

# Theory: University Research Management issues and processes

Elena Andonova, 28<sup>th</sup> January 2011

# Oxford Researchers and Facilities

- 1544 academic staff
- 2609 research staff
- 7380 postgraduate students

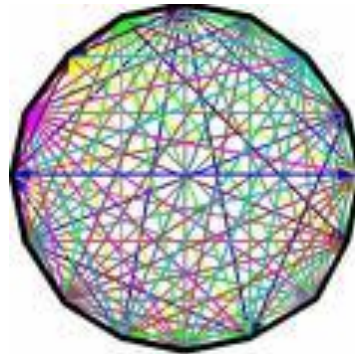


Research administration is a collective enterprise

*Aim is to facilitate world-class research and knowledge exchange!*

## Internal Collaborations

Funders



Isis

Finance

External  
Collaborations

Other  
universities

## Oxford Research Services - Major Responsibilities

- Supporting the grant process
- Negotiating research-related contracts and agreements
- Advising on the costing and pricing of research at Oxford
- Supporting University and Divisional research-related planning
- Promoting the responsible conduct of research and compliance

## Oxford Research Services - Major Responsibilities

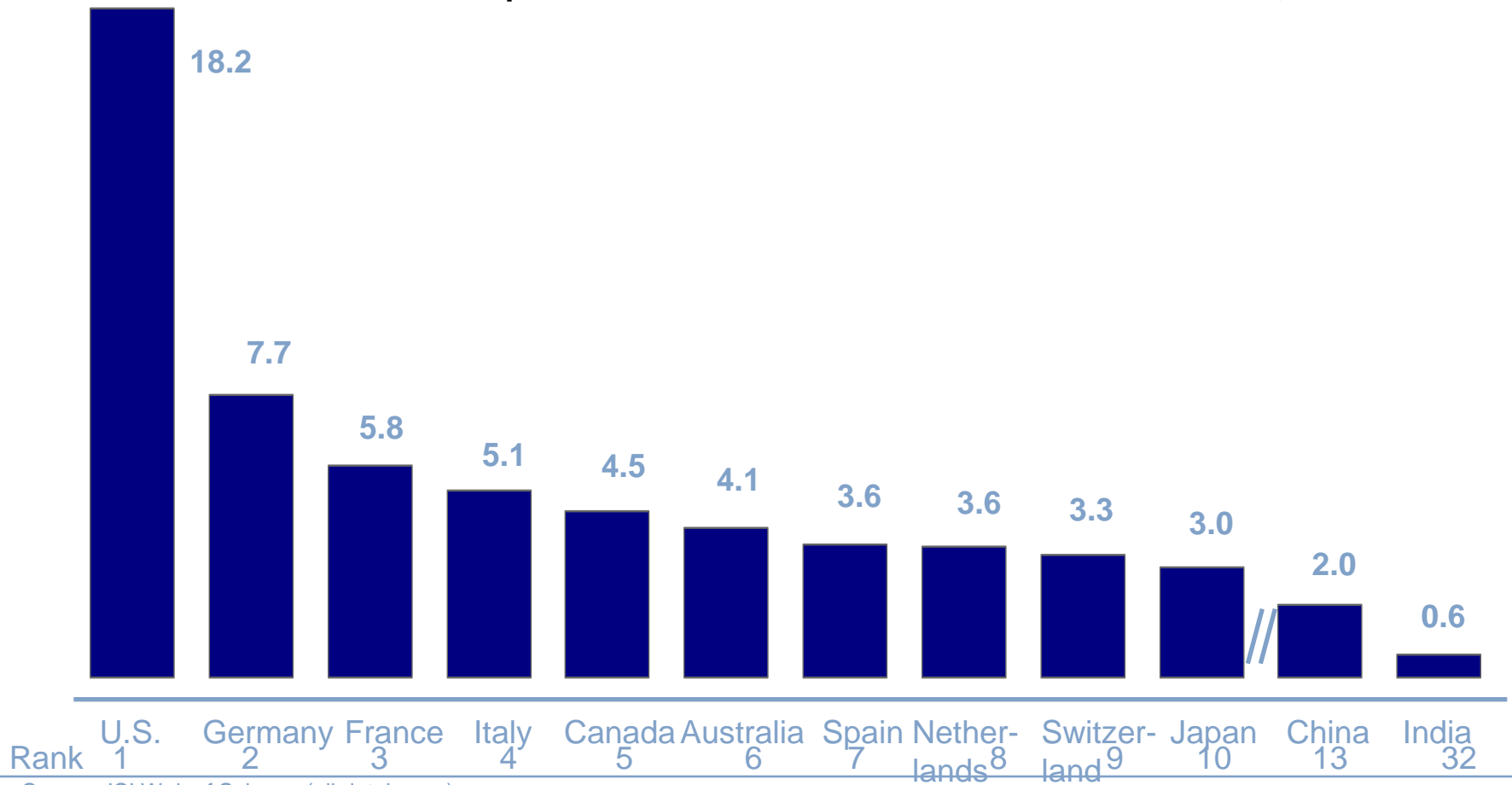
- Providing information on funding opportunities
- Supporting the development of the University's knowledge exchange/knowledge transfer activities and its partnerships with key external organisations
- Facilitating technology transfer
- Leading the continuous improvement of research administration at Oxford

## Oxford Research Services - Structure

- Three Divisional teams
- Three main 'client' groups are:
  - The Academic Divisions
  - Their Faculties and Researchers, Senior Officers of the University
  - Oxford's Research Sponsors and Collaborators
- Activities include:
  - Support grant processes
  - Negotiate research related agreements and report
  - Support Tech Transfer
- Specialists
  - European Funding, IP
  - Clinical trials

# Oxford researchers are collaborating across the globe

**% of Oxford outputs in Web of Science with international co-author, 2004-2008**



Source: ISI Web of Science (all databases)

## Key issues

- Charitable status of the university
- Compliance with funders' requirements
  - Many different funders
- Efficient processing
- Tracking agreements
  - Document management systems
- Contract negotiation
- Financial management
- Project management
- IP
- Liability
- Publication



# Key Processes

- Grant submission
  - Department approval
  - Research Services approval
- Contract negotiation
  - Authority to sign
  - Policies
    - Liability, IP, publication
  - Training
  - Relationship management
    - Corporate
    - Other funders
    - Isis
- IP Rights Management

## List of Topics

- IP Rights Management
- Contract Negotiation
- Sources of Funding
- Delivering what the funder expects – outcomes and deliverables
- Metrics – measurement or assessment?
- **Project Management**
- Anything else...

# IP Rights Management

- Ownership
- Source of Funding
- Employment Status
- Funders
- Collaborators
- Assignment to Isis
- Protection and Exploitation

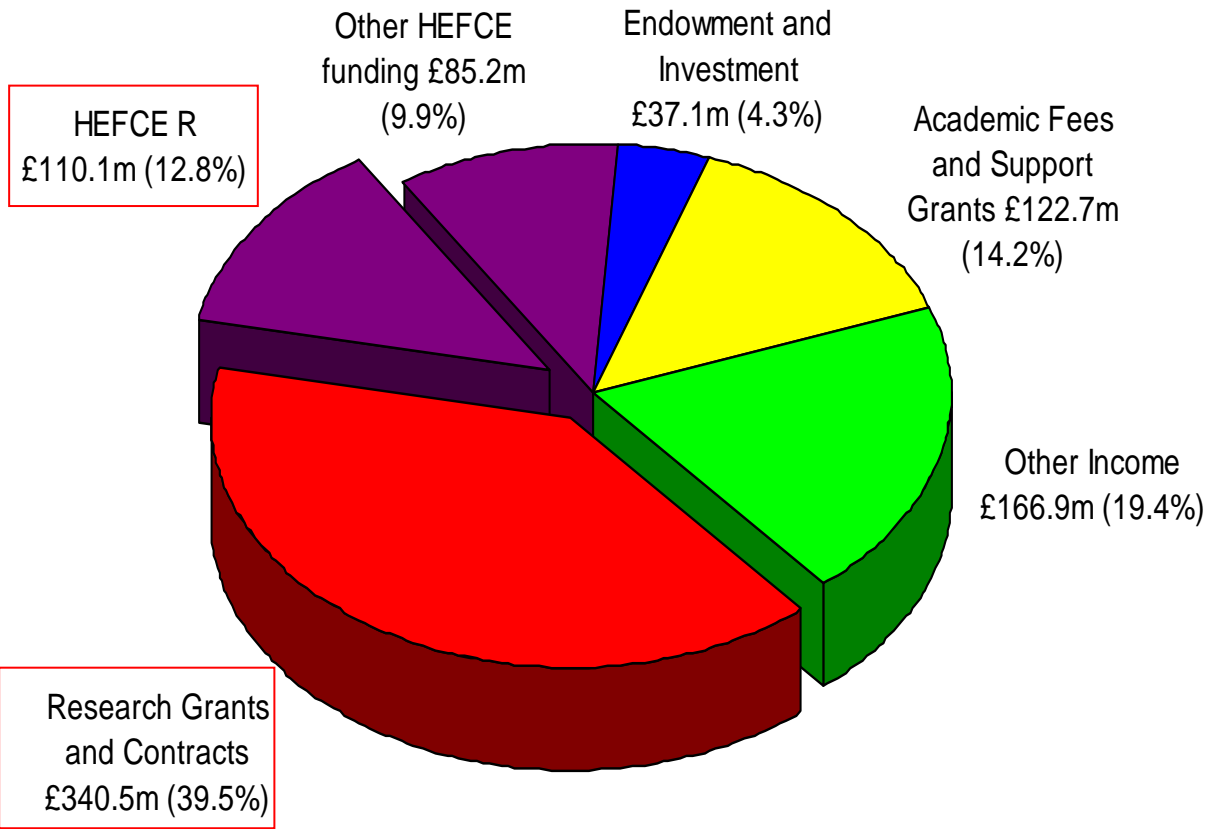
# Contract Negotiation

- Principles and Policy of Institution
  - Charitable rules
  - Academic Freedom
- Terms of Contract
  - IP
  - Publication
  - Liability
  - Price
- Desires of Funder
  - Corporate
  - Government
- Solving the mutual problem
- Getting to Yes
  - Principles not position

# Research (grants & contracts plus HEFCE R) accounts for more than 50% of total Oxford income

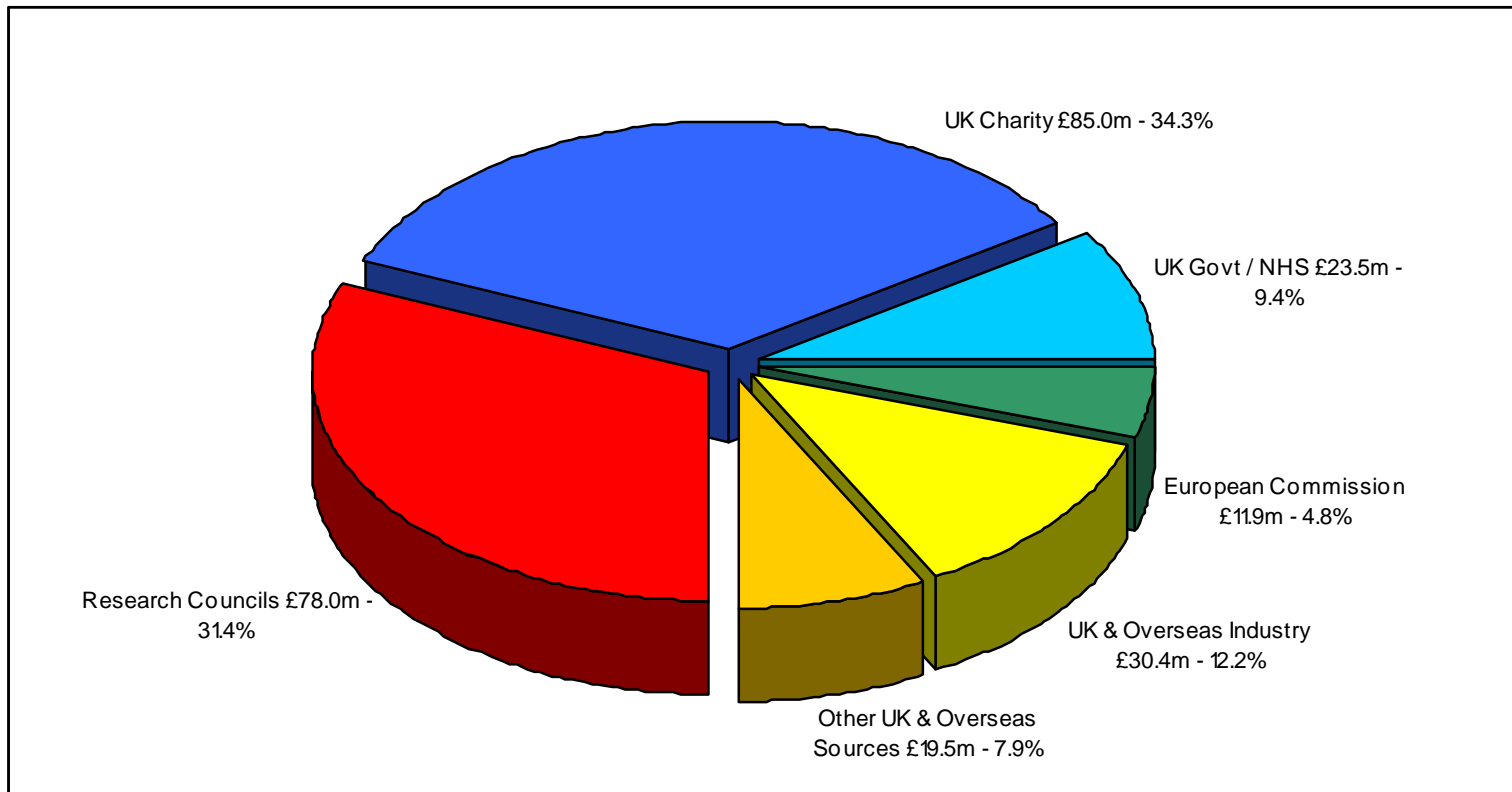
Total University Income 2008/09 - £852m

2576 grant applications (+14% on 07/08)  
1920 awards (+8%)  
£467m award value (+21%)  
3278 contracts (+29%)



# Oxford Research Income by Sponsor Type FY 2006/07

## Total £248.2m



## Sources of Funding

- Research Councils
- Companies
- Governments
- Charities
- European Union

## Outcomes and deliverables

- What does the funder want?
  - Just do the research and publish
  - Do the research and tell us
  - Do research for us
- How will the outcomes be measured?
  - Reports?
  - Papers?
  - A Product?
  - Economic Impact?



## Economic Impact

- Very hard to measure
- Long term for basic research
  - Patents?
  - Spinouts?
  - Licenses?
  - Income?
  - Jobs?
  - Trainees?
- Hard to measure (objective)
- Easier to Assess (more subjective)

# Research Evaluation Framework

- Used to be Research Assessment Exercise
- Assesses Quality of Research
- Peer review of historical publications
- Inclusion of Impact Measures (controversial)
  - Traceability
  - Length of time
  - Comparability

# Project Management

- Delivery is important
- Is the institution know what the funder expects (and has the funder been clear)
- Proportionality of expectation
  - European Bureacracy
  - Royal Society Travelling Fellowship
- Financial compliance
- Reporting
- What does the funder do with the information?