

BOOK CHAPTER SUMMARY

BOOK TITLE: Managing the Research University

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SUMMARY

The main objective of this book is to “provide the tools needed for good management of complex research organizations” (Preface xiii). The book is divided into seventeen chapters that cover the main issues related to research administration at a university. Chapter 4, *Resources* relates to the section of the book that analyzes the financial aspects of supporting academic research. In this chapter the resources necessary to conduct research and the various restrictions placed on their expenditure are examined. *Money* is considered from an accounting perspective and different forms of financial support are discussed. The challenges associated with *space*, a resource thought of as more valuable than money due to its limited availability, are discussed. Salary and compensation for *Students*, the most important resource, who can be difficult to find but essential to include in research programs, are examined.

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DEFINITIONS

Direct costs – costs that are budgeted specifically to achieve a grant’s objectives, Pg 51.

Endowments – income that originates from the return on investment of principal from a gift or bequest, Pg 61.

Gift – a donor’s contribution to a university of something with economic value, such as money or other asset, Pg.58.

Indirect costs – costs also called “facilities and administrative (F&A) costs” that are budgeted to pay for facilities and administrative (F&A) expenses incurred by the university on behalf of the project, Pg 51.

Restricted funds – have explicit restrictions imposed by an external entity, such as a federal agency or private donor, Pg 48.

Unrestricted funds – have no restrictions imposed on them by entities outside of the university, Pg 48.