

# Science Policy & Management: a University View

- ◆ **Selectivity**
- ◆ **TRAC**
- ◆ **Full Economic Cost**
- ◆ **Strategic subjects**
- ◆ **Managing independent researchers**
- ◆ **Reflections for the future**

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# 1. Selectivity

- ◆ Research funding (FCs and RCs) already highly selective
- ◆ HEFCE: 3a : 4 : 5 : 5\*  
= “0”: 1 : 2.7: 3.4
- ◆ “International Excellence” only would imply c. 0.5 : 1 : 2 : 3
- ◆ For 2005/6: rationalisation of PGR funding, and ratios “0” : 1: 3.0 : 3.75

## 2. TRAC

- ◆ **Transparent Approach to Costing**
- ◆ **Incorporates full depreciation and other costs – adds expenditure in Accounts beyond SORP**
- ◆ **Uses estimates of time on T, R and Other**
- ◆ **Data supported increase in Govt funding for sustainability of research base**
  - **Confidential and interesting!**

### **3. Full economic cost**

- ◆ **Costed at the individual project level (incl. PI salary); monitored at the Institutional level for sustainability**
- ◆ **Extra Govt funding from SR2004 to achieve 80% of FEC for RC grants**
- ◆ **Only 80% of direct costs, not just indirect...**
- ◆ **Concerns about other public and non-public research funders, including EU**
- ◆ **How control applications pressures on RCs? – NSF asking Univ. to pre-screen some types of proposals...**
- ◆ **Significant implications for role of research funding from FCs**

## 4. Strategic subjects

- ◆ **Not just Physics, Chemistry etc; languages, land planning...**
- ◆ **Recent HEFCE changes haven't helped:**
  - -4% for “> 17 A-level points” in 2003/4
  - T ratios reduced to 1: 1.3: 1.7 in 2004/5
  - R funding: +17%, +14%, +8% in 2005/6 (and Chemistry is *down -1%...*)
- ◆ **All add to challenges on science base:**
  - Wrong pointers for VCs and U. Councils
  - HEFCE developing a strategy
- ◆ **(How) are research and teaching linked?**

## **5. Managing independent researchers**

- ◆ Sounds like a contradiction in terms**
- ◆ Key is self and peer pressure**
- ◆ At Loughborough:**
  - Performance-based appraisal stalled;**
  - Personal Research Plans (Neil Halliwell) implemented: a chance to take stock and raise aspirations and ambitions**

## 6. Reflections for the future

- ◆ **Key word for 2008 RAE, 10 Year Framework, regional agenda etc could be “impact”**
- ◆ **In University Governance: autonomy and responsibility for interests of all stakeholders**
- ◆ **For teaching, HEFCE/ DfES has to recognise it will be a secondary stakeholder for QA**
- ◆ **Key competence for University Mgt: capacity to take strategic decisions, collegially, with transparent financial information, *and on other than just financial grounds.***