

1 UofG Research Culture Annual Statement 2023-2024

This annual statement details our progress for the three Research Culture priorities lead by the Research Culture Team – these are: Research Recognition, Collegiality and Career Development.

It is intended to be read in conjunction with:

- (a) UofG Annual Statement on Research Integrity:
<https://www.gla.ac.uk/myglasgow/ris/researchintegrity/misconduct/annualstatementonresearchintegrity/>
- (b) UofG Library Annual Report:
<https://www.gla.ac.uk/myglasgow/library/librarycommitteeannualreports/#annualreports>
- (c) UofG Researcher Development Concordat Annual Report:
<https://www.gla.ac.uk/myglasgow/ris/researcherdevelopment/forresearchstaff/concordat/#readouractionplanandannualreports>

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2 Research Culture at the University of Glasgow

2.1 The University of Glasgow's Approach to Research Culture

At the University of Glasgow, we understand that research thrives when researchers feel that they are part of an engaging fair, and collegial environment in which people help each other to succeed. We value not only our research successes, but how those successes are achieved.

[The UofG Research Strategy \(2020\)](#) sets out that by working in teams, building on each other's ideas, and making Glasgow the best place to develop a career, our research will transform lives and change the world. This vision is operationalised through three university-wide priorities: Collaboration, Creativity and Careers.

Focusing on the how, and the way research is done we have five research culture priorities: **Career Development, Collegiality, Open Research, Research Integrity, and Research Recognition**. The research culture priorities feed into and are aligned with the University of Glasgow's Research Strategy. This alignment is essential to enable us to work collectively to meet the aim of the university – which is to carry out excellent research.

We have set out the University's five Research Culture Priorities as statements of intention for the way research is done: A positive culture is one in which:

- All colleagues are valued for their varied contributions to a diverse range of research activities and outputs (**Research Recognition**).
- People actively work together to support each other to succeed (**Collegiality**).
- We engage with and produce research that meets the highest standards of integrity (**Research Integrity**).
- We are committed to openness, transparency, rigour, and reproducibility (**Open Research**).
- Through the concepts above, and through a comprehensive framework of bespoke initiatives, we support all members of our research ecology to advance in their chosen career path (**Career Development**).

The University of Glasgow's [Research Culture Team](#)'s work is focused purposefully on issues that are specific to the way we do research, and the way we support research careers as such this report details our progress for the three research culture priorities led by the Research Culture Team – **Research Recognition, Collegiality and Career Development** in 2023/2024.

The [Research Integrity Team](#) lead on the research culture priority – **Research Integrity**. Please refer to the [Annual Statement on Research Integrity](#) for more information.

The [Research Information Management Team \(Open Research\)](#) lead on the culture priority – **Open Research** - Please refer to the [UofG Library Annual Report](#).

2.2 Research Culture Strategic Position in 2023/2024

This section provides an overview of strategic developments that have enabled and informed progress in research culture enhancement at the University of Glasgow in 2023/2024.

2.2.1 Research Culture and Researcher Development Portfolio

The Research Culture Team is part of the [Research Culture and Researcher Development \(RC&RD\) Portfolio](#) which is situated within the [Research Services Directorate](#), we work collectively and with the 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. [The RC&RD team](#) has seen significant growth in 2023/2024 due to internal and external funding investment, notably the Wellcome funded *InFrame* Project Team [section 3.5].

In 2023/2024 the RC&RD team focused on increasing the visibility of the RC&RD portfolio and providing clarity on our approach to research culture enhancement and increased awareness of our people and culture development opportunities both for university colleagues and for external partners. We launched the [Research Culture and Researcher Development LinkedIn page](#) (2,200 followers) and relaunched the [Research Culture](#) web pages and the [Researcher Development](#) web pages in November 2023.

The Research Culture webpages articulate our institutional stance on '[What is Research Culture](#)' and '[Our partnership approach to working](#)'.

We work in collaboration as a portfolio towards better research culture, with crosslinked development frameworks for all researchers, research leaders and research professional staff. Our blog, [The Auditorium](#), provides an open access forum through which we share projects and outputs with the wider research culture and researcher development community.

2.2.2 New Academic Leads Appointed

In 2024 new senior leadership posts were created following discussions during focused research strategy events. Research culture and the research environment was a recurring topic at these events and highlighted the need to champion good research practice in research and, and a strengthened commitment to inclusion. Appointed:

- Academic Lead for Inclusive Research, Professor Doris Ruth Eikhof
- Academic Lead for Good Research Practice, Professor Lisa DeBruine.

2.2.3 Relaunch of the Lab for Academic Culture

The [Lab for Academic Culture](#) was relaunched in February 2024 with a [significantly expanded membership](#) and a revised remit. The Lab's focus is the maintenance, development and enhancement of positive academic cultures in which everyone can thrive. The Lab is Co-chaired by Professor Chris Pearce (VP Research and Knowledge Exchange) and Dr Kay Guccione (Head of Research Culture and Researcher Development).

The following position statements outline the purpose and mission of the Lab both from an internal and external focus:

- Whilst acting as an instrument for the delivery of the Research Strategy the Lab will service many relevant strategies of the university. Acting overall under the University strategy: World Changers Together.
- The Lab is a space for creativity, collaboration, and the testing and piloting of new ideas and initiatives.
- The Lab houses recognisable and trusted expertise drawn from a number of specialisms and areas of the university.
- The Lab convenes a team of experts in response to sector consultations, and developments.
- The Lab is a point of connection to the latest Research/Academic Culture developments in the sector.
- The Lab responds to relevant external funding opportunities and provides a connecting structure for externally funded strategic projects.
- The Lab provides a connecting structure for relevant internal projects across University Services and strategies.
- The Lab provides a structure which supports, connects and champions College-level Research/Academic Culture initiatives.
- The Lab provides ongoing reflective critique of University of Glasgow Research/Academic Cultures, through a range of evaluation mechanisms.
- The Lab works in tandem with the Research Culture Commons – a university wide network for all Research Staff and Postgraduate Researchers.
- The Lab has an advisory role in the establishment of the university’s Research Culture Priorities, and Action Plan.
- The Lab is consulted and informed on delivery of the Research Culture Action Plan.

The Lab meets quarterly to set priorities, monitor progress of projects and working groups, discuss sector issues arising (e.g. REF People, Culture and Environment), and share mutual learning with our external members.

The Lab currently has four specific Working Groups reporting to it:

1. Narrative CVs - a Research Services Directorate collaboration: this working group spans recruitment and promotion, to demand managed funding calls, to REF2029. We are working collectively on our growing [Narrative CV resource bank](#). Further details on the development of the Narrative CV resource bank are detailed in [section 3.1].
2. DORA Working Group - Chaired by Lisa DeBruine (Academic Lead for Good Research Practice): The San Francisco Declaration on Research Assessment aims to improve the ways in which the output of scientific research is evaluated by funding agencies, academic institutions, and other parties. This group is reviewing how the University of Glasgow are meeting its commitment to DORA and associated action required.
3. *InFrame* Project Group - Chaired by Kay Guccione ([InFrame Project](#) Lead) and Charlotte Bonner-Evans (*InFrame* Project Manager): The universities of Glasgow, Edinburgh and St Andrews have been awarded £3m to create a new framework for inclusive research leadership – InFrame – recognising that a skilled collegial approach is critical for the development of supportive and equitable cultures, and foundational to the aspirations set

out in our research culture action plans. Further details on the *InFrame* Project are detailed in [section 3.5].

4. Inclusive Research Practice (IRP) - Led by Doris Eikhof, Academic Lead for Inclusive Research. IRP gives us the tools to do inclusion meaningfully, as a valuable and valued aspect of how our research is done, not just a box ticking exercise. Launched in 2024 the [Inclusive Research Practice web pages](#) detail how our projects and initiatives can support inclusive research practice, at the University of Glasgow and beyond.

2.2.4 Research Culture in the HE sector

In 2023/2024 we have seen a significant increase in sector conversation on research culture enhancement. Notably the introduction by Research England of REF People Culture and Environment (PCE), including the 'PCE Indicators Project' and the 'PCE Pilot', of which the University is a participant.

The University of Glasgow has contributed to sector discussions and value the opportunity for taking a shared approach to delivering, monitoring and evaluating sector wide progress in research culture enhancement.

Examples of sector conversations / contributions both national and internationally:

- Blog post by Kay Guccione - [Research Culture: data, DORA, doing the right thing](#)
- Keynote by Kay Guccione and Rachel Herries – [Activating Anecdotes](#)
- Keynote by Rachel Herries – [Positive Research Culture – A Partnership Approach](#)

3 Research Recognition, Collegiality and Career Development – 2023/2024

This section provides an overview of the progress made across the three research culture priorities. It is presented under the four workstreams led by the Research Culture team. Our work in developing Research Recognition, Collegiality and Career Development has been aligned into these four work streams, taking a project focused approach, recognising that some of our initiatives and actions are delivering progress against multiple culture priorities.

- Workstream 1: Pathfinder: Career Destinations
- Workstream 2: Research Leaders and Principal Investigators Development
- Workstream 3: Research Professional Staff Development
- Workstream 4: Engagement, Representation and Recognition

3.1 Workstream 1 - Pathfinder: Career Destinations

Pathfinder is the name for all [University of Glasgow initiatives supporting researchers with career awareness, options, planning, and transition](#).

In 2023/2024 we have delivered:

Career Conversations Toolkit: Developed through the [Talent Lab Flourish](#) programme (see this Auditorium [blog post](#) for further details), a new Career Conversations Toolkit has been developed to support researchers and their PIs to have effective career conversations. The toolkit has

received positive feedback from its current use with the 2023/2024 Flourish participants. Following evaluation, it will be launched as an open access resource in 2024/2025.

Career Narratives: Narratives are weekly [career stories from PhD holders](#), who are succeeding in a range of careers. In 2024 Pathfinder Career Narratives reached the milestone of 50 published career narratives with >6,680 views. Forthcoming work will explore thematically, the insights that can be learnt from the first 50 career narratives. The data derived from the stories will inform a Career Narratives focused event in 2024/2025.

Pathfinder LinkedIn page: [Pathfinder LinkedIn](#) page was launched in May 2023; the account has accrued >1,386 followers (subscribers) and over 122,090 ‘impressions’ (a measure of network reach) in 2023/2024. The page shares sector views and updates, new articles and resources on research careers that have resonated with our researcher community.

Expert Voices Blog Series (1 & 2): [Expert Voices Series 1](#) was a commissioned series of 10 articles from the UK’s leading experts in career development for researchers. It explored research career myths, career terminology, and the theoretical underpinnings of career decision making. The focus of Expert Voices Series 2 (coming in 2024/25) has been designed and will investigate how researchers can operate in practice to: utilise labour market information, learn from the dynamics of writing and reviewing job applications, and how researcher skills can be aligned to a wide range of job applications.

Collaboration with Careers, Employability & Opportunity: This year we have continued to build an effective partnership with the University of Glasgow’s Carers, Employability & Opportunity Team. The Team reviewed their one-to-one support and workshops in 2023/24, introducing the following three new workshops:

- ‘Career Planning: Designing your career’
- ‘Careers awareness and development: Explore options and requirements’
- ‘Managing transitions: Job searching and application skills’.

Narrative CV Resource Bank: A narrative CV resource bank to support researchers, research professional staff and reviewers of narrative CVs has been developed with colleagues from Research Services, Careers, Employability & Opportunity, and the Colleges.

- Narrative CV [Resource Webpage](#) created by Strategic Research Initiatives Team including a fictional example of a [Team Narrative CV](#) and [PI guidance for Team CVs](#).
- Workshops – we have now refined a suite of workshops to support researchers and Research Professional Staff to write Narrative CVs
 - ‘Making Narrative CVs Work For You’
 - ‘Writing your Narrative CV’
 - ‘Making Narrative CVs work for your Researchers’.
- 5-min quick start guide: [Article – ‘Making Narrative CVs work for your Researchers’](#) was 2024’s most read blog post.

In November 2024 we hosted a Narrative CV Knowledge Exchange Event – ‘Co-creating a Narrative CV Resource Bank’. Attended by researchers and Research Professional Staff, the session had

three purposes: Sharing our practice, connecting expertise and co-creating a 'Narrative CV Resource Bank'. It was an opportunity for all those involved in creating Narrative CVs to come together to co-create the expanding resource bank.

Contributing to sharing of practice outside of the University of Glasgow, our work on Narrative CVs has been shared in the [AGCAS Researcher Matters November newsletter](#) focused on Narrative CVs.

This Postdoc Life: 'This Postdoc Life' is a half day symposium designed to support PGRs interested pursuing postdoctoral research. A successful pilot of 'This Postdoc Life' was held in October 2023 and the event has now become part of our annual cycle. The event gives the opportunity for research staff to share their experience of and insights the transition from PGR to Postdoc. Reflections and practical tips for this transition were captured as: '[This SHAPE Postdoc Life](#)' and '[This STEM Postdoc Life](#)', providing an open resource for researchers at Glasgow and beyond, post event.

A primary mapping and review of the existing Pathfinder Framework was conducted in August 2024 to capture the needs of Glasgow's research community. As such, major Pathfinder enhancement work is planned for 2024-2025.

3.2 Workstream 2 - Research Leaders and Principal Investigators Development

This section details the progress made in supporting the success of our Research Leaders and Principal Investigators, who have a high degree of responsibility for building a positive, collegial and engaging research culture. In 2023/2024 we have seen established initiatives such as Catalyst Mentoring and Thesis Mentoring expand and evolve, and well as supporting research grant and Fellowship funding applications.

In 2023/2024 we have delivered:

Engaging Research Leaders: In July 2024 we held three consultation events to discuss their development needs as we build our framework of support. Through this consultation we aimed to develop our understanding of the development needs of leaders in their roles as the Managers of Researchers ([Researcher Concordat 2019](#)) focusing on developing collegiality, supporting their team's agency and independence, and leading career conversations.

Topics for the consultation discussions included: What are the development needs of Research Leaders [current or aspiring]? What development activities/experiences do Research Leaders currently value? What's currently available to Research Leaders [current or aspiring]? What next?

We welcomed input and contribution from everyone in the Research Ecosystem: Research Leaders [current and aspiring PIs & Supervisors], Researchers, Research Professional Staff, and PGRs.

Outcomes from the consultation will underpin design of future provision.

People Make Research: [People Make Research](#) is a project that aims to recognise and thank the people who contribute to our thriving research culture. It is an informal way to collect, share and celebrate practical examples of good practice in research leadership, for example from our PGRs,

Supervisors, Research Staff, Principal Investigators and our Research Professional colleagues. The campaign ran for a second time between April-June 2023 (led by Elaine Gourlay) and encouraged greater nominations for Research Professional Staff. For the 2023 campaign we received 121 nominations, and the nominees and nomination texts are [all available in this short summary](#).

Thesis Mentoring: The Thesis Mentoring programme pairs PGRs who are actively writing their doctoral thesis with a trained and experienced Thesis Mentor. Mentors are post-docs or research professional staff who are developed in a way that is transferable to their future supervision and line management duties. To date we have run six successful cycles of Thesis Mentoring. We have a trained mentor pool of 280 mentors and there have been 395 matched pairs across the six cycles comprising over 3100 hours of PGR writing support.

Thesis Mentoring Information pages [for Mentees](#) and [for Mentors](#).

Catalyst Mentoring: Catalyst is a 6-month mentoring programme designed specifically for Research Staff. It is founded on the principles of collegiality and collaboration and develops mentors (academic staff) in a way that is transferable to their supervision and line management duties. To date we have run three cycles of Catalyst Mentoring. In total we have a trained mentor pool of 70 mentors (Academic Staff) and there has been a total of 88 matched pairs across the three cycles comprising over 350 hours of career mentoring.

Catalyst Mentoring Information pages [for Mentees](#) and [for Mentors](#).

Research Leaders workshop series: Building on the success of our existing Supervisor microlearning series, we reviewed the series to expand the focus to resonate with both PIs and PGR Supervisors. New themes for 2024 included: Supporting researchers in their career development, Creating a 'lab manual' or 'research team charter', Making the most of a PDR discussion, Running effective lab meetings, and Writing your Narrative CV. The expanded series was delivered in 2023/2024 to great success.

Research Leaders workshop series: [Information here](#).

Research Culture embedded in research grant applications: 2024 has seen an increase in the requests for support from the research community with regard to the 'research culture' and/or 'research environment' components of their grant applications e.g. for MRC Centre of Research Excellence bids and Wellcome Discovery Awards.

This increased visibility and engagement with regards to developing the research culture components of a grant application is providing the Research Culture team the opportunity to learn about local level culture work, and to support PIs at the earliest development stage to consider and embed research culture enhancement within their grant from the outset.

3.3 Work Stream 3 - Research Professional Staff Development

This section details our progress as we build connection, recognition, visibility and career development for University of Glasgow research professionals.

Research Professional Staff Network (RPSN)

2023/2024 saw the launch of the [UofG Research Professional Staff Network](#), of which there are currently >400 members. The RPSN connects Research Professionals across UofG and offers opportunities where they can come together to share the experiences, knowledge and expertise that enable them to work together as a collective.

The network aims to:

- Connect Research Professional Staff (RPS) across UofG
- Give Research Professionals a greater sense of community and identity
- Support them to align our work across different areas of the university
- Provide Research Professionals with a space to share their career development needs.

Network development began in Spring 2023 with assembly of a Steering Committee, followed by a period of extensive consultation in late 2023/early 2024, development of an action plan and recruitment of an Executive Committee in May 2024. [Read more about the development process here.](#)

The RPS action plan which covers six project areas:

- Project 1: RPSN Committee Development
- Project 4: Explore Options for Induction of RPS
- Project 2: Networking Events
- Project 5: Develop Blog Series for RPS
- Project 3: Member Communications
- Project 6: Career Pathways for RPS

In 2023/2024 we have delivered:

- The Inaugural RPSN Conference: ‘Becoming and Excelling as a Research Professional’ which welcomed over 100 delegates. The conference was an outstanding event and the feedback from the community has been very positive.
- Development of a RPSN communication strategy
- A series of RPSN events facilitating networking across the membership
- Launch of a RPSN Induction Survey
- Planned a RPSN blog series charting career development journeys for RPS

3.4 Work Stream 4 - Engagement, Representation and Recognition

This section details our progress to create opportunities for consultation, agency and feedback through enabling structured communities and platforms.

In 2023/2024 we have delivered:

The Culture Commons and Research Culture Roadshow: [The Research Culture Commons](#) was launched in November 2023. It is an MS Teams space that aims to allow every person interested in building a better Research Culture to connect, share, celebrate, problem solve, and discover. The Culture Commons is co-led by a team of colleagues drawn from across different disciplines, specialisms, roles, and services at UofG. Over 100 co-leads contribute to the building of a thriving community, raise awareness of the Research Culture Commons, and encourage members to engage with the opportunities it offers.

Current membership of the culture commons is >300 and growing.

The Research Culture Roadshow was launched in April 2024 and comprised 25 events. The aim of the Roadshow was to bring visibility to the [Research Culture Commons](#) and the Research Culture work currently underway at the university, and importantly, to provide an opportunity for the community to engage with the research culture leads at the university. Following the success of the Roadshow series we will be looking at how to build on this engagement for 2024/2025. In addition to the Roadshow the Research Culture Team have welcomed invites to attend a number of School or College events and meetings to provide an overview of the Research Culture activity underway at the university.

The Research Culture Round Up: To align with our Researcher Development colleagues (publishing weekly PGR and Research Staff Round Ups) and launch a regular mechanism of communication with the different members of the research ecosystem, we launched the monthly Research Culture Round Up in 2024. We published a tailored monthly round up to our PGR, Research Staff and Research Professional Staff communities, recognising the overlap and difference in the information that is relevant to them.

Networks and Communities: A new [communities-focused webpage](#) was published in 2024 that details the RC&RD led community groups. These webpages connect to more specific pages that highlight communities and networks for [PGRs](#), [Research Staff](#) and [Research Leaders](#) and signpost the wealth we have shared our thoughts openly with regard to '[Engaging your research community: creating connection and belonging](#)'.

Walk / Talk / Run: 2024 saw the launch of a new communities project - [Walk / Talk / Run](#) is a project that brings together opportunities for our Researcher and Research Professional Communities to connect. It brings together three initiatives:

- Walk Talk Connect is a 1h, slow paced, lunchtime walk for all held once a month.
- Welcome Living Hearts (Creative Practice Walks) is a project to bring a mindful and thoughtful approach to how we build a sense of belonging to our university community held once a month.
- Run Talk Run is a fun and friendly 5k jog held every Friday at 6pm

3.5 InFrame – Wellcome Funded Project

This section details our progress as InFrame project partners. The universities of Glasgow, Edinburgh and St Andrews were awarded £3m by Wellcome in 2024, to create a new framework for collegial research leadership. The InFrame project aims to address the paucity of systematic knowledge on how collegiality can be fostered, recognised and rewarded.

This collaborative project launched in September 2024 and seeks to fund change projects in the community, and to support these to drive impact through bespoke support for design and evaluation, and by using the outcomes to build a framework for good practice in Collegial Research Leadership.

The project objectives are:

1. A Collegial Research Leadership Framework (led by the University of Glasgow) using data from the People Make Research project, we will begin to identify what collegial research leadership

looks like in practice, and create a framework of understanding that that applies across all roles and job families in the research ecosystem. This will be further developed by the outcomes of projects which are enabled by the:

2. £1M Research Culture Catalyst Fund (led by the University of St Andrews) which will widen access to funding to new and emerging leaders from different job families, and drive new ideas and perspectives, testing and developing the co-created framework. The first call for projects is now closed. The second call will open late spring 2025.
3. An experimental Community Knowledge Hub (led by the University of Edinburgh) will provide bespoke pre- and post-award support, community building, knowledge-sharing, and critical cross-linking of funded projects. The hub will level the playing field in the allocation of funding, ensuring the emergence of new ideas from new leaders.

In 2023/2024 we have delivered:

- Recruitment of the InFrame project team comprising 14 posts across the three partner universities.
- Designed the Culture Catalyst Fund - the fund will support innovative, collaborative projects, that focus on how research is led, and the behaviours, roles, contributions, and impact of those who lead.
- People Make Research has been redesigned for roll out at Edinburgh [Seek, Find, Celebrate'] and St Andrews [Revealing Collegiality in our Research Culture']. The data collected will be utilised to inform the initial development of the Inclusive Framework for Collegial Research Leadership.
- InFrame Community Hub. The Hub aims to create wrap around support for new and emerging leaders who will hold Culture Catalyst Fund awards.

4 Future Focus - Research Culture Action Plan Renewal 2025

The University of Glasgow Research Culture Action Plan is due for review and renewal in October 2025. Since our first Research Culture Action Plan was launched in early 2020 there has been significant change and development locally (at the University of Glasgow) and externally (sector wide) in the culture space. We have seen world-changing events (such as Covid-19) as well as the publication of several new national policy frameworks, agreements and concordats which guide how we understand research culture, our role in developing it, and its measurement as part of demonstrating research excellence.

The Research Culture Team in partnership with the Research Integrity and Open Research Leads are taking a co-created and consultative approach to developing the next the Action Plan. We have developed a broad approach to consultation in the preparation of writing and publishing our next Research Culture Action in 2024/2025:

- Initial consultation with the Lab for Academic Culture.
- Consult with specific Networks for example the Culture Commons community, Research Staff Assembly, Supervisor Community of Practice and Research Professional Staff network.
- Gain feedback on a draft Action Plan via open house events and an open survey platform to allow for engagement outside of a consultation event.