



POLICY ON THE GOVERNANCE OF RESEARCH INSTITUTES, CENTRES AND UNITS

Final Approved Version

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Over the past decade, University College Cork (UCC) has been very successful in establishing and developing interdisciplinary research centres through PRTL and SFI funding, and most recently through the success in the SFI Centre programme. The governance of research within Research Institutes, Centres and Units (RICUs) requires clarity to ensure effective structures and processes by which research can be most effectively enabled and facilitated, and, in parallel, providing mechanisms for oversight to ensure the highest standards are applied and maintained. While many of the PIs in the RICUs hold an academic appointment and thereby have line management within the academic structures, their roles in RICUs frequently follows a different structure in terms of research leadership.

Principles

- Dynamic interdisciplinary RICUs are central to UCC's strategy for research and have proved to be critical to success in competing for external funding. The governance structures must be designed to facilitate future development and growth of RICUs, recognising the need for flexibility and adaptability over time in response to external opportunities.
- While researchers ideally prefer maximum flexibility in managing and leading research teams, programmes and RICUs, this must be balanced against the fact that there are external constraints and regulations on the RPOs which require compliance with policies especially in terms of financial, HR, H&S, and IP management. The University has responsibilities to ensure RICUs operate within this framework, while at the same time being cognisant of the needs of PIs in managing their research.
- Many of the PIs based in RICUs are members of academic staff employed in Colleges / Schools / Departments / Disciplines. The governance structures established for RICUs must respect and complement the line management relationships in place within the traditional academic structures. In addition the steps taken to facilitate RICUs should not disadvantage the academic units so that there is clear incentivisation for members of academic staff to engage as PIs in RICUs without competing priorities in relation to the needs of the academic School / Department – this is particularly critical in relation to overhead allocation, assignment of research income, affiliation on publications, IP, credit for PhD supervision etc
- While this document is focused on research undertaken within RICUs, research and scholarship undertaken within academic schools and departments is vital to the reputation of the university and, accordingly, must be supported and enabled through university policies and procedures.

Types of RICUs

RICUs occur at different levels of scale and complexity. The current approach to governance is very strongly influenced by the scale, diversity and complexity in each instance.

- Research centres which exist essentially entirely within a School / Department (>90% PIs) where the external branding as a group has strategic merit but in practice management can be handled effectively within the academic school / department
- Research centres which exist essentially entirely within a College (>90% PIs) but involving researchers from more than one School / Department
- Research centres which involve researchers from more than one College
- University level research institutes (e.g. Tyndall)

For most cases, governance within the existing College structures can be effectively achieved; for University level research institutes, individual MOUs defining the relationship between the Institute and the University are generally required.

RICUs are designated as Type S, M or L as defined in the *Procedures for Establishment, Review and Disestablishment of Research Centres and Units*, with Type L referring to university level institutes, Type M to interdisciplinary centres within one or more Colleges and Type S to small clusters within a School.

Operational Aspects

The relationships between the research community, central support offices and college support structures warrant continual review, clarification and effective communication.

1. Human Resources

All researchers employed in RICU's are employed through UCC's Employment and Career Management Structure for Researchers. <http://www.ucc.ie/en/researchcareers/>.

Directors of RICU

For RICUs which are essentially entirely contained within a single College (>90% PIs in a single College), the Director of a RICUs is appointed by HR on the recommendation of the VPRI following consultation with the relevant Head of College. Appointments are generally for a 5 year period with the possibility of renewal.

For RICUs which involve researchers from more than one College, the Director of a RICU is appointed by the President following consultation with the VPRI and relevant Heads of College. Appointments are generally for a 5 year period with the possibility of renewal. On appointment, processed through HR, incoming Directors are briefed on the role and responsibilities of a Director.

In most instances the Directorship is an academic leadership role taken on by a PI without additional remuneration. However, for larger and more complex RICUs (Type L) specific T&C of appointment may be established recognising the contribution through direct or indirect

support (e.g. through backfill). This is addressed on an individual basis with the VPRI and HOC(s).

For most newly established RICUs, the initial Director is usually the lead PI on the proposal for funding to establish the RICU. If the initial Director steps down or reaches the end of a term of appointment, appointment of a Director to a RICU of Type M or Type L will usually involve an appointment process.

Appointment of a Deputy Director as agreed between the Director and the VPRI and relevant Head(s) of College for Type M and Type L RICUs is envisaged.

2a. Governance – Reporting and Oversight

While individual PI's often have a line management relationship with a Head of School or Head of Department or Head of College (if the PI is a HOS), their reporting relationship in relation to their role as PI's in a RICU is a parallel relationship which complements but does not supersede the employment relationship to the HOS/HOD/HOC. While the line management relationship to HOS covers their employment in the broadest sense, PIs report to the Director specifically in relation to the management and progress of research projects and programmes within the RICU.

For RICUs with researchers that are based across more than one College, the alignment to the College(s) and reporting lines require detailed consideration to ensure the implementation of an effective management and support structure. Table 1 summarises the governance of Type L, M and S RICUs.

Directors of RICUs have two complementary reporting relationships within the University (Figure 1):

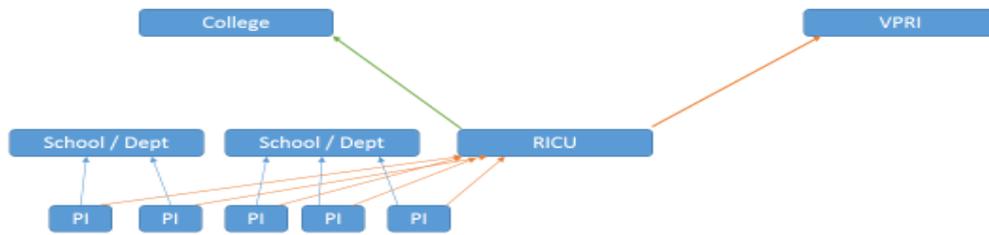
- an internal management line relating to resource and personnel management, risk management and compliance, and academic matters. This reporting line depends on the scale of the RICU as outlined in Table 1,
- to the VPRI in relation to the strategic direction of the research, compliance with university and national policies in relation to research, and responsibility to external funding agencies.

For RICUs which are essentially entirely contained within a single School / Department (>90% PIs in a single School / Department), the Director of a RICU reports to the VPRI and to the Head of School / Department.

For RICUs which are essentially entirely contained within a single College (>90% PIs in a single College), the Director of a RICU reports to the VPRI and to the Head of College.

For RICUs which involve researchers from more than one College, the Director of a RICU reports to the VPRI and to a designated Head of College.

Figure 1: RICU Director Reporting Relationships



In certain instances, Centres will be embedded within Institutes. In these cases, the Centre Director reports to the Institute Director and the reporting line to the College flows through the Institute Director. The Centre Director will also report to the VPRI in relation to compliance with funding agency requirements and University and national research policies

Table 1: Governance Framework for Research Institute/Centres/Units

	GOVERNANCE STUCTURE	ACCOUNTABLE TO	FREQUENCY OF REPORTING	SIGNING AUTHORITY	STAFF REPORTING LINES	SLA required
Institute (Type L)¹	<ul style="list-style-type: none"> A Strategic Advisory Group² with Internal & External membership - membership and TOR² approved by UMTO Executive Management Committee – TOR approved by College Executive² Alignment to a specific College for resource flow <p><i>*With Appropriate representation from each college</i></p>	Accountable to: <ul style="list-style-type: none"> Day-to-day to the designated HOC UMTO via Head of College VPRI on Funder requirements and University and national Research Policies 	<ul style="list-style-type: none"> To HOC on a quarterly basis Annual report to VPRI. If submitting annual report to a funding agency this document should be submitted to the VPRI one week in advance of submission to Funder (or more often if required by Funder) To Finance Committee on finance matters above a prescribed level 	<ul style="list-style-type: none"> As specified Signing Authority and Approval Policy (SAAP) http://ocla.ucc.ie/LegalAffairs/SigningAuthorityFeb2011.pdf As specified in SLA (to be established) 	<ul style="list-style-type: none"> Director to HOC in relation to resourcing and Academic matters Director dotted line relationship to VPRI on funder requirements and on University and national research policy Academic/Research staff to: <ul style="list-style-type: none"> Director for Research Projects Head of School for Academic matters 	Yes - between Institute and University to ensure clarity on interactions between the central functions, relevant College structures and, University Offices
Across more than 1 College	<ul style="list-style-type: none"> Strategic Advisory Group² - TOR Approved by College Executive Executive Management Committee - TOR approved by College Executive² Alignment to a specific College for resource flow <p><i>*With Appropriate representation from each college</i></p>	Accountable to: <ul style="list-style-type: none"> Designated HOC UMTO via HOC To VPRI on - <ul style="list-style-type: none"> Funder requirements University and national Research Policies 	<ul style="list-style-type: none"> To HOC on a quarterly basis Annual report to VPRI. If submitting annual report to a funding agency this document should be submitted to the VPRI one week in advance of submission to Funder (or more often if required by Funder) To Finance Committee on finance matters above a prescribed level 	<ul style="list-style-type: none"> As specified Signing Authority and Approval Policy (SAAP) http://ocla.ucc.ie/LegalAffairs/SigningAuthorityFeb2011.pdf As specified in SLA (to be established) 	<ul style="list-style-type: none"> Director to HOC in relation to resourcing and Academic matters Director dotted line relationship to VPRI on funder requirements and on University and national research policy Academic/Research staff to: <ul style="list-style-type: none"> Director for Research Projects Head of School for Academic matters 	Yes - between Centre and University to ensure clarity on interactions between the central functions, relevant College structures, and University Offices
Centre (Type M)¹						

<p>Within 1 College</p>	<ul style="list-style-type: none"> Executive Management Committee -TOR approved by College² Alignment to a specific College for resource flow 	<p>Accountable to:</p> <ul style="list-style-type: none"> Head of College To VPRI on - <ul style="list-style-type: none"> funder requirements University and national research policy 	<ul style="list-style-type: none"> To HOC on a quarterly basis Annual report to VPRI. If submitting annual report to a funding agency this document should be submitted to the VPRI one week in advance of submission to Funder (or more often if required by Funder) 	<ul style="list-style-type: none"> As specified Signing Authority and Approval Policy (SAAP) http://ocla.ucc.ie/LegalAffairs/SigningAuthorityFeb2011.pdf 	<ul style="list-style-type: none"> Director to HOC in relation to resourcing and Academic matters Director dotted line relationship to VPRI on funder requirements and on University and national research policy Academic/Research staff to <ul style="list-style-type: none"> Director for Research Projects Head of School for Academic matters 	<p>No</p>
<p>Unit (Type S)¹</p>	<ul style="list-style-type: none"> Executive Committee if scale requires – TOR approved by College Executive² 	<p>Accountable to:</p> <ul style="list-style-type: none"> Head of School/ Department To VPRI on – <ul style="list-style-type: none"> funder requirements University and national research policy 	<ul style="list-style-type: none"> Director to Head of School /Department on a quarterly basis Annually to HOC & VPRI 	<ul style="list-style-type: none"> As specified Signing Authority and Approval Policy (SAAP) http://ocla.ucc.ie/LegalAffairs/SigningAuthorityFeb2011.pdf 	<ul style="list-style-type: none"> Director to Head of School/ Department in relation to resourcing and Academic matters Director dotted line relationship to VPRI on funder requirements and on University and national research policy Academic/Research staff to <ul style="list-style-type: none"> Director for Research Projects Head of School for Academic matters 	<p>No</p>

¹Type S, M or L designation defined in 'PROCEDURES FOR THE ESTABLISHMENT, REVIEW, AND DISESTABLISHMENT OF RESEARCH CENTRES AND INSTITUTES' document

²Terms of Reference for RICU committees detailed in Section 2b.

2b. RICU Committees — Terms of Reference

I. Type L (Research Institute)

In order for a RICU to receive a classification of Type L (Research Institute), it will have to go through a rigorous assessment as set out in the “*Procedures for the establishment, review and disestablishment of Research Centres and Institutes*”.

It is anticipated that only a small number of Type L (Research Institutes) will be established in UCC. When a Type L (Research Institute) is approved, an SLA will be established between the University and the Institute. The SLA will clarify the services to be provided to the Type L (Research Institute) by central offices within the University and will also clarify the governance structure required, the oversight arrangements, the reporting arrangements, the signing authority and the required staff reporting lines (Table 1)

Strategic Advisory Group

It is anticipated that a Type L (Research Institute) will have a Strategic Advisory Group with internal and external membership. The Strategic Advisory Group will have a non-executive role and its purpose will be to provide oversight of the activities and progress of the Type L (Research Institute), ensuring that the entity operates in line with expectations and best practice in all aspects of its endeavours.

Terms of Reference

The Strategic Advisory Group will:

1. Provide oversight of activities and progress of the Type L (Research Institute) ensuring that it operates in line with expectation and best practice in all aspects of its endeavours.
2. Ensure that a strategic plan is in place for the Type L (Research Institute) and where appropriate work with the Executive Management Team to develop such a strategic plan.
3. Ensure that the strategic plan has clear objectives and deliverables and associated key performance indicators which will enable performance to be delivered assessed.
4. Bench-mark performance of the Type L (Research Institute) against national standards with regard to;
 - volume of research undertaken,
 - quality of research as indicated by the success rate of academic grant applications and other benchmarks as appropriate to the disciplines,
 - the number of industry partners where relevant,
 - the number of grants received from national and European bodies.

Membership

Membership of Strategic Advisory Group will consist of a minimum of 9 and a maximum of 12 members. Membership will include the following:

- Chair, external and independent of the Institute;
- VP for Research and Innovation (VPRI) or nominee;
- Head of College (to which the Type L (Research Institute) is aligned) or nominee
- Nominee of HOC from other relevant Colleges as appropriate based on activity;
- Nominee from key strategic partners;

- Two industry representatives who will be nominated by the Director and approved by UMTO;
- Senior figures from business, academia or the public sector that can add value to the strategic board.

The chair of the Strategic Advisory Group shall be appointed by the President in consultation with the Director, relevant Head of College and VPRI. The chair should be an independent contributor and not associated with any of the companies involved with the Type L (Research Institute).

The Director will be entitled to attend meetings of the oversight board as will other members of staff, as appropriate.

Meetings

The Strategic Advisory Group should meet at least quarterly. Documentation should be provided in a timely fashion to ensure members are able to satisfactorily discharge their duties. A quorum for the meeting should be 50% plus 1, to include the Chair and VPRI (or nominee).

The terms of reference for the Strategic Advisory Group will be submitted for approval to the University Management Team (Operations) by the designated Head of College.

It should be noted that all Type L (Research Institutes) will be accountable to:

- A specific College in order to manage resource flow, academic matters, HR matters, risk and compliance, and to ensure appropriate internal controls.
- The VPRI in relation to funder requirements and University and national research policy.

Executive Management Committee

Each Type L (Research Institute) will have an Executive Management Committee (EMC). The purpose of the EMC is to support to the Director in control of the day to day operations of the RICU. The EMC will ensure alignment between the research requirements as laid out in the strategic plan and the annual operational plan. The EMC will assist the Director in the development of the strategic plan, the associated operational plan and risk management.

Terms of Reference

The Executive Management Committee will:

- Support the Director in the delivery of the research programmes and in the identification of new opportunities.
- Develop a strategic and financial plan and associated annual operational plan for the Type L (Research Institute);
- Ensure that the Type L (Research Institute) operates within University College Cork and national policies and procedures and any other requirements as laid down by funding or regulatory bodies;
- Assess and control all risks through the development of a risk register in keeping with the University's risk management policy;

- Ensure that KPIs are in place to monitor performance in relation to the operational and strategic plan of the Type L (Research Institute).
- Provide regular reports to the Strategic Advisory Group;
- Ensure appropriate allocation of the Type L (Research Institute) finances and other resources in line with agreed work programme
- Provide an efficient administrative infrastructure and clear communication and cohesion across all aspects of the Institute/Centre;
- Work with the Technology Transfer Office (TTO) in all matters relating to intellectual property.
- Provide regular reports to the Head of College as prescribed.
- Provide annual reports to the VPRI. If submitting an annual report to a funding agency, this document should be submitted to the VPRI one week in advance of submission to the funding agency;
- Provide annual reports to University Finance Committee on financial matters above a prescribed level (as set out in the signing authority policy);

Membership

Membership of the Executive Management Committee will be as follows;

1. The Director;
2. The Manager;
3. Principal Investigators or nominees agreed by the PI cohort ,taking into account the colleges represented within the institute;
4. Representation of the VP for Research and Innovation and/or Director of Technology Transfer, as appropriate;
5. Nominee from the relevant College executive - who does not have day to day involvement in the centre.

Reporting

The Director of a Type L (Research Institute) will report to the designated Head of College and to the VPRI on funder requirements and University and national research policy.

Signing Authority

A Type L (Research Institute), while being a large research entity, will not have a separate legal existence, and thus the contracting party in all grants, etc. will be University College Cork.

It should be noted that all contracts that legally bind the University must be referred through UCC Research Support Services to the Office of Corporate and Legal Affairs for review.

All contracts which involve the creation, disposal or acquisition of IP must be referred through UCC Research Support Services to the TTO for review.

Employees of the University are not authorised to bind the University to contracts unless they have that delegated authority pursuant to the signing authority policy.

The Signing Authority Policy sets out the delegated authority given to the Director.

Signing authority will also be specified in the Service Level Agreement between the Type L (Research Institute) and the University.

II. Type M (Research Centre)

In order for a RICU to receive a classification of a Type M (Research Centre), it will have to go through rigorous assessment as set out in the “*Procedures for the establishment, review and disestablishment of Research Centres and Institutes*”.

Type M (Research Centres) will be those RICUs classified as medium-sized which exist within one College or across more than one College. All Type M (Research Centres) will be aligned to a specific College.

(A) Type M (Research Centre) that sits cross more than one College.

Governance Structure

Type M (Research Centres) that sit cross more than one College will have a Strategic Advisory Group and an Executive Management Committee. The advisory group’s terms of reference are as set out above.

Membership

It is envisaged that membership of the Strategic Advisory Group for a Type M (Research Centre) will be between 6-9 members with a quorum of 50 per cent plus the chair and the VPRI (or nominee). Meetings should take place on a bi-annual basis.

Membership of the Executive Management Committee should ensure appropriate representation from the relevant Colleges.

Reporting

The Director will report to the designated Head of College, and to the VPRI on funder requirements and University and national research policy.

Signing Authority

Signing Authority will be laid out within the University Signing Authority Policy, and the signing authority of the Director will be agreed between the Director and the Head of the assigned College.

Service Level Agreement (SLA)

An SLA will be put in place between the Type M (Research Centre), the relevant Colleges, and relevant University offices.

(B) Type M (Research Centre) within one College

For RICUs within one College, it is envisaged that the Type M (Research Centre) will have an Executive Management Committee with terms of reference as above, approved by the relevant College Executive Team.

Reporting

The Director will report to the Head of College on a quarterly basis, and to the VPRI on funder requirements, and University and national research policy, on an annual basis.

Signing Authority

Signing Authority will be as per the University Signing Authority policy.

III. Type S (Research Unit)

In order for a RICU to receive a classification of Type S (Research Unit), it will have to go through an assessment as set out in the “*Procedures for the establishment, review and disestablishment of Research Centres and Institutes*”. A Type S (Research Unit) is classified as a research group that exists within a single School or Department.

It is anticipated that Type S (Research Unit) will have an Executive Committee if they are deemed to be large enough. If an Executive Committee is established, its terms of reference will be similar to those of the Executive Committee of a Type M (Research Centre).

Reporting

The Director of a Type S (Research Unit) is accountable to Head of School/Dept on a day to day basis. S/he will report to the Head of College, and to VPRI on funder requirements, and University and national research policy, on an annual basis.

Signing Authority

The signing authority for a Type S (Research Unit) will be as per the University Signing Authority Policy

2C. Role of a RICU (Type L, M or S) Director

The Director will be the academic and administrative lead for the RICU (Type L, M or S).

S/he will be the lead Principal Investigator on research programmes and projects.

The Director will report to the relevant Head as per Table 1.

Functions

The Director will be responsible for:

1. The efficient and proper conduct of the business of the RICU;
2. Leadership of the RICU, both internally and externally;
3. The development of the RICU Strategic Plan and associated operational plan and risk register;
4. Financial and other resources, in accordance with the RICU financial plan;
5. Recommending proposals for new research projects;
6. Ensuring the funding provided is used appropriately;
7. Performance of each of the PIs and their function and duties;
8. Compliance with University policies and procedures.

3. Management within RICUs

It is recognised that a number of models for management structures within RICUs may be appropriate and it is not the intention of this policy to impose uniform structures. However, some general principles are outlined as follows.

For each RICU (Type M or L), a Director and an Executive Management Committee will be appointed (exceptionally, Co-Directors may be appointed). The Director, as Chair of the Executive Management Committee, is responsible for the day-to-day management of assigned staff and finances, and has overall financial responsibility for the assigned budget. The Director has the pivotal role in chairing and leading the Executive Management Committee in making policy on all aspects of research direction, strategic development, and organisation, and in managing its implementation. The Director and the Executive Management Committee must work in cooperation with the researchers, academic staff, and relevant Heads of College, School and Department to develop and maintain optimum conditions for the performance of research at the highest possible levels.

Larger RICUs will frequently have a Centre Manager; RICU Managers have a direct reporting line to the RICU Director.

Formal governance structures will depend on the scale and complexity of RICUs. For L-type (and M-type RICUs which involve more than one College) RICUs, it is envisaged that Strategic Advisory Groups will be established for the RICU to complement the internal management structures and support the RICUs in their strategic development

4. Establishment of a RICU

A Centres and Institutes Committee chaired by the VPRI will review proposals for establishment of a RICU as outlined in the document *Procedures for the Establishment, Review, and Disestablishment of Research Centres and Institutes*.

Equally the CIC will have responsibility to review the on-going progress of a RICU and recommend its continuation, repositioning or termination, as appropriate.

5. Reporting and review

The Director of a RICU reports to the designated HOC (or HOS for Type S) on all academic, resource, financial and compliance matters. In addition the Director reports to the VPRI in relation to compliance with funding agency requirements and University and National Research Policies. Each RICU Director is required to submit an annual report to the University through the Vice President for Research and Innovation. Unless otherwise agreed in writing (for example if matching a period of reporting to an external funding agency), annual reports cover a calendar year and are submitted by 1st February in the following year. Financial statements for each RICU are generated annually by the Finance Office.

Each research institute, centre, and unit must be evaluated on a regular basis to ascertain whether the circumstances that led to its creation still exist and whether it continues to meet its objectives. Critical self-assessment should form part of the annual report and participation in the University QA/QI and RQR processes is mandatory.

Regular review (typically on a three year cycle) will be carried out by the Centres and Institutes Committee (CIC) in consultation with the designated HOC, other Colleges where appropriate, and the VPRI. Where appropriate, the CIC may seek advice from internal and/or external experts. Reviews will evaluate, inter alia, intellectual vitality, participation of permanent and temporary research staff, funding arrangements and other resource issues, involvement of students and visiting scholars, and overall continued sustainability.

The CIC will provide a report on an annual basis to the UMTO via the VPRI.

In addition, the CIC will report annually to Academic Council.

6. Relationships with Schools/ Departments

The Director and Executive Committee of a RICU must be especially concerned to ensure that Schools / Departments are not negatively affected by involvement of the academic staff as PIs in the RICU and should ensure that Schools / Departments share in its success. The key to this relationship is cooperation for mutual benefit. Head of School & Head of College oversight of PI alignment with RICUs is important.

Colleges and the University must also facilitate the relationship by ensuring that, where appropriate, research activity and output are credited jointly.

- Publications and research presentations should include both the RICU and the School / Department as affiliation;
- Projects, grant income and postgraduate FTE's should be jointly attributed to both the RICU and the School / Department/ College.

7. Overhead Allocation

Overheads are allocated to the university to support (in part) the infrastructure required for research. University College Cork has an overhead allocation policy which recognises the essential need for infrastructural support within RICUs to cover expenses not readily supported through direct grant support, *e.g.* equipment maintenance, key support staff, *etc.*

While the University may review and revise its overhead policy in the future, the current University Policy on Distribution of Research Overheads can be summarized as follows:

10% of the total overhead earned will be allocated to a Strategic Research Fund managed through the OVPRI for strategic purposes. The remaining overhead is distributed in the following proportions:

1. Project in a Department / School:

College 60%; Department/ School 20%; Project 20%

2. Project Shared:

College 40%; Department 20%; Research Institute, Centre, Unit 20%; Project 20%;

3. Project solely in a Research Institute, Centre, or Unit:

University 40%; Research Institute, Centre, Unit: 60%

The principle behind this is to ensure that PIs are facilitated in engaging in RICUs without disadvantaging their School / Department in terms of overhead flow. The approach in the second case above (shared project) has proven very successful.

For all S-type RICUs and those M-type RICUs that are located entirely within an academic unit only option 1 is enabled.

To ensure the sustainability of M- and L-type RICUs, which have a dedicated infrastructure in terms of location distinct from the academic unit(s) and a dedicated support staff independent of the academic unit(s), access to overhead allocation options 2 and 3 is essential. The CIC will review on an annual basis which RICUs are of sufficient scale and independence to merit access to Options 2 and 3.

For RICUs that can avail of options 2 and 3, option 3 is applicable for projects solely supported by the RICU infrastructure with no input from the academic unit(s) and requires the agreement of the designated HOC, while option 2 is appropriate where there is direct input from the host academic unit(s) in supporting the research.

8. Resource Allocation – Space, HR and Financial

As responsibility for resource lies to a large extent within the Colleges, for those RICUs which reside within a College responsibility for resource allocation lies with the Head of College in consultation with the VPRI.

For RICUs which involve researchers across one or more Colleges responsibility for resource allocation lies with the designated HOC in consultation with the VPRI and, where relevant, the other Heads of College involved in the RICU.

The diversity of approaches to research support across the four Colleges must be taken on board.

9. Research Contracts, IP Management, Research Commercialisation and Technology Transfer

All IP generated within RICUs is managed following university policies through the Technology Transfer Office

Management of Research Contracts is coordinated through UCC Research Support Services within the OVPRI in liaison with Technology Transfer and OCLA.

10. Communication

As discussed, the governance of research within RICUs requires clarity to ensure effective structures and processes by which research can be most effectively enabled and facilitated. Communication with the UCC research community regarding new oversight and management processes and structures, and their implementation, will be essential.