same end?

The review team welcomes written submissions by e-mail to lambert.review@hm-treasury.gov.uk or by post to The Lambert Review of Business-University Collaboration, 1 Horse Guards Road, London, SW1A 2HQ, UK by 17th April 2003. **Unless submissions are specifically marked as confidential, they may be posted on the review website at www.lambertreview.org.uk** (from mid February.) Please include the name and contact numbers of the person to contact for any follow-up discussions.

Lambert Review Project Timeline

The project timeline below outlines the proposed phases of the project. We anticipate that we will be in close touch with business, university and other key stakeholders during the main research phase from now until Easter, and again during the summer, when we will want to test our emerging findings and develop the final recommendations. The final report will be submitted to the Government in Autumn 2003.

Phase	Activity	Timing - 2003
1. Research and Consultation	Consultation with business, universities and regional and national administrations.	Now until Easter <u>Deadline for submissions</u> 17 April 2003
2. Analysis & Emerging Findings	Analysis of consultation responses and web publish short <u>emerging findings paper</u>	Easter to late June/July
3. Re-consultation and development of final recommendations	Re-consult key stakeholders to test emerging findings and develop recommendations.	July/August/September
4. Submission of Final Report to the Government	Submit <u>final report</u> to the Government (HM Treasury, DTI and DFES)	September/October 2003