

# **Form and substance in the management of an RI**

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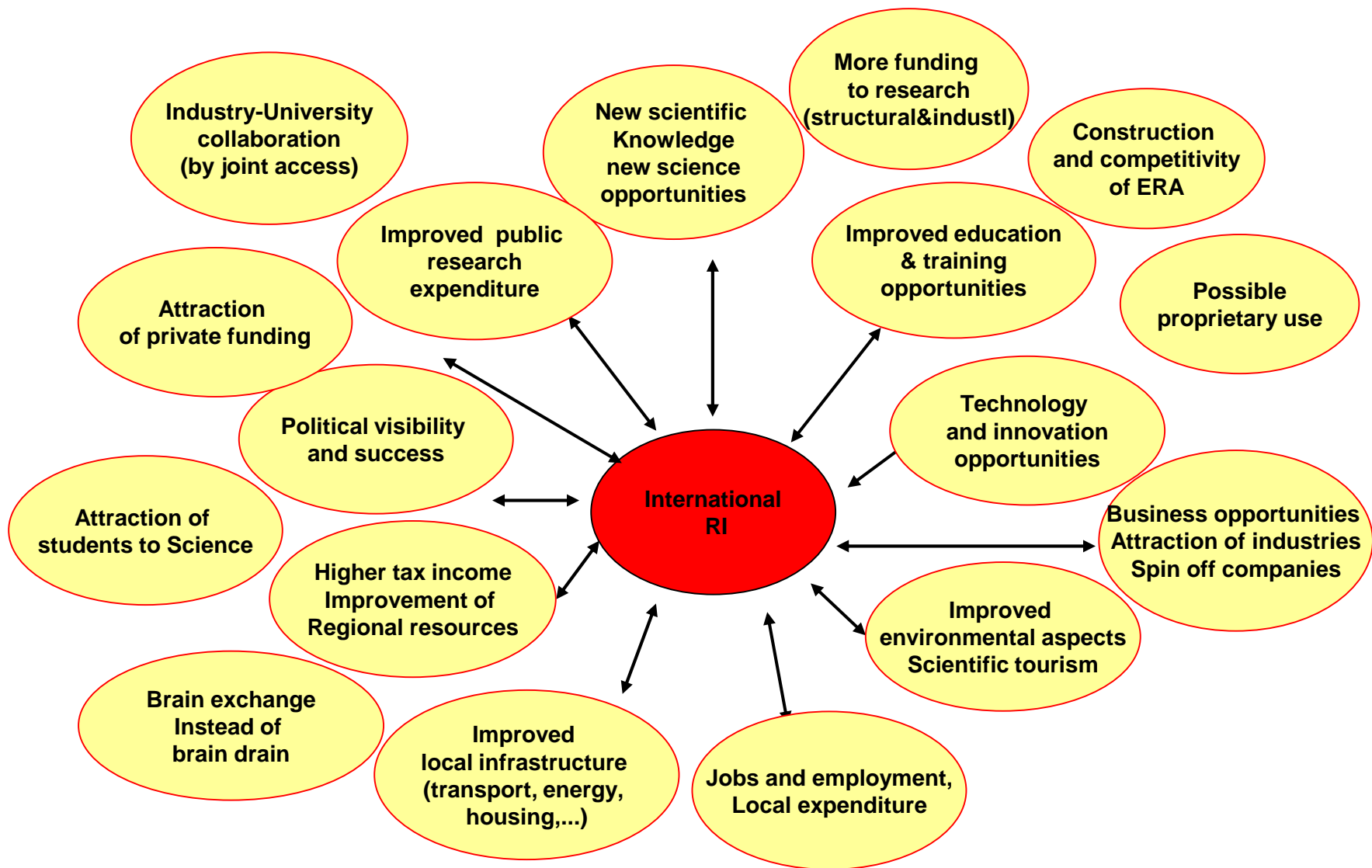
# The general frame (substance)

- Research Infrastructures (RIs) are “non economic” (Research is not a financially self-sustaining activity)
- RIs need special qualities to be attractive and, to get support, need to please many “stakeholders”, each expecting a different part/taste of the “pie”
- Managing RIs requires to understand and communicate with all stakeholders....building & keeping trust.
- And continuously “develop”, “innovate”, “educate”, (i.e. invest)
- RIs are powerful drivers of quality in **Management!**

# Stakeholders

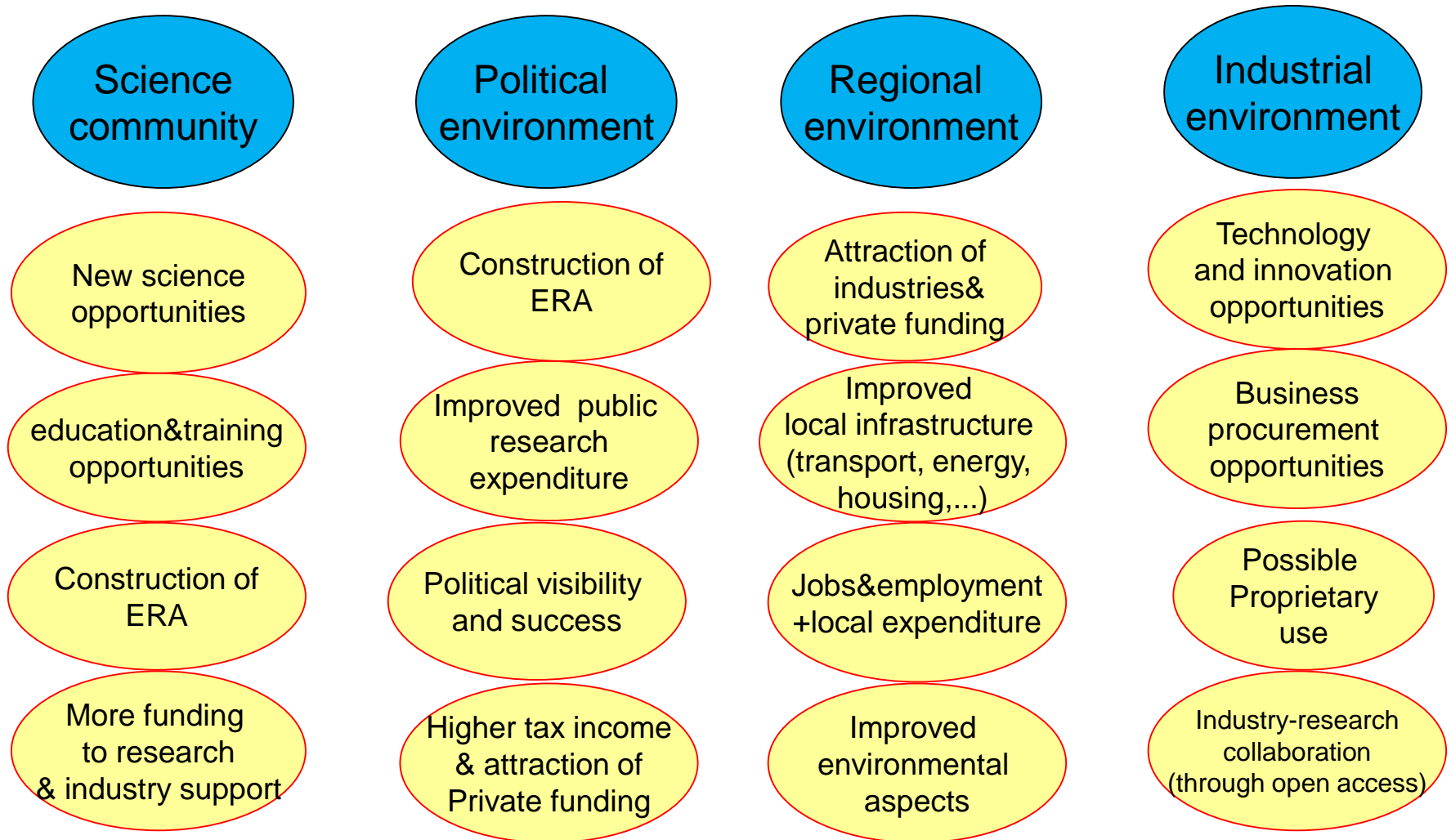
- Researchers
- Universities and Research Institutions
- Industry
- Policy makers
- General Public

# Stakeholders and expected returns



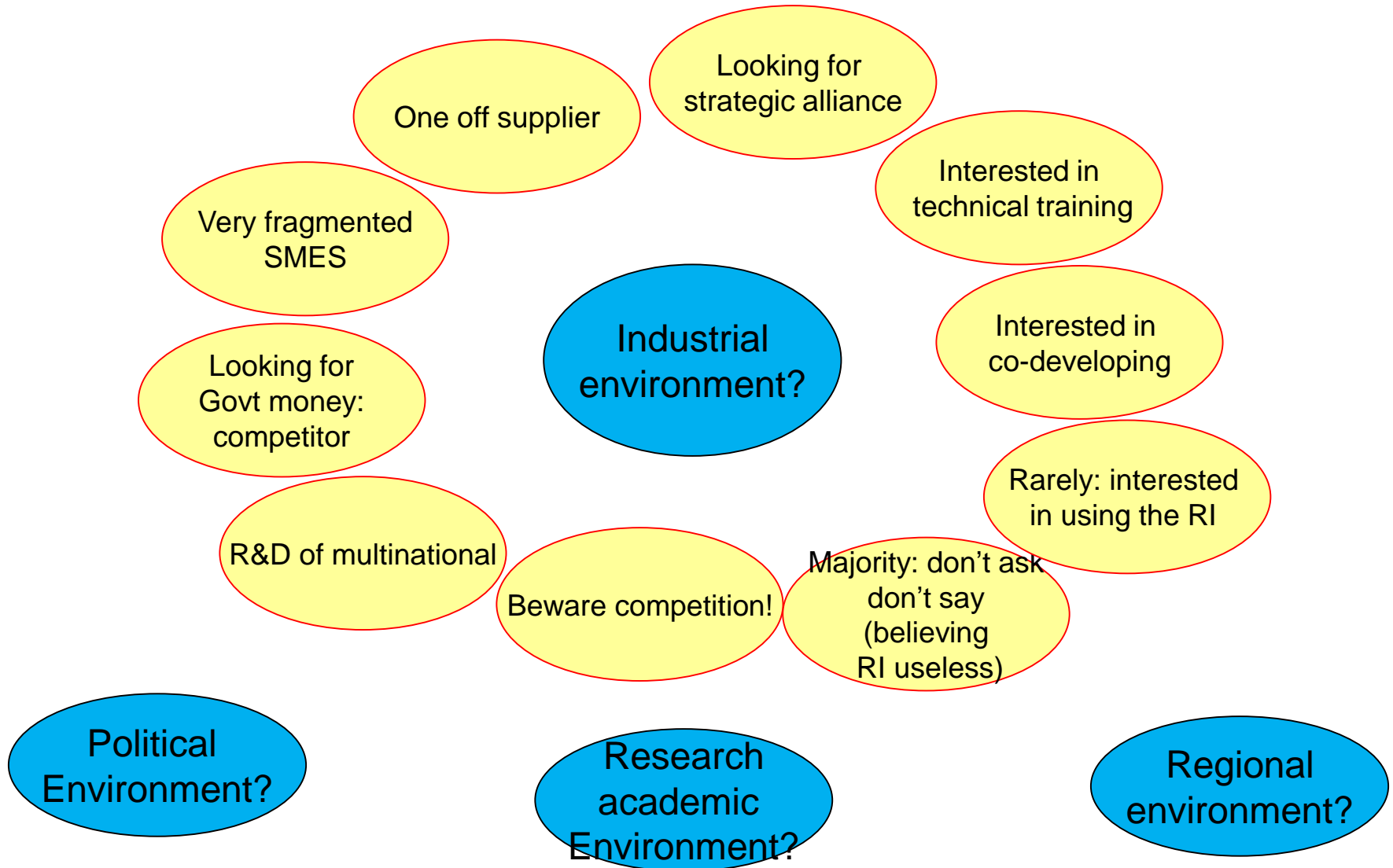
# ....with different motivations

(anthropology of the stakeholders)



Increasing economic motivation

# The picture is a bit more complex the industry



# The management perspective; mission and expectations

- Commit to excellence and new knowledge
- Serve users: provide open access
- Operate at the scientific and technological forefront
- Promote innovation
- Manage the data, offer remote access.....

But also

- Operate with often not secured (long-term) funding
- Keep all stakeholders as a friend
- Have to commit also to non core objectives

# Summary

Manager's problems are:

- How explain? (not always data available)
- How obtain? (fund raising, and best use)
- How ensure results? (and get sustainability)
- Managing a complex environment... and conflict resolution
- Attract, hire, train, retain... good personnel
- How achieve something very different from “normal” economic culture?
- How to improve continuously?



# Accounting and contradictions

- Research infrastructures are often managed within an economic legal frame (consortia, share societies, etc.)
- Management is required to prepare a yearly budget and account in which, however, the scientific value is rarely expressed in financial numbers.
- The real «product» does not appear in the budget or in the income/cost representation.
- Auditors do not help (yet), nor scientific advice.
- Research is useful only if openly accessible (no patents)
- Supporting Development and Training activities allow some commercial activity, but margins are limited.

# Completing the accounts

- RIs are international «in kind trading posts».
- Users bring their ideas and requirements whose value can be estimated by the funding of their research.
- In exchange the RI provides access whose cost is known
- This exchange gives an added value
- The added value extends also to the local and national environment
- If this type of accounting is developed with enough detail, a balance between outgoing and incoming values is possible
- The open question is the incomplete development

# The role of narratives

- When economists are unable to develop a financial accounting for the lack of data, they revert to «narratives»
- The development of narratives for RIs is still evolving
- Managers have this alley as one of the major defense approaches, .....but beware!.....
- Narratives should still be based on enough quantitative evidence.
- A good development ground is provided by «open days» when the narrative is tested with visiting citizens