

## Research Services Division

### Service groups

The Research Services Division is a key enabler to the delivery of the University's Strategy 2030, the Research and Impact Strategy, successful REF performances, and meeting research income targets, by:

- supporting the full research project lifecycle from inception to impact; ensuring local delivery of support to academics from horizon scanning through research development, bidding and contracting, research project management & delivery (including financial post-award management) to post-project development and reporting, through our Research Funder Clusters.
- offering research (and education) infrastructure support through our Technical Services Group, our Research Software Engineering Group (co-managed with our Institute for Data Science and Artificial Intelligence), and working closely with other services, including Library and Archive services and Research IT.
- providing overall Professional Services leadership for the Exeter Doctoral College (DC), which is a distributed Service with contributions made from multiple Divisions, supporting our Postgraduate Research (PGR) and Early Career Researcher (ECR) communities and the management of the resources, facilities and spaces required to maintain a high quality PGR and ECR experience.
- delivering joint strategic, policy, performance and planning support to the University, its Faculties and Institutes to build and sustain an excellent research environment for our academics and students, including operating a joint divisional model with IIB. This includes the support for strategic initiatives in support of institutional strategies.

As the Division is organised in three service groups (RS, DC and TS) with distinct service models, this paper provides an overview for these, each in turn. Our academic Research Software Engineering Group (co-managed with our Institute for Data Science and Artificial Intelligence) supports Faculty needs on a cost recovery basis for specific (externally) funded projects, but has not been covered here in detail.

## A. Research Services

### List of Service areas:

- Research Finance
- Research Development and Management
- Institute Management
- Research Strategy, Policy and Performance
- Faculty PS partnering DC/IIB/RS

#### 1. Outline of the Service Delivery Model for services in this Division that will be organised around Faculty structures

Faculties will have access to all RS support through embedded, aligned and supporting services.

The **Faculty PS partners for DC/IIB/RS** will provide coordinated support for the Faculty's research and innovation strategy, associated planning activities and Faculty policy, working closely with Directors of Faculty Operations, Associate PVCs for Research & Impact, Associate PVCs for Business, Engagement and Innovation and Deputy Associate PVCs Research & Impact (PGR). To ensure post holders are able to deliver on the volume of work associated with the new larger faculties, we have agreed support for these roles from Departmental Faculty staff, clearer division of responsibilities with the IIB Faculty Lead role, and enhanced aligned roles from the RS Funder Clusters (**Cluster/Faculty Lead, Discipline Lead and Research Finance Lead**) to provide an aligned team approach to working with academic and Professional Services leadership at faculty and department level.

Our **dedicated research project staff** (largely externally or faculty funded) will remain embedded and managed by the academic teams on a day-to-day basis, whilst benefiting from professional community and development support through RS.

Our **University Institute Managers** will be embedded with joint management through the relevant DFOs and RS Institutes. The homing of Institutes within Faculties is expected to deliver increased benefit to the Institutes and Faculties (e.g. around coordination of faculty finances and operational support around spaces), whilst continuing to ensure they facilitate interdisciplinary working across the university and all Faculties.

In addition to the above embedded roles, we will reorganise our Funder Clusters, which include Research Development & Management and Research Finance staff, to **align** their funder expertise (and the support for our Funder Advisory Networks) with the new faculty structures as follows:

- HASS: ESRC, AHRC, Wellcome Trust- Medical Humanities & British Academy Funder Cluster, also including UKRI
- ESE: EPSRC, STFC, NERC & Royal Society Funder Cluster
- HLS: BBSRC, MRC, Wellcome Trust, NIHR, Academy of Medical Sciences Funder Cluster

Our Cornwall cluster will support all academic staff in Cornwall, and will continue to be the expertise point for Leverhulme. Our EU/International cluster will continue to support across the university growing their expertise in international funders such as the NIH. Each Faculty will therefore have one directly aligned cluster, which will provide access to expertise if required from any of the other clusters as well as providing resilience during peak workloads from funder deadlines.

Within the directly aligned Funder Clusters, the Faculty and Departmental leadership will be able to call upon three enhanced, named roles:

- The **Cluster / Faculty Lead** will provide enhanced horizon scanning support and strategic pipeline development to the Faculty (specifically the APVC R&I) and work with the APVC-R&I and DFO to manage service provision of their cluster to the Faculty covering Research Development and Management, including Research Finance.
- Named **Department Leads** (currently discipline leads) in clusters will continue to provide research application and project portfolio support and advice to DoR&Is.
- Each cluster will have a named **Research Finance Faculty lead** providing expert financial and live project advice to the Faculty, working closely with Heads of Finance and DFOs.

The embedded and aligned services will also be able to call on support from the following teams:

- Institutional Research Finance team: co-ordinating research finance governance, training and portfolio reporting for the service and Faculties, along with the provision of finance support for the institutional, doctoral training and studentship portfolio.
- Research Strategy, Policy and Performance team co-ordinating institutional research governance, strategic initiatives, co-ordinating research planning and performance evaluation submissions and enabling the systems to support research and impact performance, decision-making and horizon scanning.
- DC based Researcher Development and Research Culture team, coordinating centrally-provided research related training from DC, IIB and RS across all career stages and research culture initiatives such as the Researcher Development Concordat, responsible metrics and ECR Networks.

## **2. Will there be differences in service delivery between Faculties or associated Schools?**

The relative resourcing for each cluster will be informed by the current and planned size and complexity of the specific community and portfolio which they are supporting. On an annual basis, we will transparently revisit resourcing levels for each cluster based on Faculty planning figures. We are currently working through the new structures to re-establish a baseline. On a day-to-day basis we will continue to operate flexible planning, with clusters supporting each other with specific workload peaks.

In order to deliver with a static resourcing level on the planned growth in activity, we look forward to discussing with Faculties how and where we can best prioritise resource. This is alongside our work to increase efficiency through the Research and Impact Management Environment; empowering our academic community; and highlighting direct support from other expert PS services (e.g. HR and procurement).

We currently do not expect to make special arrangements for either the Medical or the Business School, but will ensure Funder Cluster department leads have a coherent portfolio of Departments in the context of Schools, and thereby able to support a School research projects portfolio view.

## **3. Are there any additional considerations for service delivery in Cornwall?**

Our Cornwall cluster will continue to support colleagues in Cornwall, calling on expert advice from other clusters where required whilst also developing their own funder knowledge and expertise. This will include continued support for our ESIF portfolio, working with colleagues in IIB. Our Head of Cornwall cluster will also continue to be the RS/DC PS partner for Cornwall.

## **4. What are the wider implications of these changes on Divisional colleagues?**

There will be a reduction in PS partner roles, with the subsequent impact on workload managed as indicated above. The enhanced roles of Cluster lead, Research Finance lead and Department lead are marginal amendments to existing roles and reflect current practices in most, if not all clusters.

Due to the realigning of the Funder clusters, we will increase our resource at Funder Cluster Lead level by 0.5 fte, ensuring each cluster has 1 fte to lead the aligned cluster. Some colleagues will move between Clusters and therefore may have a different line manager. Some department leads will face different disciplinary communities.

## **5. What additional impacts have been identified on any other interfaces e.g. other PS Divisions or Services?**

We will continue to operate a joint division model with IIB, and specifically through the DC/IIB/RS PS Partner role to ensure that there is joined up working in relation to research and innovation. The DC/IIB/RS PS Partner will continue to represent IIB in relation to research and innovation planning and ensuring policy consistency (e.g. complex match funding). IIB Sector teams and Research Funder Clusters will collaborate closely, in particular to support collaborative research. IIB colleagues will continue to engage with the Research Funder Advisory Networks, specifically representing translational funds strategies.

## B. Distributed Doctoral College

### List of Service areas:

The Exeter Doctoral College (DC), which is a distributed Service with contributions made from multiple Divisions:

- Distributed DC strategic leadership and coordination
- PGR student lifecycle (enrolment to viva) support for students, supervisors (DC)
- Recruitment and admission services (External Engagement)
- Student Wellbeing Services (EAS)
- Quality assurance (EAS)
- Careers & Employability services (EAS)
- Governance and policy support (Corporate Services)
- Researcher Development and Research Culture (DC)

### 1. Outline of the Service Delivery Model for services in this Division that will be organised around Faculty structures

Faculties will have access to all DC support through embedded, aligned and supporting services.

The **Faculty PS partners for DC/IIB/RS** will provide coordinated support for the Faculty's research and innovation strategy, associated planning activities and Faculty policy, working closely with Directors of Faculty Operations, Associate PVCs for Research & Impact, Associate PVCs for Business, Engagement and Innovation and Deputy Associate PVCs Research & Impact (PGR). This will include PGR student number planning. PS partners for DC/IIB/RS will continue to work together with **External Engagement PS partners** to support recruitment and admission activities, co-ordinated through the PGR Recruitment Group (chaired by Dean of the Doctoral College)

We will align our **PGR support team** with the new faculty structures, so each Faculty will have one PGR support team facing them. The team also includes externally-funded staff who support Exeter-led Doctoral Training Entities. (PGR Managers provide a liaison function for DTEs which are led and staffed outside Exeter). We will identify one named **Faculty PGR support lead**, who will manage service provision liaison with the Faculty.

**Our Researcher Development and Research Culture team** will continue to coordinate centrally-provided research related training from DC, IIB and RS across all career stages and research culture initiatives such as the Researcher Development Concordat, responsible metrics and ECR Networks.

- The embedded and aligned services will also be able to call on support from the following teams:  
Student Wellbeing and Welfare (EAS)
- PGR careers and employability (EAS)
- PGR recruitment (EE)
- PGR Admissions (EE)
- Institutional Research Finance team
- Research Strategy, Policy and Performance

### 2. Will there be differences in service delivery between Faculties or associated Schools?

The relative resourcing for each PGR support team will be informed by the current and planned size and complexity of the community and portfolio which they are supporting. On an annual basis, we will transparently revisit resourcing levels for each PGR support team based on current and planned Faculty figures (student numbers, programme types and studentships). We are currently working through the new structures to re-establish a baseline.

We do not expect to make special arrangements for either the Medical or the Business School.

### 3. Are there any additional considerations for service delivery in Cornwall?

DC support for Cornwall will continue as per the current model with a dedicated PGR Support Officer and Administrator.

**4. What are the wider implications of these changes on Divisional colleagues?**

There will be a reduction in PS partner roles, with the subsequent impact on workload managed as indicated above under RS. The enhanced roles of PGR support Faculty lead are marginal amendments to existing roles.

Some colleagues will move between PGR support teams, and therefore may have a different line manager and face different disciplinary communities.

**5. What additional impacts have been identified on any other interfaces e.g. other PS Divisions or Services?**

We will continue to operate a joint division model with IIB, and specifically through the DC/IIB/RS PS Partner role to ensure that there is joined up working in relation to research and innovation. IIB will continue to lead on Industrial studentship acquisition.

## C. Technical Services

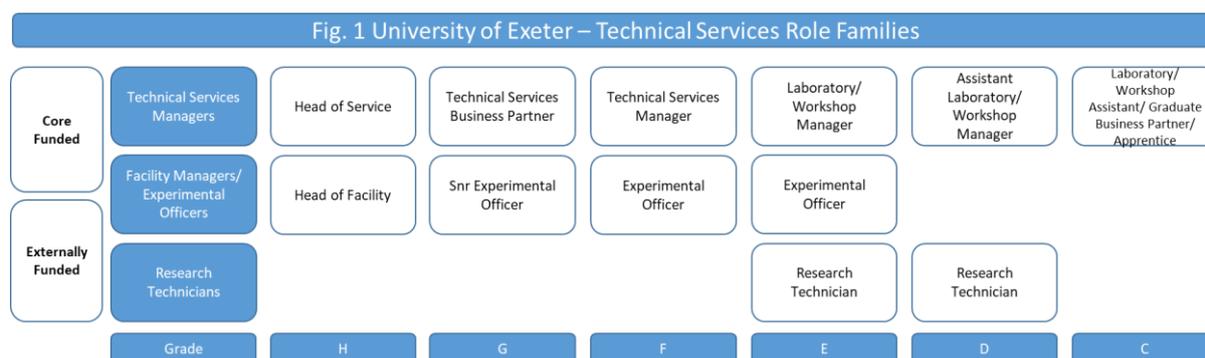
### List of Service areas:

- Technical Support for research spaces
- Technical support for teaching spaces
- Technical support for research facilities
- Dedicated technical services research support for PIs
- Scientific stores
- 24/7/365 out of hours cover for technical spaces

#### 1. Outline of the Service Delivery Model for services in this Division that will be organised around Faculty structures.

Technical Services provide a flexible and agile technical services staffing structure to Faculties in support of research and teaching over seven sites in Devon and Cornwall. We are a predominantly STEMM facing service but also provide support to disciplines in Humanities in the areas of Drama, Digital Humanities, Archaeology and the Graduate School of Education. From the start of the new academic year TS will also support the Business School through local management of the Creative Quadrant.

Technical staff are separated into three technical job families (Fig. 1): (1) Technical Managers; (2) Facility Heads/ Experimental Officers (EOs); and (3) Research Technicians. In this structure our Technical Managers support specific spaces and buildings and Experimental Officers support specialist equipment and facilities, including those embedded in departments and the University's core research facilities. Technical Services also provides a professional home for fixed-term research technicians and EOs employed directly on externally funded projects; these technical staff are managed by academic PIs and are also supported professionally and pastorally through our core TS structure.



Our Technical Services operating model emphasises local matrix management between academic staff and technical services staff; coordinated at Faculty level by embedded Technical Services PS Partner(s). In practice TS managers and their teams work directly with Directors of Education, Directors of Research and HoDs at discipline level to ensure that activities and resource are aligned to the needs of the curriculum and research community.

The faculties will be supported by the following PS partner arrangements which are broadly in alignment with the current Business Partnering arrangements for the colleges:

- Life & Health Sciences: one full time PS partner facing St Luke's and NHS sites (including Truro) and one full time PS partner facing the Streatham Campus.
- Environment, Science & Economy: one full time PS partner facing the Penryn Campus and one full time PS partner facing the Streatham Campus and Science Park.
- HASS: one fractional PS partner facing the faculty. Local management for technical spaces and activities in Archaeology will continue to be supported by a team that jointly faces Geography and Archaeology given the STEMM experience required. Local management for the Graduate School of Education will

continue to be overseen by the team facing Sports and Health Sciences on the St Luke's campus. These managers will feed into the PS partner for HASS.

HLS		ESE	HASS	Cornwall
Faculty Partner	Faculty Partner	Faculty Partner	Faculty Partner	Faculty Partner
St Luke's and NHS sites	Streatham	Streatham and Science Park	Streatham	Penryn
RILD/DVRC IBCS LSRC Med Sci/Imaging Clinical Skills - Heavitree Clinical Skills – Truro SHS Graduate School of Education (from HASS)	Biosciences Neuroscience Psychology LSI CMM Sequencing* Mass Spec* Biolmaging* Scientific Stores*	Physics Engineering CREWW Workshops (including BS Creative Quadrant) VSimulators* CFCM* Imaging* BioPhysics* Physics Clean Rooms* Geography Archaeology (from HASS)	Drama, Film and Comms Digital Humanities*	CEC ESI Earth Sciences Renewable Energy DMaC* CIMF*

\*Denotes Facilities

## 2. Will there be differences in service delivery between Faculties or associated Schools?

Not all technical spaces across the university are supported by core funded technical staff, this is most notably the case in Engineering and Physics in Streatham. In these situations academic staff and their research groups cover activities that are normally the responsibility of core technical teams. For those technical spaces that do have good coverage of core technical staff there will be no difference in service delivery. As described above PS partners have been assigned a geographic remit by campus/site to ensure we have full visibility of technical operations across all geographic locations where the University operates.

## 3. Are there any additional considerations for service delivery in Cornwall?

Service delivery in Cornwall will follow the same model as for the campuses in Devon. Given the size and scale of the technical operations in ESE on the Penryn Campus this location will have its own dedicated PS partner. The Truro campus will be covered by one of the PS partners facing L&HS.

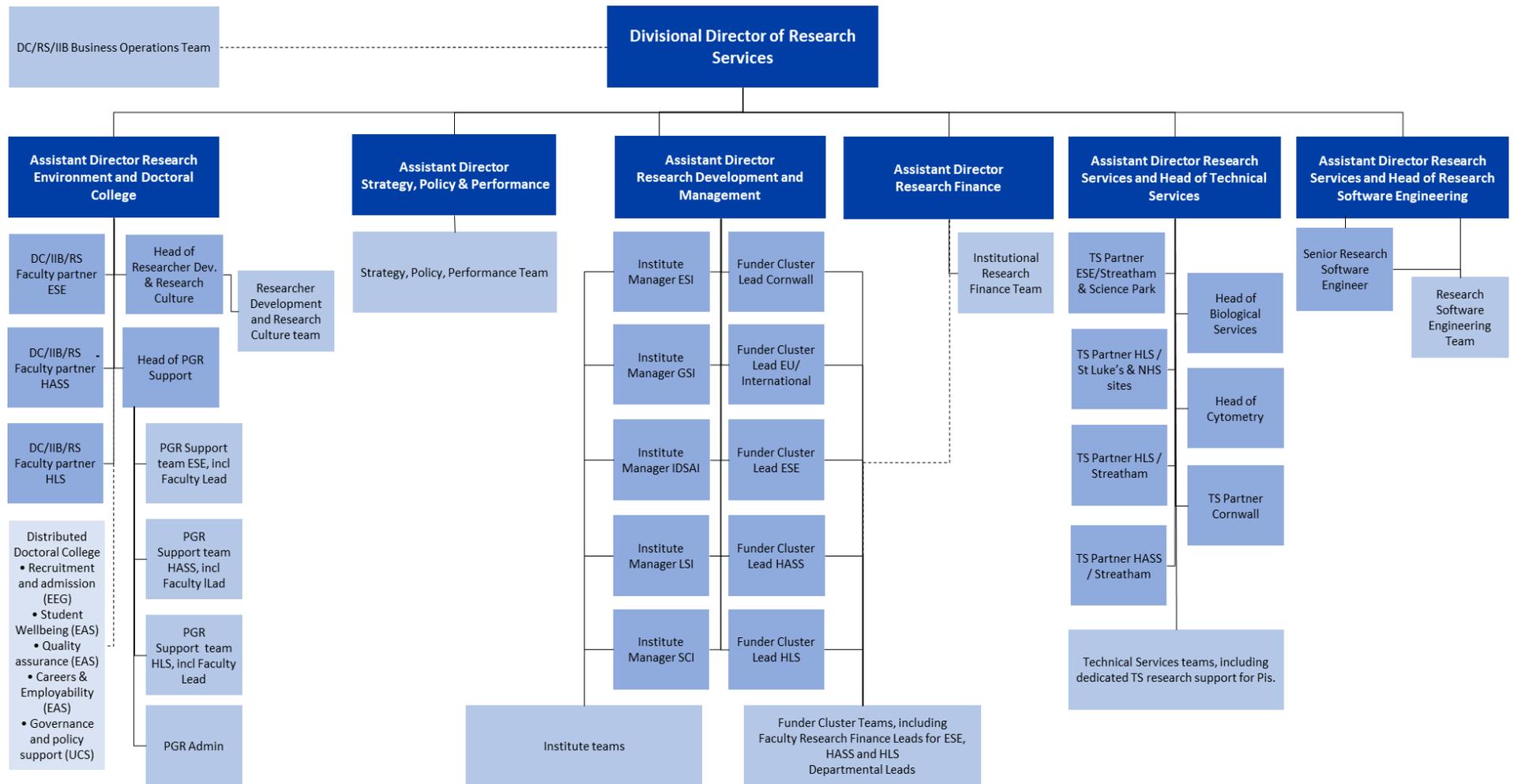
## 4. What are the wider implications of these changes on Divisional colleagues?

Most divisional colleagues will continue to support disciplines locally but some managers may have new line management arrangements. The current TS Business Partners will be matched to the new faculty structures, which will entail some changes to their current portfolios of responsibility and their line management responsibilities but these changes are not extensive.

## 5. What additional impacts have been identified on any other interfaces e.g. other PS Divisions or Services?

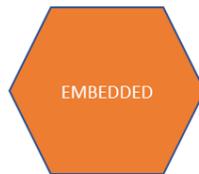
We will communicate our new PS partner alignment to Faculties with Estate Services and FXPlus and Exeter IT in particular due to the nature of our close working relationships.

## Appendix 1 – Organogram focussing on key roles from faculty perspective



PGR support includes incl. DTE/Prof. Doc

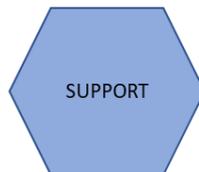
## Hexagon Key



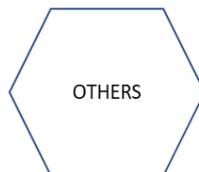
- **Embedded** – Embedded with Faculty operations – dual line management arrangements with DFO



- **Aligned** – named individuals and defined role facing faculties/Departments/Schools as appropriate



- **Support** – specialist teams or individuals who enable embedded and aligned staff to support academic staff or students through faculty structures



- **Divisional Operations** – these are services that support the Division and will tend not to relate to the Faculties.

# Research Services 1



## Aligned funder clusters (A, B, C)

- HASS: ESRC, AHRC, Wellcome Trust – Medical Humanities and British Academy Funder Cluster, also including UKRI
- ESE: EPSRC, STFC, NERC and Royal Society Funder Cluster
- HLS: BBSRC, MRC, Wellcome Trust, NIHR, Academy of Medical Sciences Funder Cluster

## PLUS

- Cornwall: Leverhulme
- EU/Int: EU and NIH and Australian RC



## Research Services 2 – Distributed Doctoral College (DC)



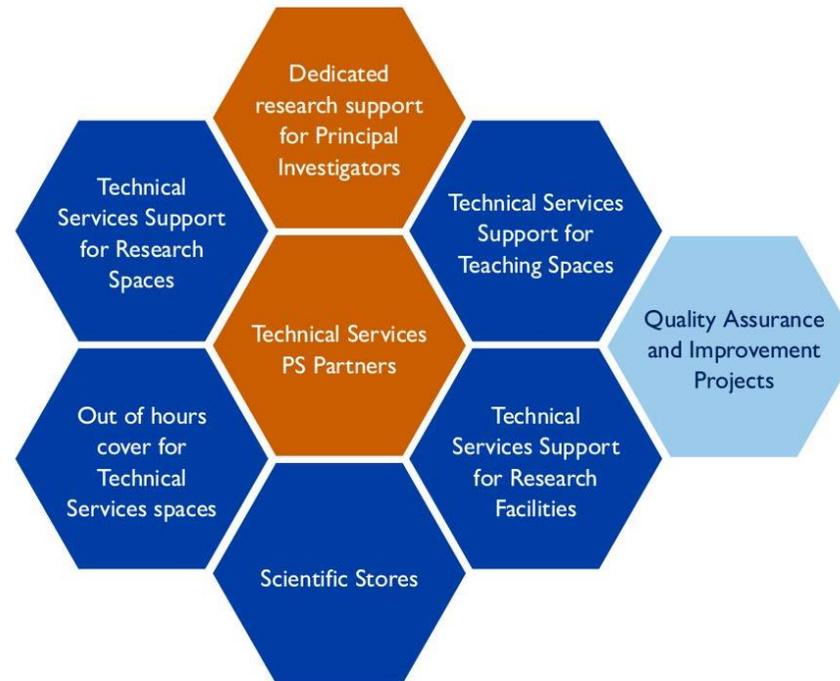
Embedded

Aligned

Support

Divisional  
University  
Services

## Research Services 3 – Technical Services group



### Technical Services PS partners

- HLS / St. Luke's and NHS sites
- HLS / Streatham
- HASS / Streatham
- ESE / Streatham and Science Park
- Cornwall / Penryn

