



BLANTYRE INTERNATIONAL UNIVERSITY

INDUSTRY COLLABORATION POLICY

January 2017

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Contents

1. Introduction	3
2. Objective of the BIU-Industry Collaboration Policy	3
3. Definition of Collaboration, University And Industry	3
4. The Paradigm of University-Industry Policy.....	3
5. The Lambert Model of Business - University Collaborations.....	4
6. BIU Four Actions Framework.....	5
7. BIU-Industry Collaborations Guidelines:.....	6
7.1 Important aspects to consider.....	6
7.2 Responsibilities of the University	6
7.3 Responsibilities of the University	7



1. Introduction

This section highlights the role of universities in innovation, emphasizing that successful innovation depends on the flow of creativity, ideas, skills, and people between universities and private enterprises. Collaboration between universities and industries is crucial to address complex industry and social problems in our increasingly technologically complex world. BIU recognizes the vast potential in universities and industries and emphasizes enhancing university-industry collaboration.

2. Objective of the BIU-Industry Collaboration Policy:

This policy aims to foster BIU's collaboration with industries, with objectives including generating new knowledge, creating human capital, transferring tacit knowledge, driving technological innovation, attracting capital investment, and developing knowledge infrastructure. The policy seeks to enhance relationships between the university and industries in areas where collaborations can be established and sustained.

3. Definition of Collaboration, University, and Industry:

Collaboration: A cooperative process where individuals or organizations work together to achieve shared goals, often resulting in greater resources, recognition, and rewards.

University: An institution offering higher education degrees and conducting academic research.

Industry: Refers to companies involved in producing goods for sale, including trade and commerce.

4. The Paradigm of University-Industry Policy:

This section emphasizes the role of universities in educating populations and generating knowledge. Various methods of transferring university research to industry are discussed, with a focus on commercialization, collaborative research, contract research, consulting, and informal advice.

5. The Lambert Model of Business-University Collaborations:

In drafting the policy and guidelines on BIU – industry policy, BIU has adopted The Lambert Review of Business-University Collaboration that has been recommended in *the Lambert Review and Wilson Review* of Business-University Collaborations as a benchmark for the university's excellence towards achieving excellence in higher education via collaboration with industry. The Lambert Review summarizes that:

The Lambert Review summarizes that:

- the best form of knowledge transfer comes when a talented researcher moves out of the university and into business, or vice versa;
- the most exciting collaborations arise as a result of like-minded people getting together – sometimes by chance – to address a problem;



- encouraging academics and business people to spend more time together should be a high priority for knowledge transfer professionals;
- the innovation process is non-linear, so knowledge transfer is not simply a question of channeling clever ideas from researchers down a production line into commercialisation. “Great ideas emerge out of all kinds of feedback loops, development activities and sheer chance. This is another reason why it is so critical to build dynamic networks between university researchers and their business counterparts” .
- diversity is good, both in mission and in funding. “The type of business collaboration that would make sense for one kind of university might be either impossible or irrelevant for another”
- proximity matters when it comes to business collaboration;
- ”business-university collaborations need careful and consistent management by both sides, and a number of joint programmes have failed for lack of such attention”
- an emphasis on knowledge transfer requires institutions to put in place new mechanisms for establishing institutional priorities;
- universities are more complex to manage than businesses, with a variety of different stakeholders – academics, students, and funders.

6. BIU Four Actions Framework:

BIU utilizes the Four Actions Framework (Eliminate, Reduce, Raise, Create) to facilitate decision-making regarding university-industry collaborations. The framework helps identify and prioritize collaborative initiatives and encourage collaboration by eliminating silos, reducing barriers, raising awareness of the benefits, and creating an ecosystem for sharing and transferring knowledge between academia and industry.

The Four Actions Framework

The following are examples how the Four Actions Framework has facilitated the decision-making involved in the policy on university-industry collaboration.

Eliminate: Programmes that do not directly benefit the university, industry, community and other stakeholders.

Reduce: Irrelevant costs that are not reasonable and do not bring direct benefits to stakeholders.

Raise: Encourage collaborative programmes that are beneficial to and fully sponsored by the industry or any other interest groups.

Create: Opportunities for industry and alumni to participate in sponsoring various programmes that provide direct benefits to universities, industries, communities and other stakeholders.

and

Eliminate: Academics and industry working in silos.

Reduce: The ignorance of lecturers on the need and benefits to share and transfer their knowledge to the industry.

Raise: The need to enhance collaboration with the industry through various platforms such as ‘Knowledge Transfer Programmes’, research, consultancy, innovation and commercialisation of innovation products .

Create: An eco-system that encourages sharing and transfer of knowledge between academia and industry.

7. BIU-Industry Collaborations Guidelines:

7.1 Important aspects to consider

In order to see that the collaborations between University-industry work well, there are several important aspects to be considered. They are:

a. Governance and management structures for mobility

Effective institutional strategies for mobility require fit-for-purpose and well-articulated management structures. There is a need to have the support of relevant offices namely; Registrar, Academic Affairs, Student Affairs and Research.

b. Integrating all stakeholders

Institutional strategies should put more emphasis on the integration of university and industry which among other benefits could improve impact of collaboration.

c. Strategizing collaboration

Institution needs to pay more attention to the different types of collaboration, given the potential link to strategic internationalization, enhancement of research and teaching and general professional development. .

7.2 Responsibilities of the University:

a. Identify strategic industry partners

Responsibilities for the university in fostering effective collaboration with industries include identifying strategic industry partners, engaging strategically, re-aligning resources, implementing collaborative activities like Knowledge Transfer Partnerships, and ensuring the sustainability of collaboration through evaluation and support.

- Identify niche areas of the targeted industries.



- Identify the industries' needs and areas for collaboration
- Match the industries' needs with the university's expertise

b. Strategically engage with industries

- The university shall ensure the existence of effective governance and performance measurement system to monitor and audit effectiveness, efficiency and sustainability of university-industry collaborations.
- Improving training and consultancy services.
- Increasing the number of relevant industry experts and enhancing the role of Adjunct/Honorary Professors from industries.

c. Re-align and focus its direction and resources in collaboration with industries

- Employment of professional academic staff with industrial experience.
- Enhancement of recognition and reward system.
- Creation of academics as social mentor and succession plan.
- Determination of the university's leadership/niche area with respect to the resources available.
- Careful selection of industry collaborators.

d. Implement the collaborative activities

- Introduction of Knowledge Transfer Partnership.
- Marketing and promoting of expertise in the universities.

e. Grow and sustain the strategic collaborative activities

- Proper evaluation and monitoring procedures to ensure success and sustainability of collaboration.

f. Support the work internally both during the contract and after, until the research/project can be exploited

7.3 Responsibilities of Industries

a. Define the project's strategic context as part of the selection process

- Use the company's research portfolio to determine collaboration opportunities.
- Define specific collaboration outputs that could provide value to the company.



b. Select boundary-spanning project

- The ability to make connections between research and opportunities for its applications.

c. Share with the university team the vision of how the collaboration can help the company

d. Invest in long-term relationships

- Plan multiyear collaboration time frames.
- Cultivate relationships with target university researchers.

e. Build broad awareness of the project within the company 17

- Promote university team interactions with different functional areas within the company.
- Promote feedback to the university team on project alignment with company needs.

f. Support the work internally both during the contract and after, until the research/project can be exploited.