

# Future Priorities for UKRI



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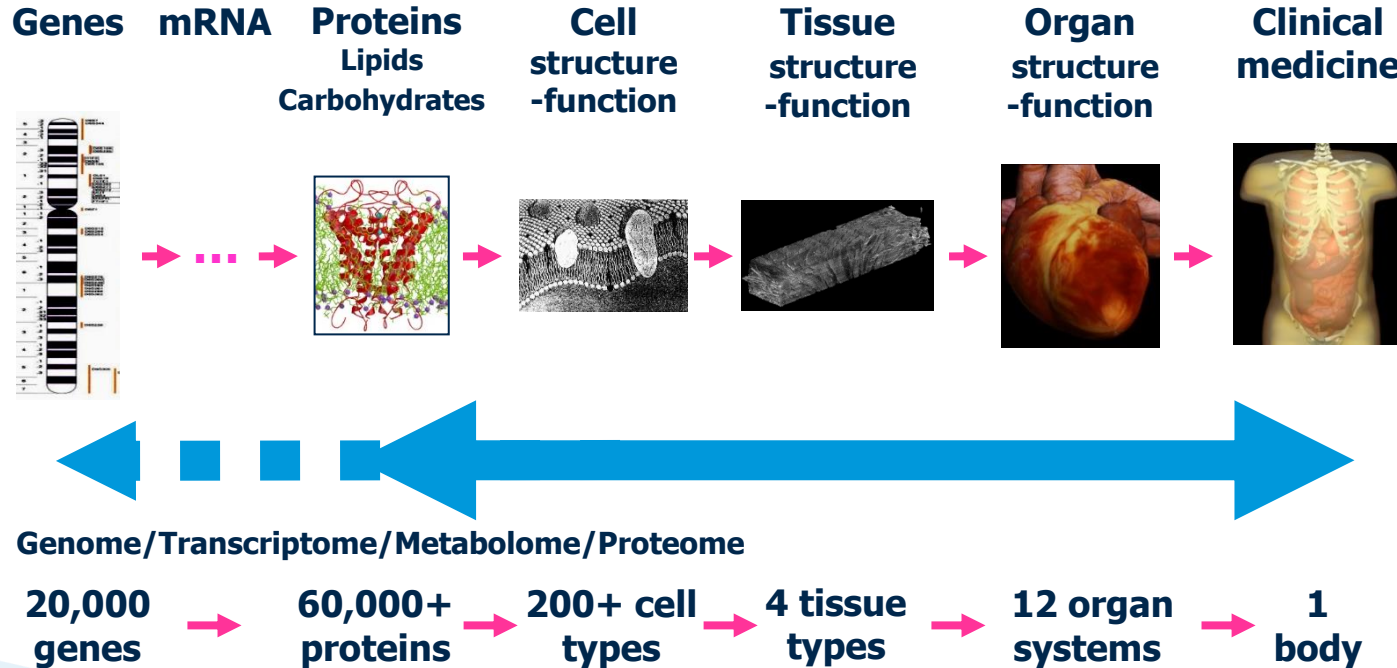
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*I hold it equally impossible to know  
the parts without knowing the  
whole and to know the whole  
without knowing the parts in detail*

Pascal, 1647

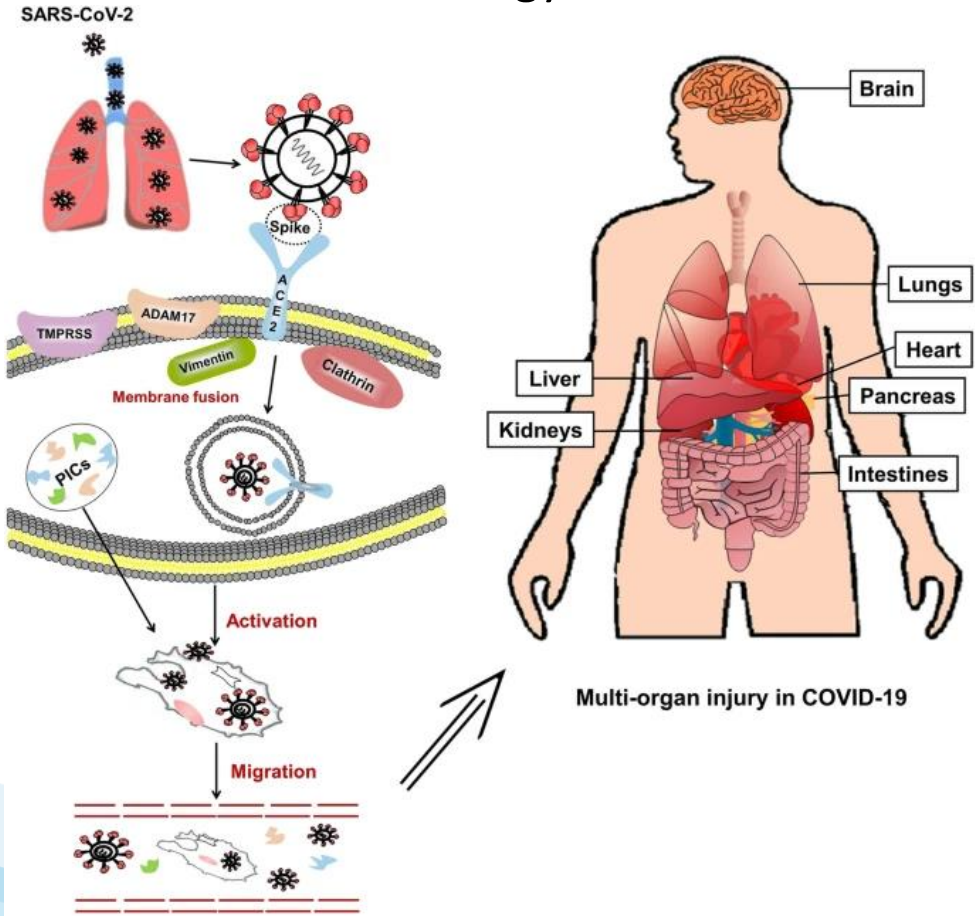
# Spatial domains and vertical integration



# Opportunities

- Government R&D roadmap, Industrial Strategy with clear Grand Challenges. Eg Healthy Aging
- Commitment to doubling of public R&D spend to £22bn by 2025.
- UKRI Corporate Plan and focus on “convene and catalyse” to play a stewardship role.
- Knowledge Exchange Framework to maximise translation to impact.
- Covid-19 :
  - Responding, re-purposing, re-aligning and being agile.
  - Multi-organ insult – physiology as the ‘reassembly science’ with a real-world impact

# Covid-19 is a multi-organ disease where Physiology, Neuroscience and Immunology meet



# Challenges

- Impact of Covid-19 pandemic on Higher Education Institutions.
- Brexit disrupting access to ERC Discovery funding.
- Tension between *Discovery v Mission* [Haldane Principle].
- Getting balance right. Not mutually exclusive. Mission can drive discovery *aka* serendipity. E.g. War effort advanced surgical procedures, NASA moon shot advanced material science and communication systems.
- Pressure on the QR model – driving huge deficits in research intensive Higher Education Institutions.
- Is REF fit for purpose? Costly in terms of time and money. What does it tell us we don't already know?

# What does research success look like?

- What is the timeframe for success?
- What is the most appropriate evaluation mechanism?
  - Mission - linear and binary evaluation metrics
  - Discovery - non-linear and more difficult
    - *Absence of evidence is not evidence of absence.* History is the judge. Long time frame.