Guidance for Designing Operating Models for UMRI Research Institutes

1.0 Definition of research institutes

The University's Research Strategy Group have defined Platforms, Institutes, Centres and Groups in their [Governance of Research Structures paper](#).

2.0 Designing PS operating models for Institutes

UMRI Institutes are established through the UMRI Board, initially funded centrally then embedded within Faculty structures.

When an internal bid for an institute is being prepared, the Research Development Manager (RDM) is to inform the Head of Faculty RBE and Research Development and Innovation Manager (RDI Manager) for the following conversations to take place:

- Head of Faculty RBE, RDI Manager and RDM discuss the scale and ambition of the research centre, benchmark against existing best practice, and propose a PS operating model (see section 3.0 below).

- The Head of Faculty RBE and RDI Manager make a recommendation regarding the size and shape of the PS operating model to the Principal Investigator.

- The Head of Faculty RBE engages with the relevant Director of School Operations (copying in the Head of School) so the PS operating model and line management structures can be agreed.

This process ensures:

- Delivery of the University and Faculty Research and Innovation Strategies.

- Full consideration of equality, diversity and inclusion, ensuring fair access and opportunity.

- Consistency across centres through the creation of a job family (including job titles and descriptions).

- The scale of the PS operating model is appropriate to the mission of the research centre, including the number and grading of roles and reporting structures.

- Integration with existing Faculty governance structures.

- Effective connection into existing business functions to provide a professional network and support for individual development needs.

- Opportunities for effective succession and workforce planning.

3.0 Considerations when designing PS operating models for research institutes

The following aspects of a research institute will be taken into account when designing the PS operating model:

- **Size and shape**: the number and location of affiliated academic staff

- **Mission**: the scale of ambition and requirements to deliver on agreed objectives

- **Location**: a digital or physical presence/building

- **Facilities and infrastructure**: the provision of equipment and facilities and availability of technical support

- **Interdisciplinary reach**: focus on a small set of related disciplines within a single School/Department or larger interdisciplinary reach across several Schools/Departments and/or more than one faculty

- **External collaboration**: formal partnership with other universities and/or non-academic partners

- **Funding**: the scale of external funding secured and if this is primarily through a major award

- **Leadership and governance**: the composition of the management team, steering group and existence of an external advisory board

4.0 PS roles and specifications

A job family has been created for the PS roles that typically support research institutes. The table below summarises the grade and titles of each role. It is expected that not all roles will fit into the categories outlined below and that some roles will need discussions beyond the Director of School Operations (see Guidance on costing externally funded PS roles on grant applications).

Job title (job description hyperlinked)	HERA details		
	Role code	Total points	Grade
Head of Institute Operations	MAPBMH-FACOFF-TT	587	8
Institute Manager	MAPBMH-FACOFF-SS	494	7
Institute Officer	MAPBMH-FACOFF-RR	434	6
Institute Coordinator	MAPBMH-FACOFF-QQ	335	5
Institute Administrator	MAPBMH-FACOFF-PP	271	4

Template job descriptions are linked above and should be adapted to meet the requirements of the research institute. The HERA scores for each role are provided. Final versions of the job descriptions should be submitted for final HERA review quoting the relevant profile.

5.0 Integrating Institutes into School structures following the end of UMRI funding

For new, internally UMRI funded research institutes, Schools should be aware of the timelines for when UMRI funding will end and the institute will need to be supported from the School budget, including paying for the associated PS roles.

The Institute Director should discuss with the Head of Faculty RBE, Head of School and Head of School Finance as early as possible, to allow time for financial planning.