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## SECTION 4: MANAGEMENT

### 4.1 Research Director

*[Challenge A: to attract an internationally-renowned scientist to be overall Research Director of the centre; indicate the personal qualities you would expect]*

The Research Director will be a respected scientist with an international reputation. S/he will be an innovative thinker, demonstrating research experience and a commitment to integrated research, and a first-class communicator, able to inspire and enthuse scientific colleagues, business leaders and public decision-makers alike. The Research Director, who will have overall responsibility for the Centre, will be based at UEA, but will travel widely within the UK and abroad. The Centre Management Team of the Tyndall Centre will work with the Research Councils to attract such an individual to be the Research Director. **This post will be filled through open competition following advertisement both nationally and internationally.** Initial soundings of the UK and international community, and of possible specific candidates, convince us that the intellectual environment of UEA (and the wider Consortium), the overall strength of this proposal, and the excitement afforded by the establishment of such a pioneering initiative, will attract the strongest possible field.

The relationship between the Research Director and the Executive Director will be central to the success of the Centre. Dr Mike Hulme will be appointed as the Executive Director. He has proven management and leadership skills and he commands the respect of the research community in his own right. These skills he will bring to the Centre will allow for greater flexibility in the choice of Research Director.

### 4.2 Management and Operation Strategy

*[challenge B: to implement an effective management strategy led by a named Executive Director]*

The overarching ethos of the Tyndall Centre is to be outward-looking; to embrace the finest researchers in this country and abroad. This will require the Directors, the members of the Centre Management Team (and their colleagues in their separate institutions and departments) to have the authority and credibility to identify, initiate, implement, conduct, and orchestrate research programmes across a wide range of disciplines. The Centre will not aim to establish in-house skills across the full spectrum of the research programme proposed in Section 3. Some of the research work will be funded and conducted within the Centre, but some will be conducted jointly with associates outside the Consortium. Some research will be open for competitive bidding by non-Tyndall Centre organisations. The outward-looking stance of the Centre is regarded as central to its success and, together with establishing a framework to attract significant external funding, is the best route to secure the Centre's long-term future.

The Tyndall Centre will be organised around the following structures (see also Table 2 on p.41, and Box B on p.42):

- Tyndall Centre at Norwich. A single, clearly identified central location, where the Research Director and Executive Director will be based, together with the permanent 'secretariat' of the Centre and the Business Liaison Programme. We believe that such a strong, identifiable, physical presence is essential if the Tyndall Centre is to create a distinctive niche within the research community and to fulfil its vision statement. **The headquarters of the Centre will be located at the University of East Anglia, with physically and intellectually-close working relationships with component parts of the School of Environmental Sciences, notably the proposed Institute for Connective Environmental Research (see Section 4.3; p.43) comprising: the Climatic Research Unit, CSERGE, the Jackson Environment Institute and the Centre for Environmental Risk, and the School of Development Studies, notably the Overseas Development Group.**

Centre to provide independent advice with regard to the strategic direction of the Centre. We suggest some possible nominations for Advisory Board membership in **Appendix 8** (p.96) to indicate our range of thinking; the individuals mentioned as having agreed in principle are enthusiastic to serve in this capacity, if requested. An optimal number for the Board would be between 12 and 15 people. The Advisory Board will meet once a year (twice during the first year). **The Centre Management Team (see Box B) will meet at six-monthly intervals to review the research activities of the Centre and to ensure that the Centre's objectives are being met.** It will also decide on the funding allocation of the research Tranches. Research Programmes will be led and largely executed by members of the Consortium, working jointly with external participation, as necessary. They will use existing research infrastructure in the host institution(s) and will be under the management of the Programme Co-ordinators.

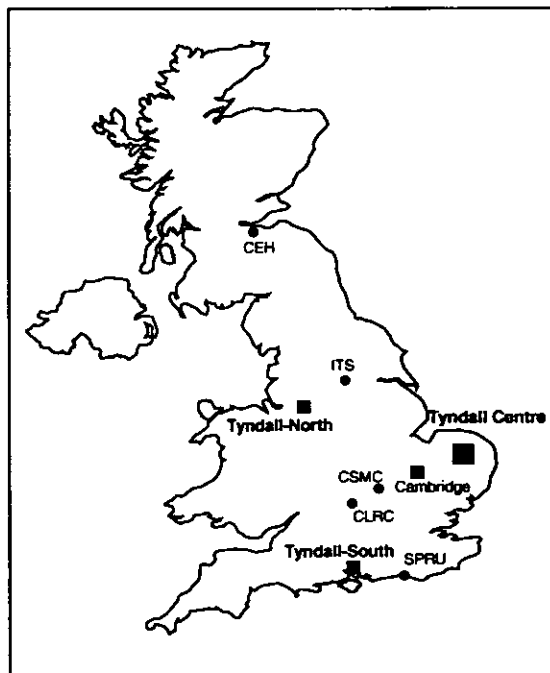


Figure 4: Map showing the location of Tyndall Centre and Consortium members.

#### **Box B: Role of Staff and Structures within the Tyndall Centre**

**Management Board** (number unknown) - to be appointed by the Research Councils and the host institutions; will ensure the accountability of the Tyndall Centre to the Research Councils. Will meet once a year with the Research Director and Executive Director.

**Advisory Board** (~20) - to be appointed by Tyndall Centre in consultation with Research Councils. Some suggested names are attached in **Appendix 8**, p.96. Will meet once every year. Will advise on the strategic direction of the Centre and oversee the funding allocation produce and research products.

**Research Director (RD)** - the overall Director of the Centre, to provide the lead in the research strategy of the Centre. May have a substantial role in Research Programme 1 and will have a major role in the appointment of Programme Co-ordinators. Will represent the Tyndall Centre on national and international committees and will chair meetings of the Tyndall Centre Management Team.

Notes for Table A.1:

- a Staff costs include a 46% overhead and an inflation allowance of 4%. Any overestimate in the latter will be redistributed to the research budget.
- b a salary for the Research Director of about £70,000 in Year 1 is allowed for. This will be negotiable.
- c the Executive Director's salary is being paid by UEA, a contribution to the Tyndall Centre from the institution of £381,000 over the 5 years (inc. 46% overheads)
- d salary for the Business Liaison Officer for Years 4 and 5 will be either renegotiated with DTI or else be supported through sponsorship
- e equipment costs are for PCs, workstations and associated printers, including Manchester and Southampton. Partial renewal is allowed for in Year 4.
- f three Fellowships per year (after Year 1) are allowed for, two of three months duration and one c 12 months duration. Costs will cover international travel, local accommodation, travel and subsistence, but may need supplementing by Fellows to meet full living costs.
- g 50% co-funding of Tyndall graduate studentships is envisaged, this budget thus allowing for three Tyndall students to start a PhD in each of the first three years.
- h mobility grants are to allow researchers (both Tyndall Centre and others) to spend time at different Tyndall partner organisations - travel costs plus use of local facilities only, not subsistence/salary.
- i most of the costs for the Visiting Professionals programme will be start-up costs in Year 1. This programme will be largely self-funding, with a small residual Tyndall Centre subsidy.
- j 'Extending the Frontiers' will comprise one high-level annual seminar (3-4 days duration) migrating between Cambridge, MIT and Norwich. This budget will support one such seminar per year, 30-40 people participating.
- k at least two (half-day) business briefings will be run each year. This budget will part subsidise such events, but they will be part self-funding.
- l one Tyndall Summer School (e.g. 10 day duration) will be held each year with likely venues Norwich, Manchester, Southampton, Cambridge. This budget will part-subsidise the Summer Schools, but contributions from participants towards costs will be required (except for graduate students).
- m two such seminars are envisaged, being held in Cambridge as 24-hour events (noon-to-noon). Full costs covered.
- n the Tyndall mobile seminar unit will be established in Year 2 with start-up costs. Thereafter part-sponsorship will be sought.
- o see Table A.3 for the distribution of research funds in three Tranches. Budgets will need to be negotiated to move between Financial Years to facilitate this procedure.
- p these costs allow for part-time (e.g. 25%) buy-out of University staff salary for the six Programme Co-ordinators (46% overheads allowed for). Approximate only.
- q the overall budget includes the £70k p.a. (for 3 years) from the DTI.

*Tranche	1	2	3	Total
Tyndall Innovation Fund	100,000	110,000	120,000	330,000
Internal Projects	1,800,000	1,961,021	1,130,000	4,891,021
External Projects	100,000	750,000	750,000	1,600,000
<b>Total</b>	<b>2,000,000</b>	<b>2,821,021</b>	<b>2,000,000</b>	<b>6,821,021</b>
<sup>b</sup> Co-funding target	0	1,000,000	2,000,000	3,000,000

*Table A.3: Indicative allocation of Tyndall research funds.*

Notes for Table A.2:

- a the process of allocating research funds between internal and external projects is described in Section 3.4 (p.38) and for the Tyndall Innovation Fund in Section 3.2 (p.7).
- b co-funding level is an indicative target.