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# Advancing our Research Culture

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*19 May 2021*



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*The biggest impact on research  
quality is achieved through  
sustained improvements  
in our day-to-day  
research culture*





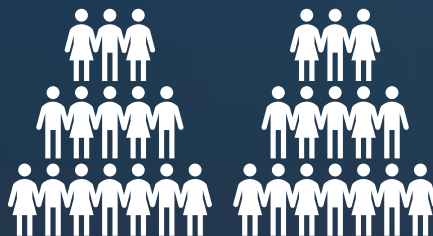
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# Where do we want to get to?

A change in what we value in research outcomes



Outputs



People



Societal  
impact

UKRI CEO  
23 November 2020



UK Research and Innovation · 11h ...  
"I've become very committed to the notion of one's net contribution to the research system: there's the research you've done, and there's the research you've enabled others to do."  
[@UKRI\\_CEO](#) [#RRAConference](#)



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8



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# From Compliance to Culture

- Concordat to Support the Career Development of Researchers
- Concordat to Support Research Integrity
- Responsible use of metrics
- Equality, Diversity and Inclusion
- Bullying and Harassment
- Funding Body Outcome Agreements
- Concordat on Open Research Data
- Open access
- REF Environment Statements
- Funding assurance
- ...

## Compliance

*Ensuring bad things don't happen*

## Culture

*Making good things more likely to happen*







## Research Culture @ UofG

“A positive research culture is one in which colleagues...

- Are recognised and valued for their **varied contributions** to research,
- Support **each other's careers**,
- Are supported to produce work that meets the highest standards of **academic rigour**.”





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A better research culture is not  
an alternative to excellence but  
rather it is what will enable  
more of us to excel





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# Change needs actions, not just policies



## UofG Action Plan for research culture (2020–2025)

[https://youtu.be/zD8nVD\\_TdM0](https://youtu.be/zD8nVD_TdM0)

<https://www.gla.ac.uk/researchculturestatement>



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# Research Culture Action Plan @UofG

## Research integrity

Supporting  
research that is  
conducted to the  
highest standards

2015

## Collegiality

Ideas & incentives  
for supporting the  
careers of others

2018

## Career development

Careers Concordat

Recovery from  
COVID-19

2019

## Research recognition

Measuring what  
matters:  
DORA/Leiden

Recognising  
varied contributions  
& outcomes

2020

## Open research

Promoting the  
early and  
wide sharing of  
research

2021+





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# Change is more likely when actions align

Support what we value

Reward what we value

Celebrate what we value

Monitor how we are doing





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## Supporting what we value

- Specialist career tracks  
*Career routes for non-traditional PIs*
- Embedded CRediT taxonomy in institutional repository  
*Recognises and records the role of each collaborator*
- Responsible evaluation, e.g. DORA  
*“Conversation starters” for talking about research outputs*

- Supporting PIs to support careers  
*What does 10 days of CPD look like?*  
*“Conversation starters” for career support*
- “SCOPE” workshop on what we value about career support  
*Changes to recruitment toolkit*
- Narrative CV  
*Community project to develop enhanced CV template*

29 Research Integrity Advisers  
*Leadership in each area, for advice on research practice*

Recovery from COVID-19 (£26M)  
*Including addressing differential impact of COVID-19 on projects and careers*

## Rewarding what we value (1/3)

**Research is assessed across 7 dimensions**  
**Progression is preponderance-based**

Updated our academic promotion criteria in 2019/20

**1. Parity of credit for research outputs and impact**

**2. Reward those who support careers**

*Collegiality; how has CPD  
has been supported by PIs*

### Collegiality

“Supporting others to  
succeed”

Examples:

Including earlier stage  
academics as co-  
investigators on funding  
bids

Nominating others for  
peer recognition

Acting as second  
supervisor in support of  
primary supervision by a  
colleague

## Rewarding what we value (2/3)

4. **Combine quantitative evidence and a narrative when evidencing activity**
5. **Require commitment to Open Research practices**  
*e.g. preprints, pre-registration, data availability, author contribution statements (CRediT)*
6. **Quality over quantity**  
*e.g. use of 100-word descriptors*







# Rewarding what we value (3/3): Fellowship applications

## 5. Selected Outputs

In the tables below, please list the applicant's **four most significant publications** or other outputs. Alternatively, please list research impact of equivalent quality.

Under 'Output details', please provide, where relevant: the title, title of journal / book (and publisher), year of publication, page ranges, DOI and full author list.

Under 'Importance and Contribution' please **highlight the influence that each output has made to advancing the field**, supported by indicators of quality as appropriate to your discipline (maximum 100 words each). Appropriate indicators include, for example, reference to (UK) REF panel criteria or benchmarked and subject-normalised citation metrics, but **not journal impact factor**.

In the case of jointly authored outputs, **please state your contribution to the work**.

The **CRedit taxonomy** may be helpful in articulating contributions

Output details	
Importance & Contribution	

Output details	
Importance & Contribution	

Output details	
Importance & Contribution	

Output details	
Importance & Contribution	

Document your commitment to open research, as appropriate to your discipline (open data, open access, open code, open educational resources and practices that support replication).	

# *Celebrating what we value*

**PGR  
@  
Home**



## Research Culture Awards

Recognise individuals or teams from any job family or career stage who improve research culture by taking steps to further the careers of colleagues

Winners of UofG  
Research Culture Awards 2020





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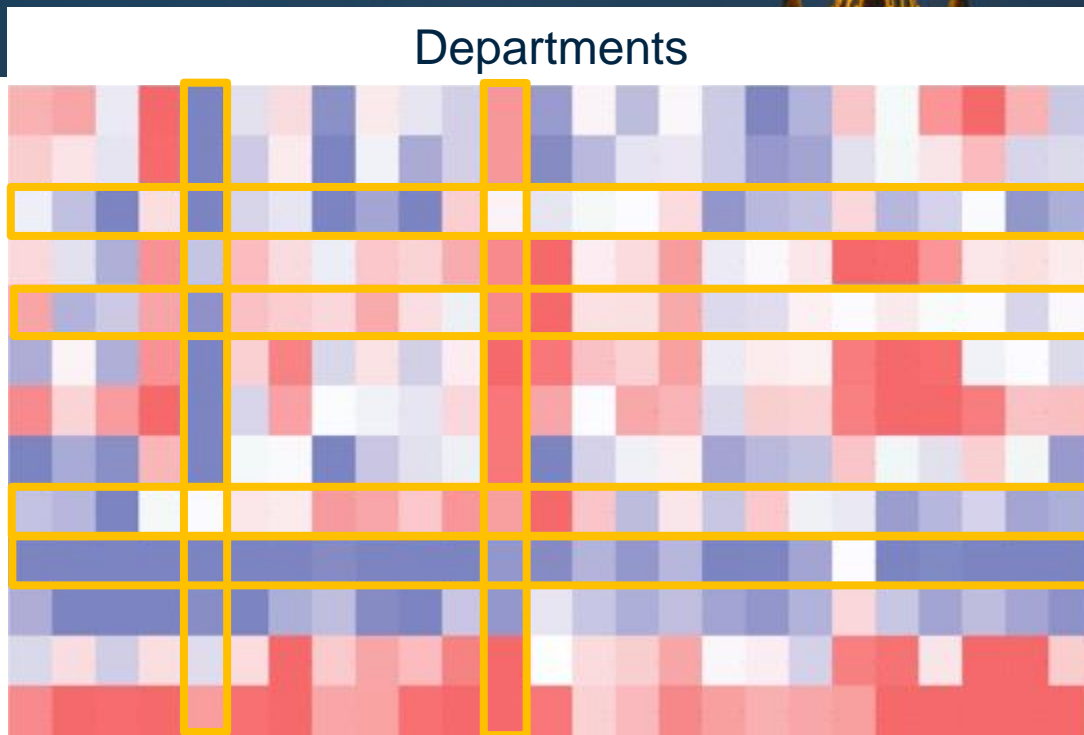
# Mesasuring how we are doing

## Research Culture Survey 2019

0% complete

### Page 1: Research Culture 2019 survey

We want Glasgow to be the place where good researchers want to come (and stay!) to do excellent research. We are committed to promoting a positive research culture and have introduced a raft of measures to support this, including training, support staff, research integrity advisors, IT innovations and new policies. However, all of this work is meaningless if it does not change what is felt on the ground. We have introduced this survey as a way of understanding where we are making progress and where there is still work to be done. We will run it again in summer 2020 to track progress.



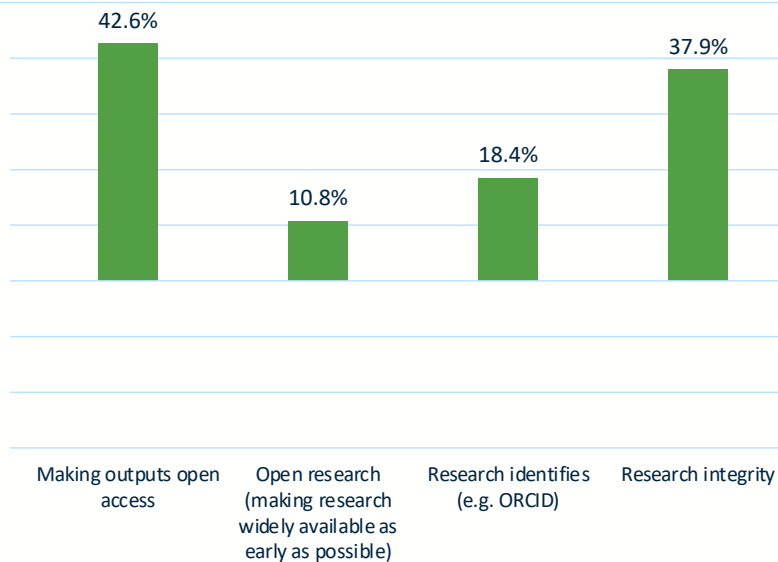
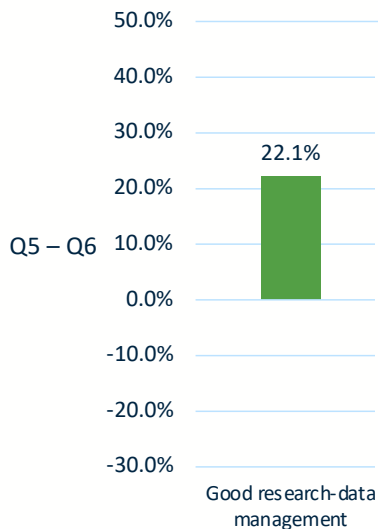


# Research Survey

## Q5 & Q6: Information and Support

Q5: I understand where I can go for information or support on the following topics.

Q6: Which of the following areas would you like to know more about?





## Implementation tips

- Define what you mean by “culture”
- Be consistent & align your actions
- Solving the specific problem vs the causes
- Be patient: allows you to grab opportunities
- Don't skimp on communications
- Do something!  
Every action is a chance  
to influence others

### Make it easy

e.g. “Ten conversation starters”  
to assist implementation  
(e.g. DORA, Career support)

Pilot exercises can  
be very useful, as  
they have lower  
barriers to delivery

# COVID-19 recovery

Opportunity for support:

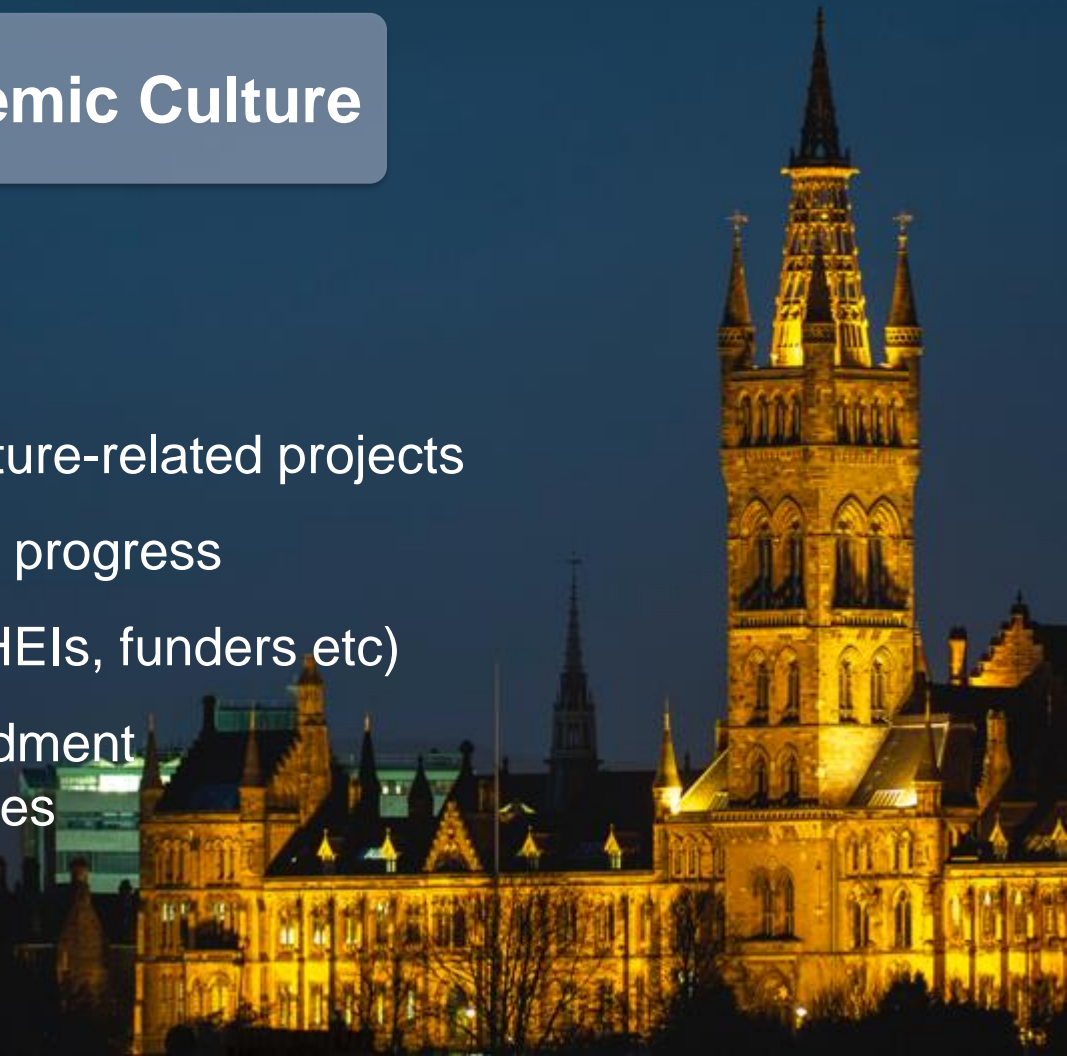
- Remote working: impact on supervision & peer–peer support
- International projects: switching to capacity-building
- Reconfiguring projects in rigorous way
- Support for research support staff
- Skills audit – e.g. data, managing remote teams
- Communications and training



# Lab for Academic Culture

Launched December 2020:

- Beyond “research” culture
  - A home for delivery of culture-related projects
  - Monitoring and evaluating progress
  - Working with the sector (HEIs, funders etc)
- Project-led delivery via secondment of staff from services or faculties
- Please collaborate with us!







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# Research Strategy 2020–2025



## RESEARCH STRATEGY 2020–2025

### PRIORITIES

#### COLLABORATION WORKING TOGETHER TO TACKLE BIGGER CHALLENGES

We will address urgent problems in our society and the biggest gaps in our knowledge by working together. The timeline from underpinning academic research to societal impact takes years or even decades.

We collaborate across disciplines, sectors, and geographies to create partnerships that enhance our reach, influence and profile.

#### CREATIVITY REAFFIRMING THE CENTRALITY OF IDEAS

Great research starts with great ideas, but we also know that this creativity takes time and requires the right conditions. The quality of our research outputs and impact will continue to drive the reputation and careers of our researchers, and that rests crucially on the ideas that we develop.

We will support creativity by developing the opportunities in which new ideas can emerge. Our development

experiences will focus on...  
experience that, flexibility and autonomy.

#### CAREERS HELPING EACH OTHER TO SUCCEED

Glasgow succeeds when its people succeed. We will make Glasgow the best place in which to pursue a career, whether at the University or the city, by creating an environment in which colleagues are supported to fulfil their ambition, to meet their expectations at every career stage, and to measure progress in ways that are easy to understand.

We will create...  
to collaborate and enable connectivity to enhance our reach, influence and profile.

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

### Research principles @UofG

We value the quality of our research over its quantity

The University succeeds when our individual researchers succeed

How research is done is as important as what is done

<https://www.gla.ac.uk/research/strategy/ourstrategy/>



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**Thank you**

**Culture @UofG**

<https://www.gla.ac.uk/researchculture/>

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