Advancing our Research Culture

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The biggest impact on research quality is achieved through sustained improvements in our day-to-day research culture.
A change in what we value in research outcomes

Outputs
People
Societal impact

UKRI CEO
23 November 2020
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
“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**.”
A better research culture is not an alternative to excellence but rather it is what will enable more of us to excel.
Change needs actions, not just policies

UofG Action Plan for research culture (2020–2025)

https://youtu.be/zD8nVD_TdM0
https://www.gla.ac.uk/researchculturestatement
Research Culture Action Plan @UofG

Research integrity
Supporting research that is conducted to the highest standards

Collegiality
Ideas & incentives for supporting the careers of others

Career development
Careers Concordat
Recovery from COVID-19

Research recognition
Measuring what matters: DORA/Leiden
Recognising varied contributions & outcomes

Open research
Promoting the early and wide sharing of research

2015  2018  2019  2020  2021+
Change is more likely when actions align

- Support what we value
- Reward what we value
- Celebrate what we value
- Monitor how we are doing
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
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*

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**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
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

The CRediT taxonomy may be helpful in articulating contributions.
Celebrating what we value

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
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.
2.1. Open research
2.2. Open access publication
2.3. Research integrity
2.4. Discussion of professional development
2.5. Valuing quality of output over quantity
2.6. Collegiality (supporting each other to succeed)
2.7. Collaboration across groups or disciplines
3.1. I can approach colleagues for advice
3.2. I understand what a good quality output means
3.3. I understand good authorship practice
3.4. I understand what constitutes research impact
3.5. I have support for grant applications
3.6. I feel able to spend time undertaking CPD
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?

- Making outputs open access
- Open research (making research widely available as early as possible)
- Research identifies (e.g. ORCID)
- Research integrity

Consistent responses
Research Culture Survey 2019
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
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!
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 Strategy 2020–2025

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/
Thank you

Culture @UofG
https://www.gla.ac.uk/researchculture/

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