
The Governance and Management of FOCAS Research Institute

Actions Arising from the Review of the FOCAS Research Institute, January 2008

Designation

1. The facility is to be designated *FOCAS Research Institute (Institiúid Taighde FOCAS)*.
2. In terms of ethos and future structures, research institutes in DIT will be modelled on the *FOCAS Research Institute*.
3. The profile of the *FOCAS Research Institute* will be raised through, inter alia
 - A special web-page
 - A *FOCAS Research Institute* news bulletin
 - Clear signage
4. The *FOCAS Research Institute* to be clearly acknowledged in all group/centre web-sites and in all communications, address label etc.

Management (refer to Appendices)

5. The Head of the *FOCAS Research Institute* will report to the Director of Research and Enterprise. In addition to personnel matters, this will concern all matters concerning the strategic direction and opportunities, funding and budgetary matters, research performance and assessment, publicity and marketing of the *FOCAS Research Institute* – and other matters appropriate to these general themes, as outlined in Appendix I;
6. The position of Head of the *FOCAS Research Institute* will be a fixed term 5-year contract and remunerated at Senior Lecturer III scale; Secondment may be considered. Terms and conditions will be compatible with the Employment Control Framework and conditional on the appropriate budget;
7. The Head of the *FOCAS Research Institute* will be a member of the DRE Executive;
8. A the *FOCAS Research Institute* Co-ordination Board will be established and will meet at least 6 times per annum. Terms of Reference are attached in Appendix II. The Co-ordination Board will comprise:
 - Head of the *FOCAS Research Institute*
 - Deputy Head of the *FOCAS Research Institute* (see para 19)
 - 1 representative per each research centre/unit located within the *FOCAS Research Institute* 1 representative of the Technical Staff
 - 1 representative of the Administration Staff
 - 1 representative of Contract Researchers
 - 1 Representative of Directorate of Research and Enterprise
 - Head of Research (College of Sciences)

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- Head of Research (College of Engineering and Built Environment)

Secretarial assistance will be provided by the *FOCAS Research Institute*; s/he will be ex officio.

9. Academic quality assurance in relation to research students is the remit of the Faculty/College Head of Research who is a member of the Co-ordination group.

10. An Advisory Board will advise on the strategic direction for the *FOCAS Research Institute*. It will meet at least 2 times annually. The Terms of Reference are attached in Appendix III. Membership will comprise:

- 2 Industrial leaders, preferably national (one of whom will be elected Chairperson)
- 2 academic/Research leaders, preferably international;
- President of DIT or his/her nominee
- Nominations of other individuals as might be appropriate, up to a max of 2.

The Head of the *FOCAS Research Institute* will be ex officio. Secretarial assistance will be provided by the *FOCAS Research Institute*.

Budgets and Funding

11. An annual budget for *FOCAS Research Institute* will be proposed by the Head of the *FOCAS Research Institute*, and submitted to the Director of DRE for approval;

12. The *FOCAS Research Institute* will be identified as a funding line in the DRE budget, and the budget will be administered through the DRE;

13. It will be subject to DIT's Resource Planning Procedures and channelled through the DRE;

14. As the overhead covers genuine costs which arise from supporting research activity, the distribution of the overhead from projects arising from research activity and research centres/units housed within or using the *FOCAS Research Institute* facilities will be used to fund these support services. Distribution of Overhead will be:

- 1/3 to Central DIT, to cover *inter alia* overall space, heating, lighting, insurance and maintenance costs;
- 1/3 to DRE, to cover research support, research and financial management including commercialisation assistance, publicising R&D activity and outcomes and liaison with funding agencies;
- 1/3 to the Research Institute, to cover *inter alia* technical and administrative support.

15. A clear research budgetary and pricing policy will be developed to ensure

- Publicly funded projects are fully-costed, and include items, e.g. use of *FOCAS Research Institute* facilities/equipment, depreciation of dedicated equipment, space and dedicated staffing;
- Consultancy and tendered projects reflect a full-cost recovery model.

Staffing

16. Appropriate administrative and technical positions will be provided for, and in line with this, an appropriate overhead will be included in all project costing.

17. The appropriate level of support will be determined in consultation with the Director of Research and Enterprise, compatible with the Employment Control Framework and conditional on the appropriate budget. It is noted that the Review of the *FOCAS Research Institute* recommended 2 full-time Grade IV Administrative, and 4 Technical support staff.

18. Review of the *FOCAS Research Institute* recommended the appointment of a Deputy Head. The level and filling of this position will be kept under review, in light of the Employment Control Framework and current budgetary environment.

19. All posts will be subject to the Employment Control Framework, and as appropriate, DIT regulations.

FINAL VERSION

Appendix I: Head of the FOCAS Research Institute

- The Head of the *FOCAS Research Institute* will be responsible for the management and administration of the *FOCAS Research Institute*, and for the co-ordination of the facilities and all associated activities (teaching, research and development including consultancy). S/he will report to the Director of Research and Enterprise.
- The Head of the *FOCAS Research Institute* will:
 - Be responsible for the development and implementation of the strategic vision and business plan of the *FOCAS Research Institute*;
 - Efficiently and effectively manage all activities (teaching, research and development including consultancy), with due regard to budget, resources and appropriate DIT and national regulations and guidelines;
 - Actively develop and promote all research activities through internal and external collaborations;
 - Enhance and develop the facilities and activities of the *FOCAS Research Institute* through pursuit of national and international funding opportunities;
 - Assist in the co-ordination of proposals and promotion nationally and internationally;
 - Manage and administer the facilities under the guidance of the Co-ordination Board;
 - Ensure the recommendations of the Advisory Board are addressed by the Co-ordination Board;
 - Convene regular meetings of both the Advisory and Co-ordination Boards and co-ordinate the timely reporting of both;
 - Chair the Co-ordination Board;
 - Be a member of the DRE Executive;
 - Be responsible for maintaining appropriate financial records associated with the *FOCAS Research Institute*;
 - Be responsible for reporting to DRE, RSC and Directorate on the activities associated the *FOCAS Research Institute*;
 - Submit an annual report of all activities to the Advisory Board and to DRE ;
 - Represent the *FOCAS Research Institute* on DIT, national and international committees, as appropriate.

The position will be at a senior level and the appointment will be made following a competitive process in line with DIT's normal procedures and following full consultation with *FOCAS Research Institute* Advisory Board. Secondment may also be considered.

The duration of the appointment will be for five years, although no limit to the number of terms an individual can undertake. The Terms of Reference of the Head will be reviewed on a regular basis by Directorate of Research and Enterprise in consultation with the *FOCAS Research Institute* Advisory Board. Terms and conditions must be compatible with the Employment Control Framework.

Appendix II: FOCAS Research Institute Co-ordination Board

The operation of the *FOCAS Research Institute* will be overseen by a Co-ordination Board, which will meet at least 6 times per annum.

The Co-ordination Board will comprise:

- Head of the *FOCAS Research Institute*
- Deputy Head of *The FOCAS Research Institute* (see para 19)
- 1 representative per each research centre/unit located within the *FOCAS Research Institute* 1 representative of the Technical Staff
- 1 representative of the Administration Staff
- 1 representative of Contract Researchers
- 1 Representative of Directorate of Research and Enterprise
- Head of Research (College of Sciences)
- Head of Research (College of Engineering and Built Environment)

Secretarial assistance will be provided by the *FOCAS Research Institute*; s/he will be ex officio.

Terms of Reference

The Board will –

- Be responsible for the development, implementation and evolution of an integrated strategic vision for the Research Institute;
- Be responsible for the operational plan submitted to Directorate of Research and Enterprise on an annual cycle;
- Monitor the operation and maintenance of the laboratories, the facilities and other resources;
- Monitor Health and Safety associated with all activity conducted within *FOCAS Research Institute*;
- Oversee compliance with Research Ethics requirements, in accordance with the DIT Research Ethics Committee regulations;
- Co-ordinate the review of research within the *FOCAS Research Institute* in accordance with DIT regulations;
- Advise identification of new funding opportunities for R&D activity, including sourcing of funds for equipment and core staff;
- Advise on the allocation of space and resources within the *FOCAS Research Institute*;
- Establish a programme of activities (including seminars, conferences and other events) that will promote the *FOCAS Research Institute* both inside and outside DIT;
- Advise on the development of undergraduate and postgraduate programmes associated with the research activities;
- Appoint operational committees as deemed necessary for the efficient operation of the Research Institute;

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- Be guided by the recommendations of the Advisory Board;
 - Report to the Advisory Board in line with the Advisory Board meeting schedule.

FINAL VERSION

Appendix III: FOCAS Research Institute Advisory Board

The *FOCAS Research Institute* will have an independent advisory board comprising

- 2 Industrial leaders, preferably national (one of whom will be elected Chairperson)
- 2 academic/Research leaders, preferably international;
- President of DIT or his/her nominee
- Nominations of other individuals as might be appropriate, up to a max of 2.

The Head of the *FOCAS Research Institute* will be ex officio. Secretarial assistance will be provided by the *FOCAS Research Institute*.

The Advisory Board will meet twice a year and present an annual report on the activities and development of the Institute.

The Board will

- Advise on future directions for the strategic development of the *FOCAS Research Institute*, including its activities and facilities, within the context of DIT's strategic plan, and national and international policy and research frameworks;
- Report to the Director of Research and Enterprise and advise on the contribution of Focas towards meeting DIT Strategy and Mission;
- Advise on the strategic direction of the *FOCAS Research Institute*, including strategies to facilitate the academic, technical, knowledge and technology transfer and financial targets for the activities associated with Focas;
- Oversee the annual reporting and periodic reviews;
- Make recommendations in respect of the support provided to postgraduate research, undergraduate projects and curriculum development as well as to industry, and the public, private and NGO sector;
- Make recommendations to the *FOCAS Research Institute* Co-ordination Board and Director of Research and Enterprise.