

Positive  
Research  
Culture -  
*a partnership  
approach*

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# Research Culture

*“A 'research culture' is the collective result of the way we think and feel and act”*

*“Research culture is a product of our behaviour, and it also influences our behaviour. A good culture drives high engagement, trust, productivity, sustainability, wellbeing and ultimately great research.”*



University  
of Glasgow

*“We aim to ensure that every member of our research ecosystem is supported to be at their best, and to be part of an engaging, fair, and collegial environment in which people help each other to succeed and to make informed, active choices about their career ahead.”*

# research culture & researcher development

*Drivers that are  
shaping the concept  
of ‘positive research  
culture’*

# “World changers together”

*“By working in teams, building on each other’s ideas, and making Glasgow the best place to develop a career, our research transforms lives and changes the world.*

*The strategy is built on our existing principles: that the quality of our research is valued over its quantity, that the university succeeds when the individual succeeds in their career, and that we value all contributions to research.”*



## **University of Glasgow** **Research Strategy**

Collaboration

Creativity

Careers

## **Research Culture** **Priorities**

Research Recognition

Collegiality

Research Integrity

Open Research

Career Development



# 5

## RESEARCH CULTURE PRIORITIES UNDERPIN OUR COMMITMENT

**The Team(s):** Research Culture & Researcher Development, Research Integrity, Research Information, Academic Leads for Good Research Practice, Inclusive Research

**The Workstreams:** (1) Pathfinder (2) PIs (3) Research Professionals (4) Engagement (5) Research Integrity (6) Open Research

**Research Culture Action Plan:** due for renew in 2025, consultation & review, aligned with Research Strategy

### Collegiality

We value those who demonstrate their respect for their colleagues, and have conscious care for how they lead, interact, communicate and collaborate.

Creating an environment in which colleagues actively work together to enable each other to succeed and feel safe and supported is the foundation of our research culture ambitions.

We work with career destination data, careers experts, reward and recognition specialists, and the employers of researchers to develop a comprehensive framework of career support.

### Career Development

By creating a culture in which people thrive, we support all colleagues to advance in their chosen career path.

### Research Recognition

We subscribe to established sector frameworks that recognise and value different contributions and contributors to our research endeavours.

We seek to develop and embed clear and fair approaches to evaluating research quality, and we share our views in sector conversations on the measurement of research excellence.

We are committed to ensuring that research is conducted to the highest standards of academic rigour to increase the quality of, and trust in, the research record.

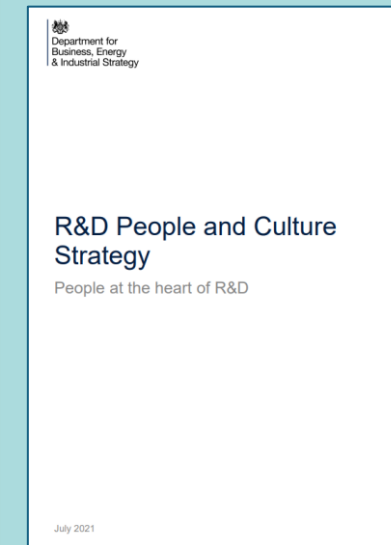
### Research Integrity

We maintain comprehensive framework of policies, procedures, and resources to support the training, practice, reporting and resolution of issues in research integrity.

### Open Research

We place value on a wide range of different research output types across the whole lifecycle of research – improving value to the public as well as to other researchers.

We are supporting transparency, openness, verification, and reproducibility by facilitating early and open sharing of research data, software, code, methods, preprints, open educational resources and materials with a wide range of audiences.



Technician Commitment



# Research Excellence Framework (REF)

*‘thriving and inclusive research culture’ is an essential dimension of research excellence’*

REF outcomes are used to inform the allocation of around £2 billion per year of public funding for universities’ research.

- People, culture and environment (25% weighting) expanded to include research culture
- Contribution to knowledge and understanding (50% weighting)
- Engagement and impact (25% weighting)

## **PCE Indicators Project**

What does the sector value with regards to Research Culture & feasibility of scaling up PCE assessment in the full REF 2029

- PCE Consultation [Dec 2023]
- PCE Indicator Workshops [May-Oct 2024]
- PCE Survey [Sept 2024]
- PCE pilot [Nov 2024]



# Research Culture Framework

*A tool for employers, funders, and policymakers to support strategic planning on research culture, and describes 13 elements of research culture across four themes.*



# Research Culture & Funding

## Research Culture funding calls

Research England: Enhancing Research Culture Grants - £29,800,000 allocated in 2022/2023 - funding provided to enable HEIs to develop and initiate activities in response to the UK R&D People and Culture Strategy.



Institutional Funding for Research Culture (IFRC): Advance a culture that fosters inclusive, equitable, open, engaged, and ethical research (funded 23 projects >£1m each).



# Research Culture & Funding

**InFrame** (£3m Wellcome funded project)

Collaboration between the universities of Glasgow, Edinburgh and St Andrews (Scotland).

An inclusive framework for research leadership: testing a new model for creating culture change.

Recognising that a skilled collegial approach to leadership is critical for the development of supportive and equitable cultures.

- A Collegial Research Leadership Framework
- £1M Research Culture Catalyst Fund
- An experimental Community Knowledge Hub



# Research Culture & Funding

## Research Culture in grant applications

MRC Centres of Research Excellence (CoRE)  
Research culture maturity model

- Building and sustaining positive research culture
- Team science
- Physical environment and infrastructure
- Good practice and open research
- Public involvement and engagement
- Reward and incentives
- Equality, diversity and inclusion (EDI)



Wellcome Discovery Award  
Your research environment (25%)

- Contribution to the strategic aims of your organization
- How the research environment(s) will help you develop your research capabilities, and leadership and management skills
- Your experience of, and plans for, contributing to a positive and inclusive research culture



# TURCE - The Unnamed Research Culture Event

## Conclusions

Start a movement.

Plenty to work and build on and more people to get involved.

Culture change isn't just driven from the top it requires everybody but that can sometimes feel scary and isolating.

Calling out poor behaviour or practice can be difficult when you often feel at the wrong end of a power imbalance.

Could there really be something like DORA for research culture that enables people to say 'that isn't in the spirit of'?



Introductory graphic by Vanessa Damianou at Thinking Visually

*Research Culture not  
in isolation but fully  
adopted and  
embedded to foster  
change*

# Research Culture Data

## What is Research Culture Data?

- ‘The Culture’ overall
- Consultations
- Evaluation data
- Narrativeless data
- ‘Anecdotal’ (complaints and observations)

## Questions

- What are the variety of data and data sources?
- Open data?
- Who owns the data?
- Who controls the information?
- How is the data used, what is measured and what is included?
- How can we make data transparent and accessible?

*Determine methods for the evaluation of research culture*

*Understand progress made*

*Make informed decision*

# Awareness

## *Research Culture Roadshow*

More than an online community

Collaboration across the lead Research Culture Teams

Raise awareness of the Research Culture work underway at the University across the five UofG Research Culture Priorities

Visibility of the Research Culture Commons

Importantly provide an opportunity for the community to come and talk to us

*“Research Culture is  
going on tour to a  
campus location near  
you - come and join us!”*



# Recognition for all

## *Research Professional Staff Network*

- Opened August 2023 – now >320 members
- Member consultation October 2023
- Action Plan 2024 – 2025
- Executive Committee (eight members)
  - Elected from within member base
- Inaugural Conference held July 2024
- [Announcing the UofG Research Professional Staff Network](#)



# Recognition for all

## *Research Professional Staff Network*

Annual Conference

Coffee Chats

Socials

Networking

A Day In the Life

How Things Work

Workshops

Spotlights on

Clarity on job  
titles, roles & JDs

RPS Induction

Career Pathways

Recruitment  
& Career  
Pathways

Secondments

Skill Sharing

Sharing Career  
Dev Experience

Peer-to-Peer  
Training

Web Profiles

Skills Tags

Training &  
Workshops

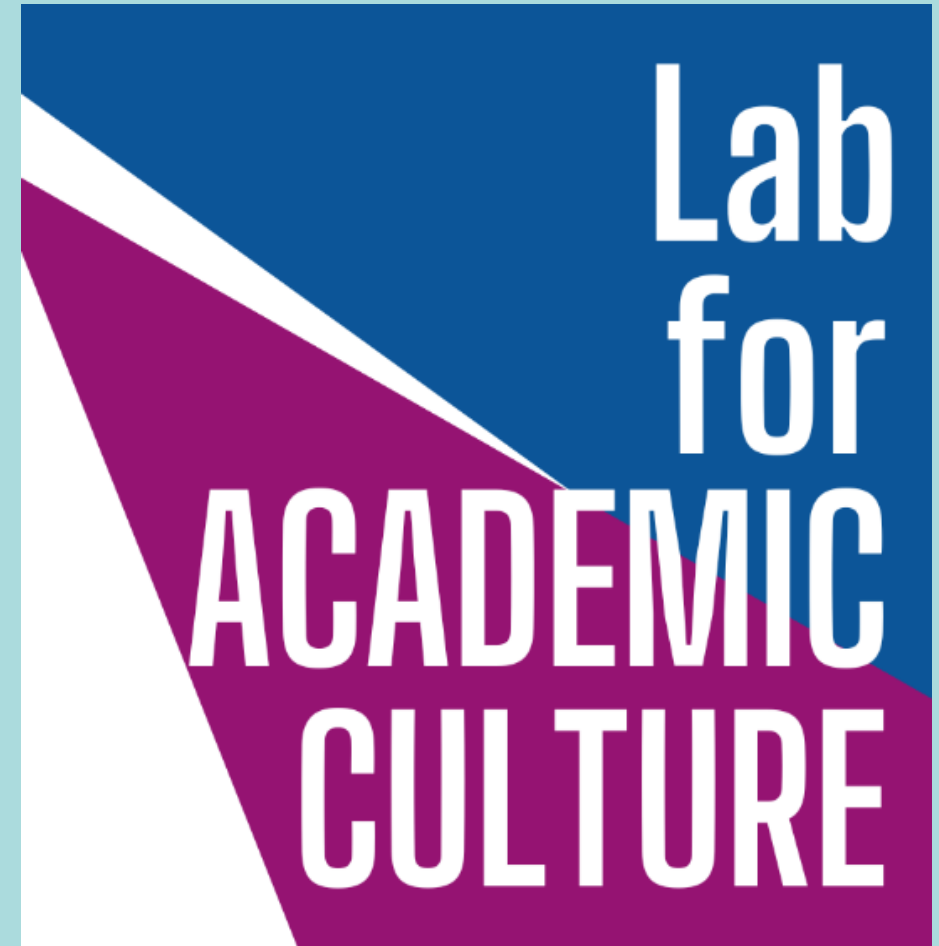
Visibility

*Partnership &  
community approach  
to fostering a positive  
research culture*

# Lab for Academic Culture

Expert steer in the maintenance, development and enhancement of positive research culture - convening a team of experts:

- Increased connectivity and complementarity with other key strategies under the University Strategy, policies, and processes
- Connectivity for strategic culture projects led by central teams, and by teams and individuals across the Colleges
- A clear and consolidated identity for Culture enhancement work at Glasgow



# CULTURE COMMONS

*Aims to allow every person interested in building a better Research Culture to →*

96 Culture Commons Co-leads

Research Culture Roadshow 2024

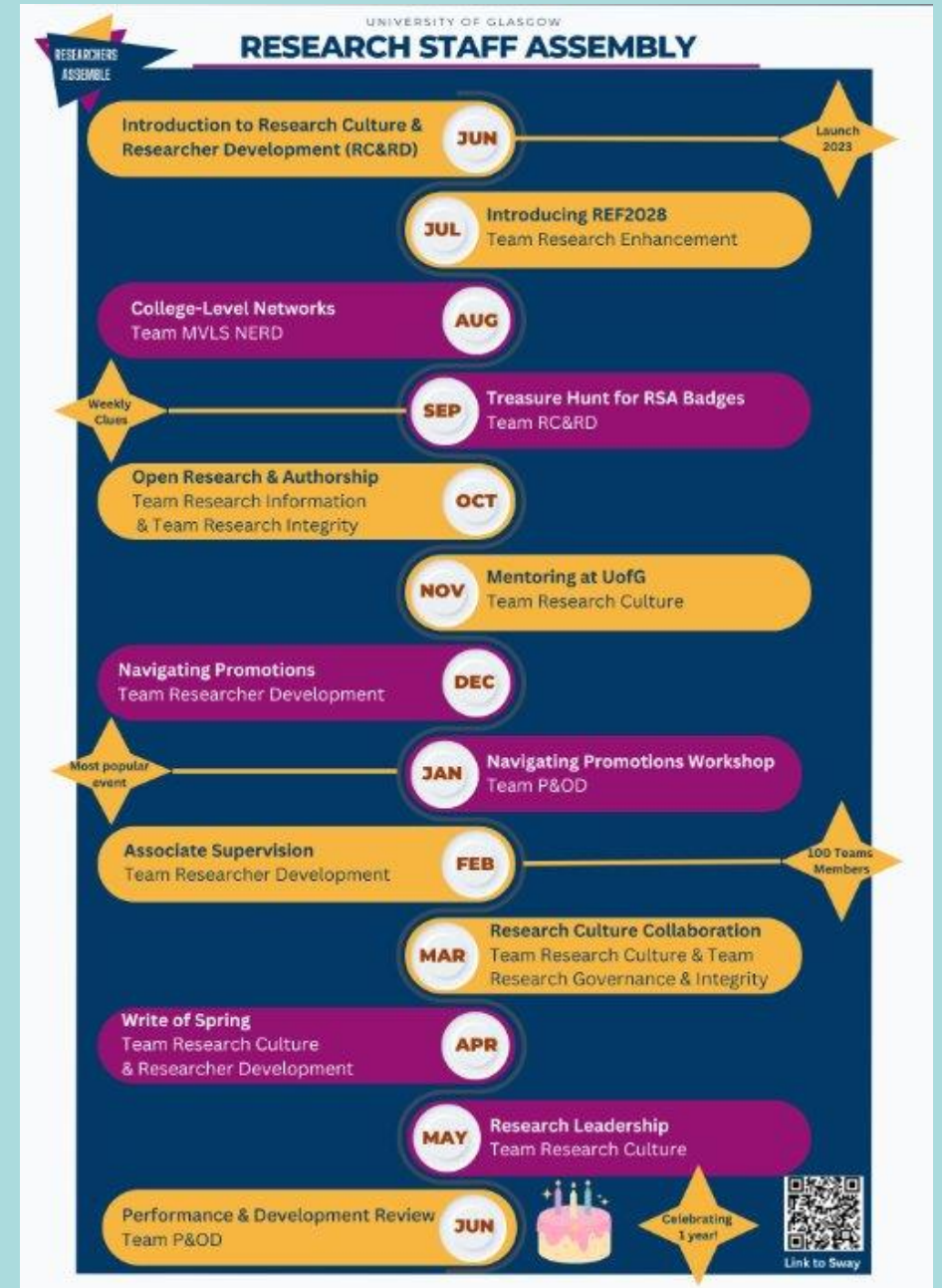


# RESEARCH STAFF ASSEMBLY

Research Staff community is both expansive and ever- changing, diverse in its ambitions and expertise, it is only through the inclusion of everyone's individual contributions that this can be reflected.

Monthly open hybrid briefing: assembly model is designed to enable all Research Staff to come together, build their networks, support each other, have their say, and stay in the know.

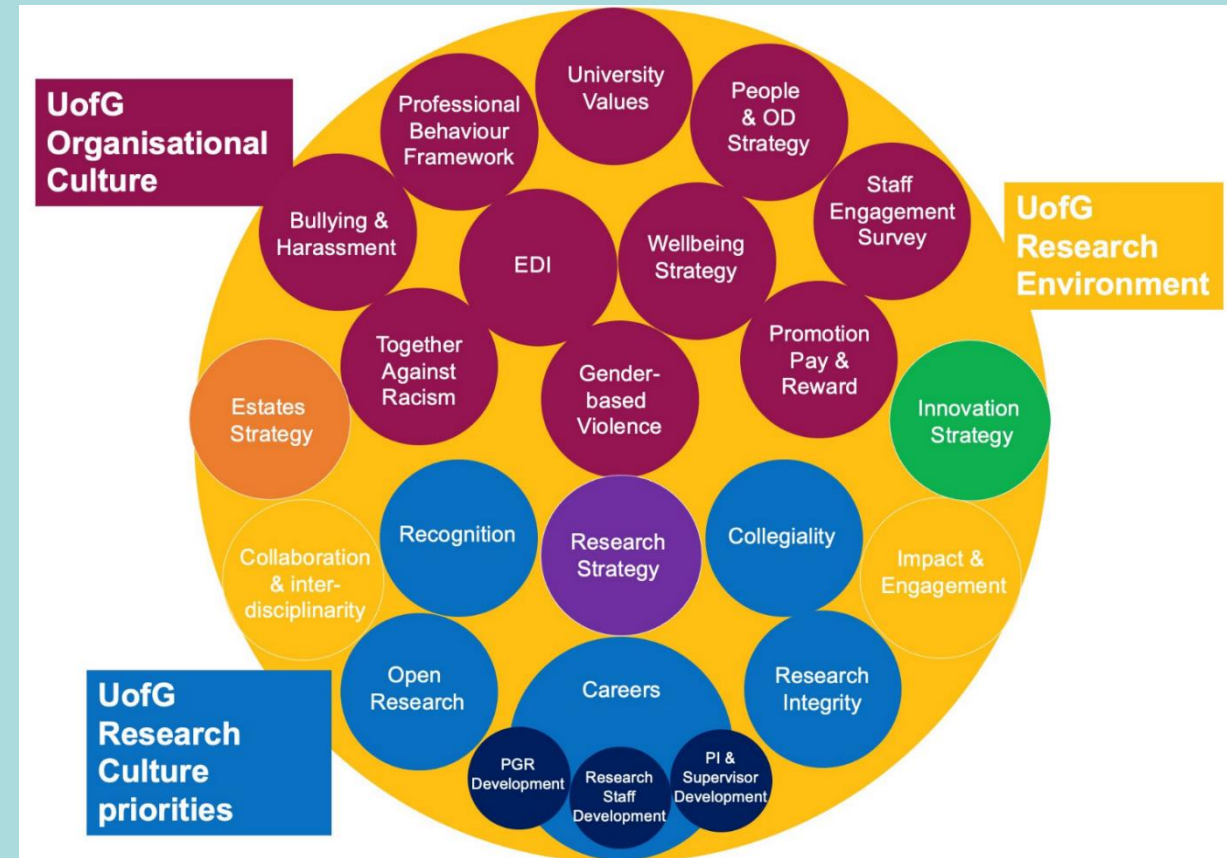
MS Teams Space: community-based platform which invites all Research Staff to engage and connect with each other.



# Productive Partnerships

Research Culture focus is purposefully on issues that are specific to the way we do research, and the way we support research careers.

Intersections that enhance Organisational Culture: Equality, Diversity and Inclusion, Bullying and Harassment, Anti-Racism, Wellbeing, Sustainability, Engagement, and Performance, Pay and Reward.



# Shaping a positive Research Culture

Everyone in the research ecosystem can activate and adopt change

Need to start looking at the data

Communication and awareness is key

Resourcing and practical solutions in collaboration

Build on what's already great!

*“Greater Together - value and strength in a partnership approach”*

*“Focus and clarity can activate and empower change”*



Over to you...

Connect...



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