

University of Durham - Business Collaboration

Response to the Lambert Review

Durham University Industry/Business Interface

Durham University's business relations strategy is to develop an extensive range of links with business through:

- major initiatives such as the OST funded North East Centre for Scientific Enterprise (NECSE) and the North East Technology Park (NetPark);
- academic/business relationships for example the Inter-disciplinary Research centre in Polymer Chemistry and the University of Durham Business School;
- the University's academic support services; and,
- University governance/management

The constantly evolving area of University/business relations is now firmly established and overseen by the Pro-Vice-Chancellor and Sub-Warden responsible for External Relations, Professor John Anstee. These achievements have occurred in an operational context of declining unit resource for universities.

Major Initiatives

North East Centre for Scientific Enterprise (NECSE) and NorthSTAR

The North East Centre for Scientific Enterprise (NECSE) was established in October 1999 as part of the OST sponsored Science Enterprise Challenge Centres network. Durham University developed the Centre in collaboration with, and on behalf of, the other universities in the North East (Newcastle, Northumbria, Sunderland and Teesside) and is the accountable body. The aims and objectives of NECSE are:

- To promote an entrepreneurial culture within the Science and Engineering Faculties of the North East Regional Universities
- To enhance the exploitation of the intellectual property of the Universities of Durham and Newcastle
- To have established entrepreneurial activity as a key and equal career choice for graduating students
- To have established a climate in which exploitation of intellectual property generated in the course of research activity is a normal and automatic consideration.

Business is heavily involved in NECSE with 50% Board membership from the private sector including a venture capitalist, a business angel, and CEOs from spin-out and technology transfer companies. The Director of NECSE is Professor Brian Tanner (Durham Physics), founder of Bede PLC – a spin-off company from Durham University. Appendix 1 provides details of NECSE's operational structure, a list of board members and performance data. NECSE is very successful and to date has exceeded virtually all its performance targets.

The project is strongly supported by the Regional Development Agency (One North East- (ONE)) which recognises NECSE's considerable achievements. ONE has recommended that NECSE will now be developed into the North East region's intellectual property exploitation organisation (NorthSTAR) using RDA Single Programme funding. Discussions with the DTI lead us to believe that they see the transition of NECSE into NorthSTAR as an exemplar of how Science Enterprise Challenge Centres can be sustained in the longer term through university/business/RDA collaboration.

NetPark.

The University is working with Durham County Council, County Durham Development Company, ONE and Sedgefield Borough Council to develop NetPark, a major new R&D Business Park based at Sedgefield in County Durham. The Vice Chancellor and the Pro Vice Chancellor for External Affairs are members of the NetPark Steering Group and the Vice Chancellor co-chairs the Group. NetPark is modelled on the very successful Research Triangle Park in North Carolina (a collaboration between North Carolinian universities, County Government and the Chamber of Commerce) and is using University research expertise as an initial anchor tenant, to help attract inward investors.

The first research centre to locate on NetPark will be the NetPark Institute. The Institute comprises a major Durham University applied research centre in Digital Enterprise Technology (DET), its associated business consultancy project in Agile Manufacturing (see below) and the University's research and design centre for Advanced Instrumentation which designs and builds new generation astronomical instruments and telescopes.

Durham University Science Park and Mountjoy Research Centre

The decision to build a Science Park and develop the Mountjoy Research Centre in 1986 stemmed from the University's desire to assist employment growth in the region, and particularly Durham, by providing a facility for the start-up and growth of companies in advanced technologies. The aim was also to attract R&D based firms, wishing to develop research links with the University.

The current objectives for Durham University Science Park are:

- to provide facilities for start-up and growing companies involved in advanced technology;
- to offer accommodation for larger companies in order to encourage collaboration, research and joint ventures with University departments;
- to provide commercial premises for University spin off companies;
- to provide a first base for technology-orientated inward investors.

Over 25 companies are currently on the site employing approximately 600 people. Many of them are spin-out operations that still have close links with the University such as the CEM Centre which specialises in contract educational research, the International Boundaries Research Unit and the National Online Manpower Information Service (NOMIS) both of which have spun-out from the Geography Department. Others are inward investors such as Oxford Geotechnics and Toshiba.

Academic – Business Relationships

University of Durham Business School.

The Business School's **undergraduate and MBA programmes** produce over 350 high quality business management graduates and post graduates pa. The school's MBA programmes recruit nationally, internationally and from within the North East region and are currently ranked 12th in the UK and is listed in the world top 100 MBAs (FT). The School's extensive **international networks** inform its teaching and research. **Executive Education** programmes provide bespoke training for Senior Management in the corporate sector. The Business School founded the **Barclays Centre for Entrepreneurship** with substantial funding from Barclays Bank. Businesses are also represented on the School's Advisory Board.

The School's **Foundation for SME Development** (formerly the Small Business Centre) has an international reputation for applying practice- based research on SMEs to businesses nationally, internationally and in the region. Its work comprises: Small Enterprise Development, Medium Enterprise Development, Network Development and Enterprise in Education and Learning (EEL). Major companies such as Unilever, ICI, Esso and Marks and

Spencer have worked with the Foundation to sponsor the production of teaching materials on the EEL programme. The Foundation works very closely with the SME sector in the region providing bespoke accredited and non accredited courses and networking opportunities but is also regularly invited to contribute to policy debates at national level. The Foundation is currently working with international companies on the China/FORED initiative to develop business support centres in China.

The Business School manages a subscription based web site, 'AGORA', which focuses debate through its working papers, global business relationships and alumni to foster activity and develop understanding of business practice and entrepreneurship. The School also works closely with companies in the top 200 listing in the north east arranging workshop events and bringing in high profile speakers from industry. These ensure a flow of ideas and influence into the region from national and international perspectives.

In addition to the commercial relationships the Business School interacts with business at a curriculum level. Examples include work with Proctor and Gamble to develop an Executive MBA and a joint venture with Ericsson, (among others) in collaborative research. Since 1998, Ericsson have sponsored the 'Knowledge Innovation and Technology' elective for which they offer a prize for the best assignment based on a case study of strategic and innovation issues.

Science, Engineering and Technology

Science, Engineering and Technology are very strong research based disciplines at Durham and extensive business relations have emerged from these areas. Examples include:

The **Interdisciplinary Research Centre (IRC) in Polymer Science and Technology** was established in 1989, as a joint enterprise of the Universities of Durham, Bradford and Leeds, and funded by EPSRC for ten years and is led by the University of Durham's RAE 5*(A) Chemistry Department. The parent universities are extensively involved in contract research and consultancy for the polymer industry and this has encouraged further EPSRC funded programmes which continue to be supported by industry in the revival of the UK polymer science and technology base. Additional interaction is through the IRC's Industrial Club which has 10 company members including ICI, DuPont Teijin, Smith & Nephew, Unilever and DuPont T&I. The Industrial Club see regular reviews of the IRC's work and participate in internal training programmes. The IRC has enhanced the number of polymer scientists being trained for industry as many postgraduate and post doctoral staff who have worked at the IRC have moved on to join companies in the polymer industry.

Faraday Partnerships are business-driven knowledge-based / industry partnerships recognised regionally and nationally as centres of expertise and collaboration in their sectors or technology areas. By bringing together researchers and businesses through the involvement of intermediate organisations and "technology translators" (business-literate scientists and engineers), the Partnerships use private capital and public sector support schemes to bring new technologies to the market faster. The University collaborates in two Faraday partnerships:

- the National Faraday Partnership for Electronics and Photonics integration (EPPIC), coordinates the UK industry's research effort on packaging and interconnect manufacture for the electronics and photonics sectors. It directs programmes into the priority areas of high speed/power, harsh environment, integrated optical / electronic, high density, high reliability and low cost packaging. The EPPIC Faraday Partnership brings together two leading UK Research and Technology Organisations in packaging and assembly with over 5 departments from other universities, and more than 20 industrial companies actively driving the partnership forward.
- the Smart Optics Faraday Partnership develops, promotes and exploits Smart Optics technologies for the benefit of UK Industry and the UK Research Programmes. The domain of Smart Optics includes optical systems, subsystems, devices and technologies that dynamically adjust to provide an enhanced performance or are part of a complex

control loop, including novel supporting technologies. The core partners are: Sira Ltd, Mullard Space Science Laboratory (MSSL) and the UK Astronomy Technology Centre (UKATC). Activities include a proactive approach to capturing the needs of industry through Technology Translation, leading to collaborative, industry supported research projects, technical forums, postgraduate training and promotional activities.

The **Institute for Digital enterprise Technology and Agile Manufacturing** originates from Durham's School of Engineering. The Institute has key collaborative ventures with MIT, Oregon State University/Boeing (Global Enterprise Research Laboratory), GeorgiaTech University and large corporates in or serving the aerospace and automotive sectors. Industrial collaborators include the French software company Dassault Systemes and Astrium Satellites. The Institute aims to identify and engage businesses that wish to improve their competitiveness and enhance their performance by improving design and manufacturing processes. The project has the capability to help businesses develop the skills and tools which are essential for success in four main areas: Agility Strategy, Physical Plant and Equipment Responsiveness, Product Design and Customer Responsiveness and Market Research. The Institute's two year pilot project in applying Agile Manufacturing methods to 32 SMEs in the North East region created 218 jobs and led to an additional £18 million in turnover pa in the companies involved.

The **North East Centre for Environmental Science and Industry (NECESI)** is a University consultancy, established within the last four years which allows companies to access University environmental expertise. NECESI has worked with over 100 regional companies across a range of sectors including waste management, chemicals, transport and engineering and draws on the expertise of over 40 academic units in the University.

The University has very strong links with the Region's five Innovation and Technology Transfer Companies which are being established as **Centres of Excellence** in:

- Life Sciences
- Digital Technologies
- New and Renewable Energy
- Nanotechnology, Photonics and Microsystems
- Process Industries.

The University has a leading role in Nanotechnology, Photonics and Microsystems and Process Industries and supporting roles in the others.

Academic Support Services

The University's academic support services develop and maintain extensive links with business. Key services in this respect are the **Research and Economic Development Support Service (REDSS)**, **Development and Alumni Relations**, **Business Development including Technology Transfer**, and the **Careers Service**

REDSS has overall responsibility for co-ordinating and monitoring University relationships with Business and the Community. Its main areas of activity are the impact of the University on regional regeneration; TCS (Teaching Company Scheme) and research income generation, all of which involve business relationship building.

The **Regional Regeneration Team** helps academic staff to engage with the region and especially the business community as part of the University's reach-out agenda. The University's Business Relations Manager (BRM) is part of the Team and has a University-wide remit to co-ordinate and develops business links both within and beyond the Region. The BRM also provides the University's contact point for Knowledge House (KH) – a brokerage for university consultancy with industry, which is operated in collaboration with the region's other universities through Universities for the North East (Unis4NE). Knowledge House was cited as a 'best practice' initiative in the Dearing Report into Higher Education. Other members of the Team regularly interact with businesses and representatives of the

business community eg the North East Chambers of Commerce, the CBI and local business networks eg Productivity North East.

With the support of the **HEROBC** programme, the University has established a Partnership Venture Fund (PVF) to build new relationships with business and the community. To date 12 PVF projects have been supported including **Peratech**, a small high tech business in Darlington. Peratech initially approached the University's physics department to characterise a new composite material. A SMART award enabled the company to buy in University research to develop the background science and make a patent application. The PVF enabled further academic staff time to be bought out to assist the company in implementing the necessary research. The company have since entered into a commercial relationship with the University which allows further research to be pursued. As a result of the collaboration, the company has been able to bring products to market in clothing equipment for space travel, military use and ski- wear. HEROBC, has also enabled the University to work in partnership with Productivity North East, (PNE), which gives the University access to over 1000 company representatives in the region and enables the University to provide inputs to PNE's extensive business-workshop/ seminar programme. The Business Relations Manager is a member of the PNE executive Council.

The University currently operates 13 **TCS** (Teaching Company Scheme) projects with SMEs in the region involving the Business School, the Chemistry Department and the School of Engineering. A further 8 School of Engineering 'TCS look-a-like' schemes involve Nissan and key suppliers in the Nissan supply chain. There is real potential to grow the number of main TCS programmes to 17 by the end of 2004 and to introduce a substantial programme of 1 year 'mini' TCS projects (normal TCS projects last 2 years). This latter initiative is being developed in collaboration with other Universities in the North East and, subject to EU funding, should be on stream this year.

The **Research Income Generation Team** co-ordinates the submission of all applications for research grants and contracts from a wide range of funding sources including: Research Councils, Government Departments, Charities, the Region and Business. Since January 2000 the University has been awarded over 90 contracts which involve UK industry as either a sponsor or industrial collaborator in research (excluding consultancy). The value of these contracts since January 2000 exceeds £11million.

The **Development and Alumni office** maintains close relationships with Alumni and keeps track of their career and business interests. This enables the University to support Alumni but it also facilitates relationship building with businesses and philanthropic giving to the University. For example Dr Peter Ogden, who gained his BSc and PhD in Physics at Durham, and who established Computacenter, one of Europe's leading IT infrastructure companies, has helped to support financially the establishment of the **Ogden Centre for Fundamental Physics**. This £20 million science complex, officially opened in October 2002 by the Prime Minister, houses the Institute for Computational Cosmology and the Institute for Particle Physics Phenomenology. The University has an excellent track record for its Alumni Relations, recently acknowledged in the Government's White Paper on the Future of Higher Education. The Steering Group for the University's fund-raising campaign to celebrate its 175th anniversary comprises Alumni who are leading business figures in London and the USA.

HEROBC and HEIF grants have helped to develop the University's **Business Development Team/Technology Transfer Team** which supports the implementation of a more business-like and commercial culture within the University. The Section is responsible for income generation through business-focussed methods, for example the incubation of spin-outs and licensing opportunities. The remit includes establishing and administering the University Consultancy Company which supports private consultancy activities for individual University staff. The company will broker specific consultancy arrangements with businesses and other external organisations wishing to draw on the skills and expertise of University academic staff. The aim is to provide a co-ordinated and professional service to outside organisations, many of which are businesses. The Team also advises academic staff on tender documentation and contracts associated with University-based consultancy.

The **Careers Service** has increased the University's links with local businesses and other employers through the HEROBC funded 'Job Shop' which helps students find part time employment, and events that raise the profile of graduates as potential employees for local companies. There are currently 603 employers on the Job Shop database. In 2001/2 409 jobs were filled by students as a result of the Job Shop. These activities address the region's need for greater graduate retention as businesses often base their recruitment plans on the quality of actual experiences with students. Feedback from companies on the quality of Durham's students is very complimentary and on graduation, 93% of the University's students go on to employment, further study or other activities.

Interaction with industry is encouraged throughout the students' time at the University through seminars, sponsorship of facilities, publications and web pages. Price Waterhouse Cooper, for instance conduct skill sessions on team work and negotiation. Other agencies that conduct student programmes are the Careers Regional Advisory Centre (CRAC) and Productivity North East (PNE), promoting regional student outreach to SMEs. Where funding is available, SMEs conduct lunchtime sessions at the University to highlight career opportunities in industry and the region. These practical approaches lend credibility to the function of the careers service with the students and help to promote the service to a wider student audience. HEROBC funds have been extremely helpful in supporting these types of initiative and more events would be encouraged if further funds can be made available. Enterprise Education for students is provided through the North East Centre for Scientific Enterprise (NECSE- see earlier).

The experience within the Careers Service and the Business School is that when dialogue is achieved with SMEs they are receptive and welcome the wider knowledge base that the students bring. More contact would generate better mutual understanding but this requires additional funding.

Governance and Management

Involving business leaders in the governance of the University and making the most of their specialist skills and experience is an important aspect of the University's business relations strategy. The University tries to ensure that the allocation of lay members of **University Council** to key **University Committees** maximises the specialist business skills and expertise of the lay members. Appendix 2:

- sets out how (in tabular and graphic form) the specialist skills of lay members are deployed into key committees;
- profiles the experience of business lay members of Council;
- shows how their specialist skills relate to "Foresight" categories.

The University provides training to ensure that as much added-value as possible is obtained from the lay members' involvement with the University. Training sessions backed up with induction packs provide an introduction to the role of Council and the responsibilities of members. Presentations cover the major aspects of the University's activities for which the Council is responsible e.g.: staffing, the University's estate, financial matters, the College system and the University in the region. The University also encourages members of Council to attend seminars organised by outside bodies, in particular those organised by the Committee of University Chairmen as part of their Governor Development Programme. Lay members are actively and effectively involved in University business. For example, they have been involved in

- the Review of the University which has led to very significant changes in the management structure of the academic body and the University's Colleges.
- the development of the University's HR Strategy, through focus groups and consultation
- modernising academic reward systems.

The University has established strategic groups to support regional development, business and community relations. They supplement informal and ad hoc groups which meet across the University in support of business relations. On a weekly basis, the Director of REDSS and

the Head of Regional Regeneration meet with the Pro-Vice Chancellor for External Relations to discuss current projects, issues and strategy. Once a month this meeting is supplemented by attendance by other key relevant staff: Professor Ray Hudson, (Geography) Chairman of the International Centre for Regional Regeneration and Development Studies; Professor Alan Townsend (Geography), Director of the International Centre for Regional Regeneration and Development Studies and Professor Roy Boyne from the University's Queen's Campus at Stockton in the Tees Valley.

The **HEROBC Steering Group** meets once a term to steer progress in the delivery of this important reach-out programme This Group is chaired by the Pro Vice Chancellor for External Relations, and includes the Deans of Science, Social Science and Health, and Arts, the Director of the Business School, the Head of Business Development Support, the Director of REDSS and the Head of Regional Regeneration.

Senior Officers of the University are active in the **CBI**, the **North East Chamber of Commerce** and the **North East Business Forum** (a membership organisation which brings high profile ministers to a business audience in the region to debate issues affecting business) all of which help to foster and facilitate business relationships.

Guide to Appendices

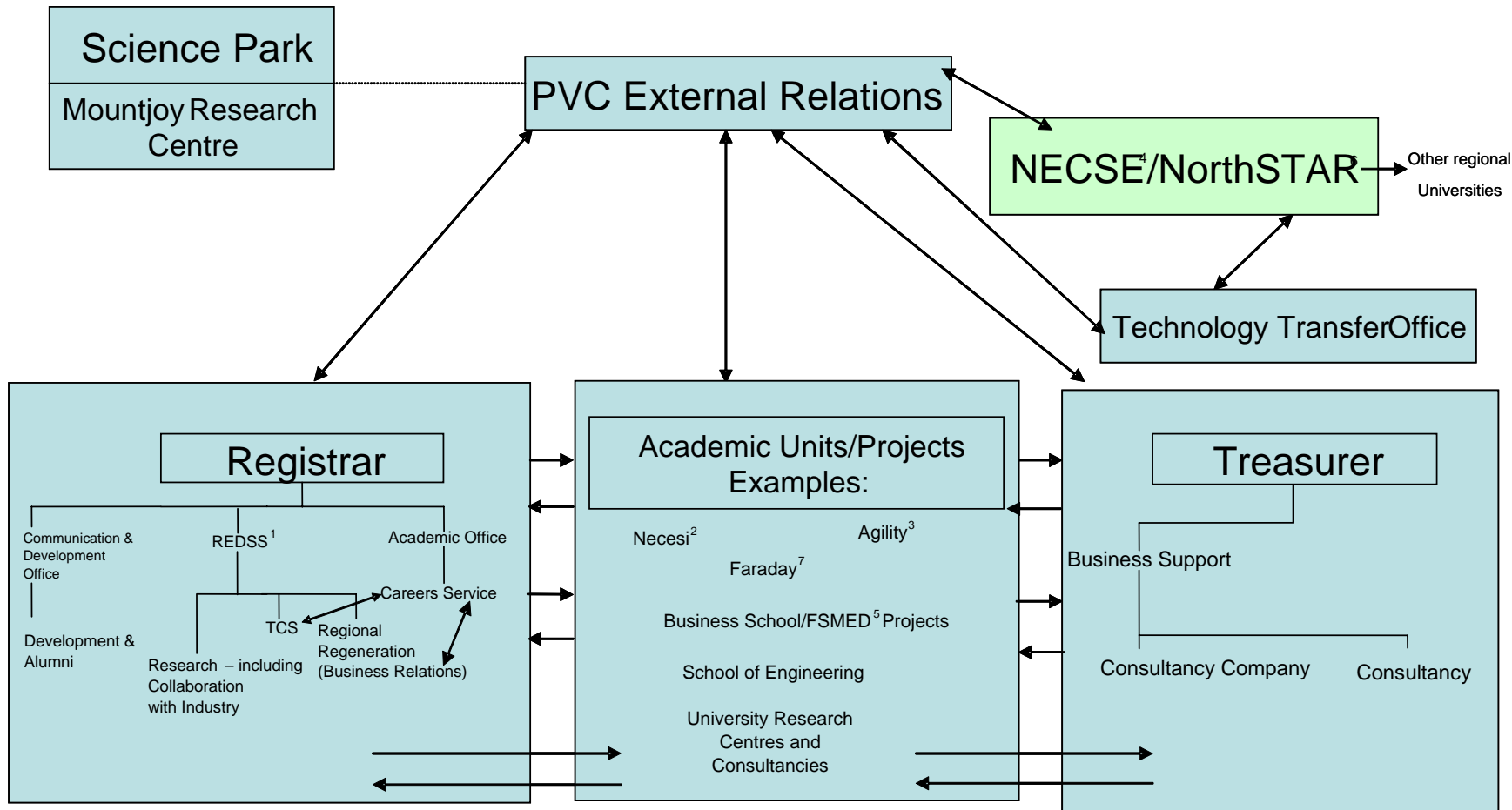
Appendix 1

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University management Structure and Responsibilities	Pg 33

Durham University/Units with Responsibility/Roles in Business Collaboration



- 1 REDSS – Research and Economic Development Support Service
- 2 Necesi – North East Centre for Environmental Support for Industry
- 3 Agility – Leading Edge Agile Manufacturing Consultancy
- 4 Necse – North East Centre for Scientific Enterprise (in partnership with other Regional Universities)
- 5 FSMED – Foundation for Small and Medium Enterprise Development
- 6 NorthSTAR –North Science and Technology Application Resource
- 7 Faraday – Promote improved interaction between the UK Science, engineering and technology base and industry

Appendix 1.

Membership of NECSE Board 2001-2004

Membership

Prof JH Anstee, Pro-Vice-Chancellor and Sub-Warden, University of Durham, (CHAIRMAN)

Dr John Bridge, Chairman of ONE NorthEast

Mr A Douglas, Chairman, Business Investors Group, Washington

Dr Marie Wilson, Acting Director, Government Office for the North East

Prof JB Goddard, Deputy Vice-Chancellor, University of Newcastle

Mr T Levett, Investment Director, Northern Venture managers Ltd, Reading

Mr N Mateer, Executive Director, University of California Centre, London

Mr G Ollivere, Managing Director, RTC North Ltd, Sunderland

Ms Anne Reece, Finance Director, Soil Machine Dynamics Ltd, Newcastle

Prof BK Tanner, NECSE, University of Durham (Director)

Representative from one of the new regional Universities, rotated on an annual basis

In attendance

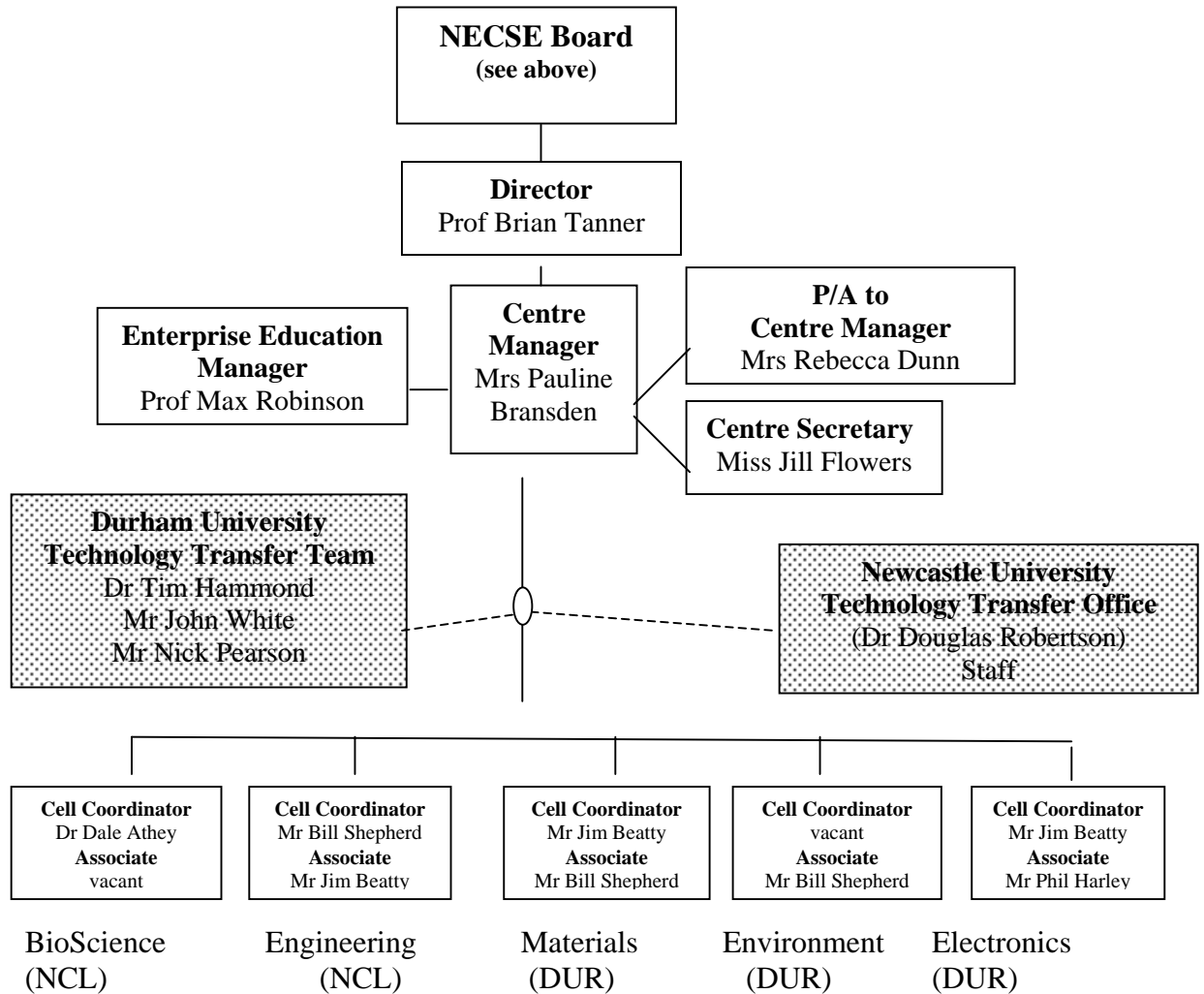
The Treasurer of the University of Durham, or her nominee

Manager of NECSE (Secretary)

Representative from Technology Transfer Function, University of Newcastle

Knowledge-House Co-ordinator, Unis4NE

Appendix 1



Appendix 1

Progress against milestones and performance targets (Universities of Durham and Newcastle unless otherwise stated)

(a) Knowledge Transfer (Science Exploitation)

	Oct 2000-Sept 2001		Oct 2001-Sept 2002	
	Annual Target	Achievement	Annual Target	Achievement
Companies involved in science exploitation	10	39	30	84
Ideas assessed for commercialization	30	74	45	62
Patents filed	41	27	41	42
Income from joint ventures/licensing	Negligible	-	£15K	£14K

(b) Business Creation

	Oct 2000-Sept 2001		Oct 2001-Sept 2002	
	Annual Target	Achievement	Annual Target	Achievement
Graduate start-up businesses	10	5	11	5
Spin-out companies	3	9	3	5

(c) Enterprise Teaching (Entrepreneurship Curriculum) (all 5 regional universities)

	Oct 2000-Sept 2001		Oct 2001-Sept 2002	
	Annual Target	Achievement	Annual Target	Achievement
Undergraduates	66	2008	340	724
Postgraduates	13	143	26	219
Vacation Students	26	10	66	30
Staff	7	20	20	65

UNIVERSITY OF DURHAM

LAY/EXTERNAL MEMBERSHIP OF KEY DECISION-MAKING BODIES 2002/03

<i>Name of Committee</i>	<i>Lay Council Members</i>	<i>Specialist Skills</i>	<i>Other External Member</i>	<i>Specialist Skills</i>
Council	Please refer to Attachment 1			
Audit Committee	Mr R Court	See under Estates Sub-Committee below	Mr J S Ward	Financial management experience
	Mr R Coxon	Business management and financial		
	Mrs A Galbraith	Legal, experience of HR issues		
Council Appeals Committee	Lady Eccles of Moulton	Excellent procedural knowledge of University		
	Two lay Council members appointed as need arises			
Board of Management for Environmental Trust Body	Mr T Cartner	Property development, business processes		
Finance and General Purposes Committee	Mr C Moyes	Company financial management		
	Lady Eccles of Moulton	Board level experience of wide range of organisations		
	Mr T Cartner	Company financial management		
	Professor D Croisdale-Appleby	Financial management experience plus board experience of a wide range of organisations in the private, public and voluntary sectors.		
Estates Sub-Committee	Mr T Cartner	Chartered Surveyor		
	Mr R Court	Specialist knowledge of design, construction and management of Business/Innovation/Enterprise/Incubator Centres, where buildings are designed for new businesses operating mainly in areas of knowledge-based activity. Specialist knowledge of student accommodation market, including design, construction, financing and management.		
Investments Committee	Lady Eccles of Moulton	See Finance and General Purposes Committee above		
	Mr T Cartner	See Finance and General Purposes Committee above. Board level experience with other .		

<i>Name of Committee</i>	<i>Lay Council Members</i>	<i>Specialist Skills</i>	<i>Other External Member</i>	<i>Specialist Skills</i>
		organisations		
Residence Charges Committee	Mrs A Galbraith	Negotiating and conciliation experience		
Health and Safety Policy Committee	Mr M Lloyd			
Remuneration Committee	Mr C Moyes	Board level experience		
	Lady Eccles of Moulton	See Finance and General Purposes Committee above		
	Sir David Chapman	Member of Greenbury Committee on Directors' Remuneration (1996)		
	Mrs A Galbraith	Experience of HR issues		
Special Nominating Committee	Mr C Moyes	Sound knowledge of University's processes		
	Lady Eccles of Moulton	Sound knowledge of University's processes		
	Professor D Croisdale-Appleby	Sound knowledge of University's processes		
North East Centre for Scientific Enterprise Board			Professor J B Goddard, Deputy-Vice-Chancellor, University of Newcastle.	
			Mr D Slater, Government Office North East	Experience in supporting embryonic businesses
			Professor J Bridge, ONE North East	Chairman of Regional Development Agency. (Universities are at heart of RDA strategy for regenerating the region.)
			Mr A Douglas, Chairman, Business Investors Group, Washington	Business experience
			Dr C Garner, Former Director, Commercial Unit, University of Glasgow	Expertise in technology transfer

<i>Name of Committee</i>	<i>Lay Council Members</i>	<i>Specialist Skills</i>	<i>Other External Member</i>	<i>Specialist Skills</i>
			Mr T Levett, Investment Director, Northern Venture Managers Ltd	Experience of managing venture capital funds
			Dr N Mateer, Executive Director, University of California Trust (UK), London	International expertise in industry, business relations
			Mr G Ollivere, Managing Director, RTC North Ltd, Sunderland	Expertise in marketing and small business development
			Ms A Reece, Finance Director, Soil Machine Dynamics Ltd, Newcastle	Entrepreneurship skills
Ethics Advisory Committee	Mrs A Galbraith	Legal, NHS experience		
Joint Appointments Committee	Lady Eccles of Moulton			
	Ms S Underwood	Experience of HR issues		
Museums Committee			Ms E Conran	Curatorial
			Mr B Vyner	Curatorial
			Mr I Watson	Curatorial
			Councillor C Russell	
			Mr A Adey	
Strategy Committee	Sir David Chapman	Board level experience in various organisations		
	Lady Eccles of Moulton			
	Mr G Garlick			
	Mr C Moyes			
	Ms S Underwood			
Staffing Policy Committee	Mrs A Galbraith	Experience of HR issues, legal		
	Mrs C R Thornton-Berry	Experience of HR issues		
Academic Staffing Sub-Committee	Mrs C R Thornton-Berry	Experience of HR issues		
Academic-Related Staffing Sub-Committee	Mrs A Galbraith	Experience of HR issues, legal		
	Mrs C R Thornton-Berry	Experience of HR issues		
Joint Consultative and Negotiating Sub-Committee	Mrs C R Thornton-Berry	Experience of HR issues		
Joint Consultative and Negotiating Sub-Committee (Non-Academic Staff)	Mrs A Galbraith	Experience of HR issues, legal		

<i>Name of Committee</i>	<i>Lay Council Members</i>	<i>Specialist Skills</i>	<i>Other External Member</i>	<i>Specialist Skills</i>
Accommodation Review Sub-Committee	Mr T Cartner	Chartered Surveyor		
University College Council	Mr T Cartner			
Hatfield College Council	Professor D Croisdale-Appleby			
<i>Name of Committee</i>	<i>Lay Council Members</i>	<i>Specialist Skills</i>	<i>Other External Member</i>	<i>Specialist Skills</i>
Grey College Council	Mr M Lloyd			
Collingwood College Council	Lady Eccles of Moulton			
St Hild and St Bede College Council	Dean of Durham			
	Mrs A Galbraith			
St Aidan's College Council	Mr R Coxon			
Trevelyan College Council	Mrs C R Thornton-Berry			
Ustinov College (Graduate Society) Council	Sir David Chapman			
George Stephenson College Council	Mr G Garlick			
John Snow College Council	Mrs C R Thornton-Berry		Mr B J Worthy	
St Chad's College Council	Ms S Underwood			

14 April 2003

APM/S:General/Lay and External Membership of Key Decision-Making Bodies 2002-03

Universities UK list of advisors for the Lambert review -

The following three Council members have been nominated for Universities UK to forward to the Lambert review:

Mr C Moyes

Mr R Coxon

Mr T Cartner

In addition, we have recently made additions to the membership of our University Council to strengthen our business and industry links. The new members are Mr M Stephenson and Mr R Court. Brief biographical details are below:

Mr C Moyes (Christopher), BEng, MSc, FCIT, FRSP, Deputy Chief Executive, The Go-Ahead Group PLC; educated at Birkenhead School, University of Liverpool (BEng, Civil Engineering, 1970) and University of Salford (MSc, Transport Engineering 1971). Held a variety of management posts with the National Bus Company specialising in Marketing and Industrial Relations. Board Member of Go-Ahead Group since 1986 including management buy-out, 1987 and listing on London Stock Exchange, 1994. Current responsibilities include Regulatory and Competition issues and other government and legislative matters. Fellow of the Chartered Institute of Transport, Institute of Transport and Logistics, and a member of its UK Board/Council 1990-1995. Council member and President (2003) of Confederation of Passenger Transport UK, Chairman of TRANSfED (NTO for Road Passenger Transport). Chairman of University Council, University of Durham. Member of Council since 1992

Mr R Coxon (Bob), MBA, BSc, CEng, MIMechE, a Senior Vice-President of ICI with over 30 years experience in chemical industry in roles ranging from business management, marketing, research and production. Former Chief Executive of Syntex, building business to become world leader in catalysis. Under his leadership, Syntex was 2001 North East Company of the year and winner of seven Queen's Awards for export, technology and environment. Member of UK Chemistry Leadership Council established by DTI to define and drive development of UK chemical industry. Founder member of Science & Industry Council for the North driving regional economic agenda including establishment of five centres of research excellence. Chairman of Centre for Process Innovation at Wilton and Chairman of Pharmaceutical & Speciality Cluster in North East representing over 100 technology businesses. Member of regional council of CBI. Was a member of team working with Cabinet Office in 1999 that formulated plans for 'Modernising Government' agenda particularly key role of Permanent Secretaries. Non-executive director of The Whitehall and Industry Group whose aim is to promote sharing between public and private sectors at senior levels. Was a trustee director until 2002 of the £7bn ICI Pension Fund. Currently a trustee of the University of Durham pension fund. Married with three children. Member of University Council since 2000.

Mr T Cartner (Trevor), MRICS ACI Arb, Chartered Surveyor and Associate of the Chartered Institute of Arbitrators. Educated at Spennymoor Grammar School (1971-1978) - Head Boy and Captain of House. Articled Pupilship with John Laing Construction and Salford College of Technology (1978-1983) leading to qualification as Chartered Surveyor; F Biscoe Taylor Memorial Prize for second best results in the world (1982). Several other prizes before moving into private practice in 1984. Managed several multi-million pound development schemes before setting up Fifth Avenue Properties (1990) which was reversed into Helios Properties plc (1997). Managing Director of Helios Properties plc, responsible for all aspects of the business. Previously Captain of Durham City Swimming Club and Durham City Water Polo Team. He is married with two small children and lives in Shincliffe Village. Member of University Council since 2001.

Mr M Stephenson (Michael), MBE, began career in 1960 as apprentice engineer with A Reyrolle & Co at Hebburn on Tyne. After working in various engineering capacities with companies throughout UK, he joined Vickers plc as European Sales Manager in one of their subsidiary companies. His career continued in sales and marketing with Vickers until he obtained a main Board appointment in 1979. In early 1980s he moved to Boston, USA, as President of Vickers Instruments Inc. Returned to North East of England in 1983 and set up small medical diagnostic business called Helena Laboratories. This company, of which he is Managing Director, has been renamed Helena BioSciences and has grown into the largest Bioscience company in North East with over ten years of continuous growth in turnover and profits and winners of two Queen's Awards for Export Achievements. Worked on various assignments over the years for venture capital companies and merchant bankers such as 3i's and Lazards as non-executive director and as non-executive chairman for a number of diverse companies both regionally and nationally. Sits on a number of Boards in voluntary capacity including Learning and Skills Council for Tyne and Wear and Sunderland Urban Regeneration Company as well as representing region on various national committees. Member of University Council since February 2003.

Mr R L Court (Robert), FRICS ACI Arb, Director & Chief Executive of Cardales UK Limited. Educated at Bitterne Park and Itchen Grammar School, Southampton. Entered surveying profession in 1969 as an articled pupil to the Senior Partner of Maurice Beale & Partners, Chartered Surveyors in Winchester. Qualified in 1973 as an Associate of the Royal Institution of Chartered Surveyors. 1973 to 1978 Estates Department of BOA, later British Airways, London, reaching the position of Senior Estates Surveyor with responsibility for North East Europe. 1978 Equity Partner in private practice (purchased by General Accident plc in 1987), with special responsibility for commercial valuation and landlord and tenant matters. Instrumental in developing a commercial surveying subsidiary, now known as Cardales. Appointed Chief Executive of Cardales reporting directly to the main Board of General Accident plc. In 1998 Cardales UK Limited became a private practice again specialising in commercial property investment. Director of Basepoint plc, a company listed on the London Stock Exchange which specialises in the development and management of enterprise and incubation centres. Director of Glanmore Property Fund Limited, a company listed on the Irish Stock Exchange. Director of Thesis Asset Management International Limited. Member of University Council since 2002.

Membership of University Council

As part of our evidence to the Lambert review, we would like to demonstrate the role played by the business and industry sector in the governance and management of the universities. A list of Durham University Council members with current and past links with business and industry based on the Foresight categories below, follows:

Sector	Code
Agriculture	A
Chemicals	B
Communications	C
Construction	D
Defense and aerospace	E
Energy	F
Financial Services	G
Food and drink	H
Health and life sciences	I
IT/Electronics	J
Leisure and Learning	K
Manufacturing, production and Business processes	L
Natural resources & environment	M
Marine	N
Materials	O
Retail and distribution	P
Transport	Q
Other	R

UNIVERSITY OF DURHAM COUNCIL MEMBERS

NAME AND TITLE	COMPANY/ ORGANISATION	POSITION HELD	DATES	SECTOR
Sir P Ustinov	University of Durham	Chancellor Ex-officio member of Council		
Professor Sir K Calman	University of Durham	Vice-Chancellor and Warden Ex-officio member of Council		
	Statistics Commission	Member	2000 – date	R
	MacMillan Cancer Relief			I
	North East Chamber of Commerce, Trade & Industry			R
	Science and Industry Council, ONE North East	Member		B
	Chemical Industries Advisory Group	Vice-Chair		B
	Netpark Steering Group	Chair		R
	CBI			R
	Process Industries Innovation Centre, Wilton	Vice-Chair		B
	County Durham Foundation			R
	Chemistry Leadership Council	Member		B
Professor J H Anstee	University of Durham	Pro-Vice-Chancellor and Sub-Warden Professor of Biological Sciences Ex-officio member of Council		
	Company of Biologists Ltd, Cambridge	Director		I
	County Durham Development Company Ltd	Director		R
	Regional Technology Centre (RTC) North Ltd	Director		R
	Mountjoy Research Company Ltd	Director		R
	North East Microelectronics Centre Ltd	Director		J
	Durham City Forum Ltd	Director		P
	Durham Utilities Company Ltd	Director		R
	Durham University Science Park Management Company Ltd	Director		R
	Durham Incubation Ltd	Director		R
	Sedgefield And Shildon Development Agency Ltd	Director		R
	North East Centre for Scientific Enterprise	Chairman		R
	Centre for Excellence for Life Sciences Ltd	Director		K
	Centre for Excellence for Digital Media Ltd	Links with		J
	Centre for Excellence for Nanotechnology, Photonics and Microsystems Ltd	Links with		J,O
Durham Council of North East Chamber of Commerce	Member		R	

UNIVERSITY OF DURHAM COUNCIL MEMBERS

NAME AND TITLE	COMPANY/ ORGANISATION	POSITION HELD	DATES	SECTOR
	Netpark Steering Group	Member		R
	County Durham Learning and Skills Council		2000 -2002	K
	New and Renewable Energy Centre	Links with		F
Professor A Bilsborough	University of Durham	Pro-Vice-Chancellor Director of University College Stockton plc Professor of Anthropology Ex-officio member of Council	1993 – date 1996 - date	
Professor J A Palmer-Cooper	University of Durham	Pro-Vice-Chancellor Professor of Education Ex-officio member of Council		M
The Very Reverend M Sadgrove	University of Durham	Dean of Durham Ex-officio member of Council		
Mr G Barker	University of Durham	Ex-officio member of Council, Chairman of Ustinov College	1979 – date 2002 -date	
	Takeda Europe	Director of R&D Centre		B
Sir D Chapman	University of Durham	Member of Council Chairman of Graduate Society		
	Laing and Cruikshank Investment Management Ltd	Consultant	2002 - date	G
	Merrill Lynch International Bank	First Vice President and senior Relationship Manager for the North East	1999 - 2002	G
	Wise Speke	Stockbroker –Partner Director	1971-1987 1987-1999	G
	Greenbury Committee on Directors' Remuneration	Member	1996	G
	Stock Exchange North East Regional Advisory Group	Chairman	1991 - 1998	G
	North East Branch Securities Institute	President	1991 -date	G
	Stock Exchange Council/Board of Directors	Member	1979 - 1988	G
	North of England Anglo-Japanese Society	President	1996-date	R
	Northern Business Forum	Director	2002-date	R
	Northern Rock Plc	Director	1996-date	G
	Team General Partner Ltd	Director	1993-date	R
	Northern Enterprise (General Partner) Ltd	Director	2000-date	R
	North East Regional Investment Fund Ltd 1, 2 and 3	Director	1999-date	G
	North East Seed Capital Fund Ltd	Director	1999-date	R

UNIVERSITY OF DURHAM COUNCIL MEMBERS

NAME AND TITLE	COMPANY/ ORGANISATION	POSITION HELD	DATES	SECTOR
	Capital North East Ltd (General Partner) ltd	Director	2001-date	R
	Salle Farms Ltd	Director	1999-date	A
	Zytronic Plc	Director	2000-date	J
	High Gosforth Park Ltd	Director	1999-date	K
	CBI National Council	Member	2000-2003	R
	CBI North East	Vice Chairman (Chairman -2000-03)	2003-date	R
Mr C Moyes	University of Durham	Chair of University Council Member	1992 –date	
	The Go-Ahead Group Plc	Deputy Chief Executive	1986 – date	Q
	Subsidiaries of The Go-Ahead Group	Director		Q
	National Bus Company	Management, marketing and industrial relations roles	1971 - 1986	Q
	Confederation of Passenger Transport UK	Council member President	2003	Q
	GOVIA Ltd and subsidiaries	Director		Q
	Atlantean Trading	Director	1999 - date	G
	Passenger Transport Forum for Employee Development	Chairman	1997 – date	Q
Lady Eccles of Moulton	University of Durham	Vice-Chairman of Council Member	1985 – date 1981 – 1985	
	Times Newspapers Holdings Ltd	Independent Director	1998 – date	P,C
	National and Provincial Building Society	Director	1991 – 1996	G
	Unrelated Live Transplant Regulatory Authority	Member	1990 – date	I
	Yorkshire Electricity Group	Director	1990 – 1997	F
	Ealing District Health Authority	Chairman	1988 – 1993	I
	Teesside Development Corporation	Member	1987 – 1998	R
	J Sainsbury plc	Director	1986 – 1995	P,H
	Tyne Tees Televisions	Director	1986 – 1994	C
	British Railways Eastern Board	Member	1986 – 1992	Q
	North Eastern Electricity Board	Member	1974 – 1985	F
	Gray Design Associates	Partner	1963 – 1977	R
Mrs C R Thornton-Berry	University of Durham	Member of Council		
	Northallerton Health Services Trust	Chairman	1991 – 1996	I

UNIVERSITY OF DURHAM COUNCIL MEMBERS

NAME AND TITLE	COMPANY/ ORGANISATION	POSITION HELD	DATES	SECTOR
	Northallerton Health Authority	Chairman	1988 – 1991	I
	Yorkshire Dales National Park	Appointed member	1988 – 1997	M
	Northallerton Health Services Charitable Development Trust	Chairman		I
	North Yorkshire Health Authority	Deputy Convenor		I
Professor R D Boyne	University of Durham	Vice-Provost of Queen's Campus, Stockton Professor of Sociology Member of Council		
	Tees Valley Cultural Strategy Working Group	Chairman	2002 – 2003	R
	Tees River Users' Trust	Chairman		K
	Cleveland Arts	Director		K
	Culture North East	Board Member	2003 – date	R
Professor T A J Cockerill	University of Durham	Director of Durham Business School Professor of Business Management and Economics Member of Council		
	Association of Business Schools	Executive member		K
	Strategy Steering Group, ONE North East	Chair		R
	House of Commons Select Committees on Nationalised Industries and Trade and Industry	Economic Advisor	1973 – 1980	R
	Cambridge Econometrics	Research Consultant		L
Mr M W Hughes	University of Durham	Lecturer in Philosophy Member of Council		
Professor B Huntley	University of Durham	Chairman of Environmental Research Centre Professor of Plant Ecology and Palaeoecology Member of Council		
	North East Centre for Environmental Science and Industry	Director		R
	Durham Wildlife Trust	Honourable General Secretary		R
	East Durham Groundwork Trust	Director		R
Professor R D Smith	University of Durham	Professor of Education		
	Whitworth Hall Country Park	Consultancy		K

UNIVERSITY OF DURHAM COUNCIL MEMBERS

NAME AND TITLE	COMPANY/ ORGANISATION	POSITION HELD	DATES	SECTOR
Dr J H M Taylor	University of Durham	Lecturer in Department of French Member of Council		
	Institute of Translation and Interpreting	Chair of Education and Training Committee	1986 – 1989	R
Professor A Unsworth	University of Durham	Director of Centre for Biomedical Engineering Professor of Engineering Member of Council		
	Action Research	Non-Executive Director	1992 – 1994	I
	South Durham Health Authority	Non-Executive Director	1993 – 1996	I
	Stryker, Howmedica, Osteonics	Consultant		I
	Sulzer medical	Consultant		I
	Biomet	Consultant		I
	Matroc ceramics	Consultant		I
	De Puy, Johnson and Johnson	Consultant		I
	Midland Medical Technologies Ltd	Consultant		I
Dr M C Young-Scholten	University of Durham	Deputy Dean Faculty of Arts & Humanities Member of Council Member of Senate		
Mr L W Lauchlan	University of Durham	Analytical technician Branch secretary of AMICUS-MSF Member of Council		
Mr J Thompson	University of Durham	Senior Representative of GMB Trade Union Lay member of Joint Committee Manual and Ancillary Staff Member of Council		
Councillor D Morgan	University of Durham	Lay member of Council		
	Durham County Council for Coxhoe Division	Member	2001 – date	R
	Apex-GMB Trades Union	Regional Officer Advocate at employment tribunals	1970 – 2000	R
	Trade Union Congress	Education Service Tutor	1975 – 1995	R
Mr M Lloyd	University of Durham	Advisor on Foundation for Small and Medium Enterprise Development Chairman of Grey College Council Lay member of Council		

UNIVERSITY OF DURHAM COUNCIL MEMBERS

NAME AND TITLE	COMPANY/ ORGANISATION	POSITION HELD	DATES	SECTOR
	Durham County Council	Deputy Chief Executive	2000 – date	R
	County Durham Development Company	Managing Director	2000 – date	R
	County Durham TEC Group Ltd	Group Chief Executive	1999 – 2000	R
	Bolton and Bury Chamber of Commerce, Training and Enterprise and Business Link	Deputy Chief Executive/Director of Operations	1996 – 1999	R
	Central England Training and Enterprise Council	Director Education and Training	1994 – 1996	R
	Department of Trade and Industry	Member of Enquiry Team – Export of Arms to Iraq	1993 – 1994	R
	Powys Training and Enterprise Council	Head of Operations, Deputy Chief Executive, Chief Executive (acting)	1990 – 1993	R
	Department of Employment		1985 – 1990	R
	County Durham Foundation	Director	2002 – date	R
	North East Sport	Vice-President	2001 – date	K
	Durham Economic Strategy Steering Group	Chairman	2000 – date	R
	North West & South West Durham Task Forces	Chairman	2000 – date	R
	Netpark Steering Group	Secretary	2001 – date	R
Councillor T S Gill	University of Durham	Lay member of council		
	Durham City Council	Vice-Chairman of Controlling Group Chairman of Community Safety Sub-Committee Cabinet Member with Portfolio responsible for Best Value		R
	Rural Commission (LGA)	Member		R
	Durham Health Authority	Ex-Vice-Chairman		I
Mr B Wood	University of Durham	President of Durham Students' Union Member of Council		
Mr A Beales	University of Durham	Treasurer of Durham Students' Union Member of Council		
Mr T Cartner	University of Durham	Lay member of Council		
	Helios Properties plc	Director	1997 – date	D
	Fifth Avenue Properties	Director	1992 – 1996	D
	B T Newton and Company	Partner	1987 – 1992	D
	Graham Miller Sibia & Company	Chief Surveyor	1984 – 1987	D
	John Laing Construction	Articled Pupil	1978 – 1984	D

UNIVERSITY OF DURHAM COUNCIL MEMBERS

NAME AND TITLE	COMPANY/ ORGANISATION	POSITION HELD	DATES	SECTOR
Mr R L Court	Chartered Institute of Arbitrators	Associate		D
	Durham Pipeline Technology Ltd	Non-executive Chairman	2003 – date	D
	University of Durham	Lay member of Council		
	Cardales UK Ltd	Chief Executive	1998 – date	R
	Keith Cardale Groves (Comercial) Ltd for General Accident	Chief Executive	1987 – 1998	R
	Maurice Beale & Partners / General Accident	Equity Partner	1978 – 1987	R
	BOAC/British Airways	Senior Estates Surveyor	1973 – 1978	Q
	Maurice Beale & Partners	Articled pupil	1969 – 1973	R
	Royal Institute of Chartered Surveyors	Fellow	Elected 1985	R
	Basepoint plc	Non-executive director	1988 – date	R
	Glanmore Property Fund Limited	Director	2001 – date	G
Thesis Asset Management International Ltd	Director	2001 – date	G	
Mr R Coxon	University of Durham	Lay member of Council		
	ICI, Corporate M&A	Senior Vice President		B
	Whitehall & Industry Group Ltd	Non-executive Director		K
	ICI Pension Fund Ltd	Director		B
	Claypath Property Company Ltd	Director		D
	Pharmaceutical & Speciality Cluster, One North East	Chairman		B
	Process Industries Innovation Centre, Wilton	Chairman		B
	Institute of Directors	Member		R
	Science & Industry Council, One North East	Member		R
Professor D Croisdale-Appleby	University of Durham	Lay member of Council		
	Buckinghamshire NHS Trust	Chairman	2002 – date	I
	NHS Research Ethics Committee	Member	2001 – date	I
	Yarrow Housing	Chairman	2001 – date	R
	Careplus, London	Chairman	2001 – date	R
	Family Health Service Appeal Authority	Member, Judicial appointment	2001 – date	I
	Legal Services Commission	Member of the Governing Body	2002 – date	L
	DTI Employment Tribunals	Member	2002 – date	L
	Central Police Training and Development Agency	Independent Board Member	2002 – date	K
Food from Britain, DEFRA	Board Member	2002 – date	H	

UNIVERSITY OF DURHAM COUNCIL MEMBERS

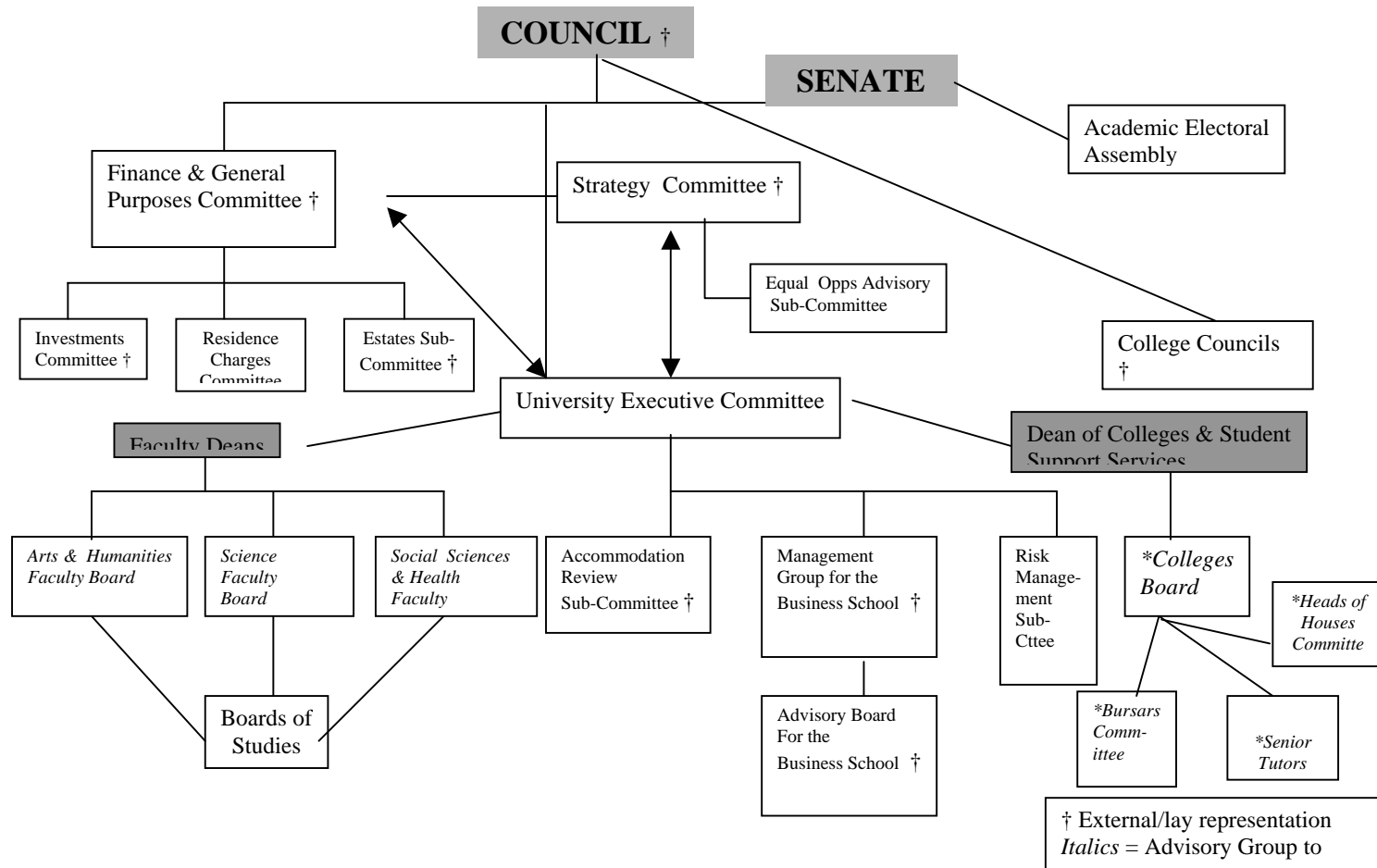
NAME AND TITLE	COMPANY/ ORGANISATION	POSITION HELD	DATES	SECTOR
	North East England Committee of Rail Passengers Council	Member	2002 – date	Q
	Creative Synergy Ltd	Chairman and Chief Executive	1984 – date	R
	London & South East Region, NHS	Chairman, Independent Review Panels	1996 – 2002	I
	Buckinghamshire Mental Health NHS Trust	Deputy Chairman	2001 – 2002	I
	UFI (University for Industry)	Board Director of Business Strategy, Marketing, Communications and Customer Care	1999 – 2001	C, K
	SSC&B Lintas	Worldwide Operations Director / COO	1981 – 1984	K
	Allen, Brady and Marsh Ltd	Chief Executive	1978 – 1981	C
	De Villiers & Schonfeldt Ltd	Managing Director	1975 – 1978	C
	J Walter Thompson Ltd	Account Director and Head of Marketing Consultancy	1972 – 1975	C
	American Brands Inc.	Marketing Manager	1969 – 1972	H
	The O R Executive	Scientific Officer	1967 – 1969	L
Mrs A Galbraith	University of Durham	Lay member of Council		
	Prescription Pricing Authority	Chair	2001 – date	I
	North East Awards Committee of the Community Fund	Vice-Chair	1999 – date	R
	Tynedale CAB	Chairman	1998 – date	R
	Royal Victoria Infirmary & Associated Hospitals NHS Trust	Chairman	1990 – 1997	I
	NHS Trust Federation	Vice-Chairman	1993 - 1997	I
	Northern Regional Health Authority	Member	1987 – 1990	I
Mr G Garlick	University of Durham	Lay member of Council		
	Stockton-on-Tees Borough Council	Chief Executive	1995 – date	R
	Urban Renewal Centre for Teesside			R
Ms S Underwood	University of Durham	Lay member of Council		
	North East Museums, Libraries and Archives Council	Chief Executive		K
	Executive Committee of the North East Regional Assembly	Member		R
	The Baltic	Trustee		K
	Northern Arts	(former) Board Member		K
	Live Theatre	(former) Board Member		K

UNIVERSITY OF DURHAM COUNCIL MEMBERS

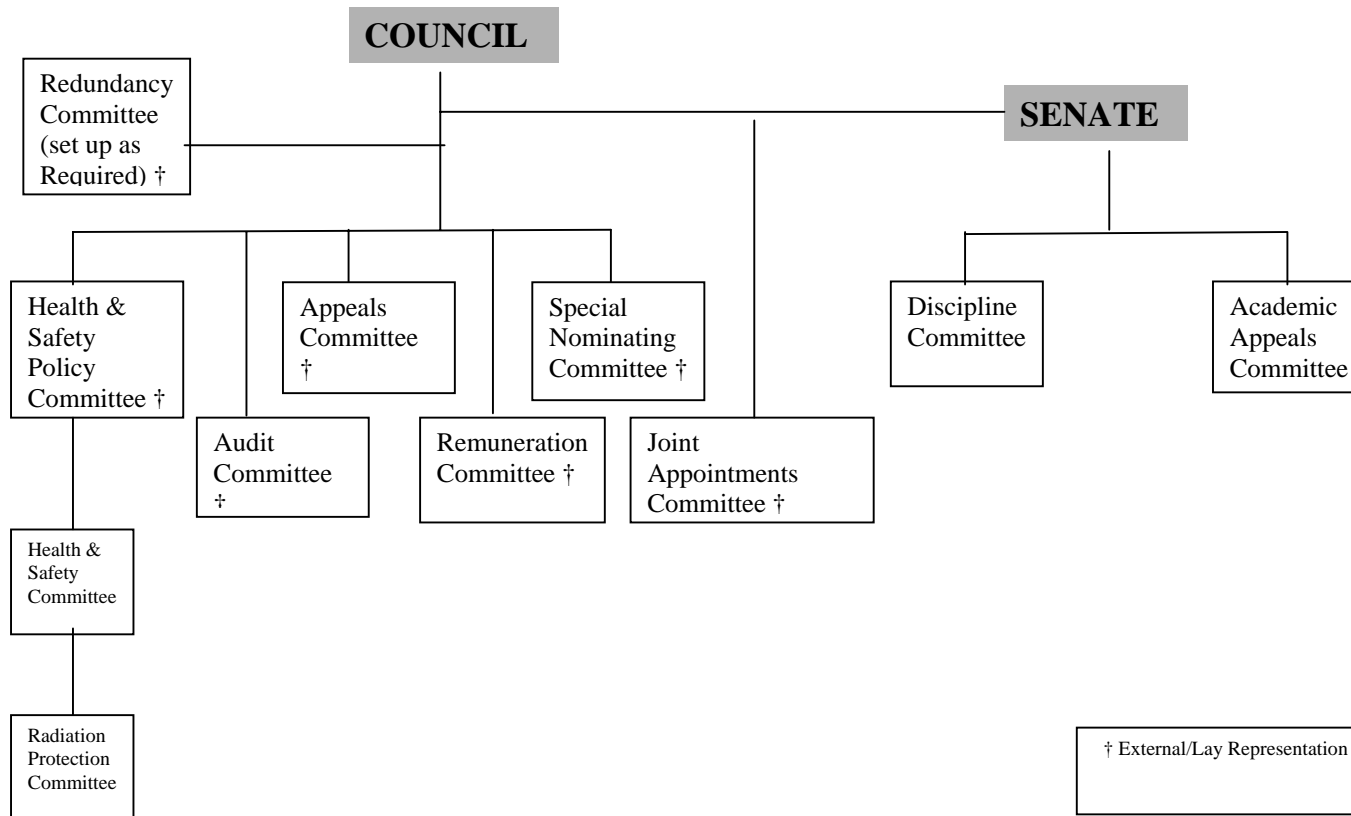
NAME AND TITLE	COMPANY/ ORGANISATION	POSITION HELD	DATES	SECTOR
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Mr M Stephenson	University of Durham	Lay member of Council		
	Helena Laboratories/Helena BioSciences	Managing Director	1983	B
	Vickers Instruments Inc, Boston	President	1980	E
	Vickers Plc	Board appointment European Sales Manager	1979	E
			1974	
	A Reyrolle & Co	(Apprentice) Engineer	1960	L
	Bank of England Regional Business Panel	Board Member		G
	NES General Partners Limited (Regional Venture Capital Fund)	Board Member		G
	North East Industrial Development Board	Board Member		R
	Science and Industry Council, ONE North East	Board Member		R
	Sunderland arc	Board Member		R
	Tyne and Wear Economic Development Company	Board Member		R
	Tyne and Wear Learning and Skills Council	Board Member		R
Tyneside Training and Enterprise Council	Board Member		R	

COMMITTEE STRUCTURE : GOVERNANCE, STRATEGIC PLANNING AND RESOURCES

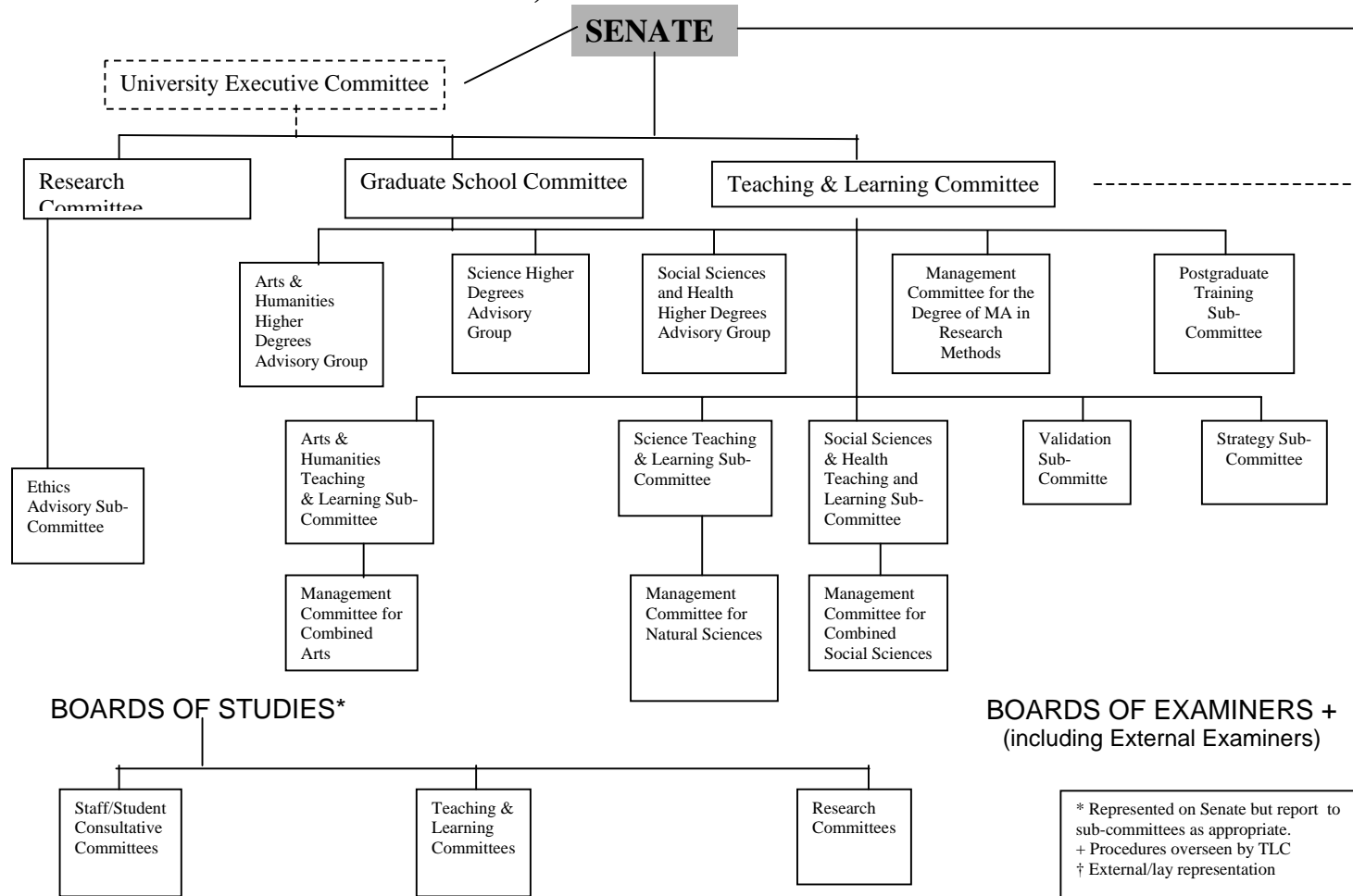


COMMITTEE STRUCTURE : COMPLIANCE, REGULATORY AND ACCOUNTABILITY

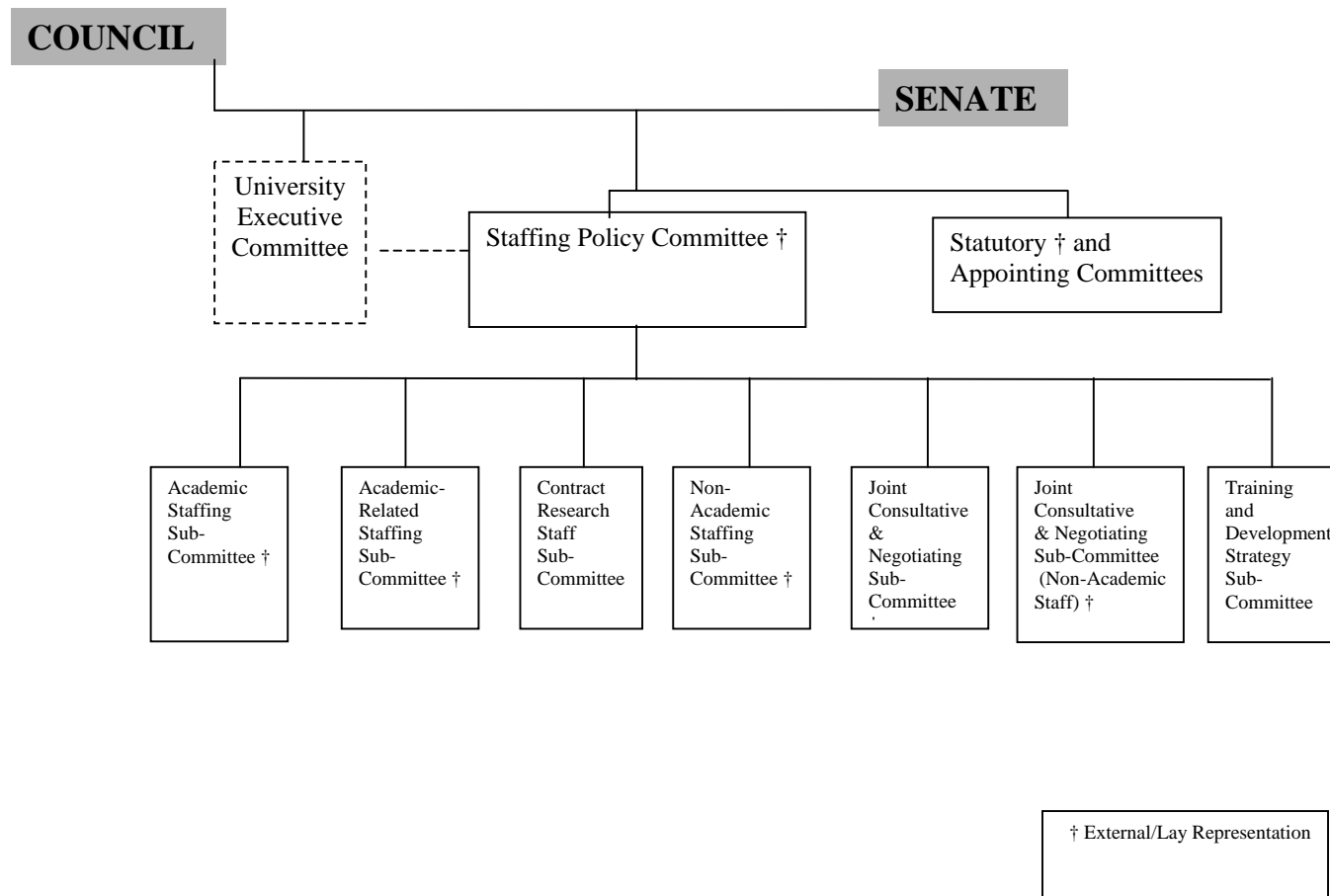


COMMITTEE STRUCTURE : RESEARCH, TEACHING AND LEARNING

As at 19/3/03
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COMMITTEE STRUCTURE : HUMAN RESOURCES



UNIVERSITY OF DURHAM

MANAGEMENT STRUCTURE AND RESPONSIBILITIES

