Annual Report for the Concordat to Support the Career Development of Researchers

Universities and Research Institutes

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Statement on how the organisation creates, maintains and embeds a research culture that upholds a positive and inclusive environment for researchers at all stages of their careers *(max 500 words)*

At the University of Glasgow (UofG) a positive research culture is vital to the engagement, development and success of Researchers. The Concordat is one of the key mechanisms for this, delivering on our ambitions for Researchers (Research-only Staff, and other related research-active groups). The Research Culture and Researcher Development Team (RC&RD) lead on collaborative delivery of our institutional Concordat Action Plan (CAP 2024-2027).

In 2025-26, we built on progress from 2024-25 and mobilised new initiatives to improve, sustain and develop our offer, specifically:

- Creating collaborative approaches to areas of the researcher experience such as the Research Staff Leavers Survey and Career Connections Register, (with People and Organisational Development), to obtain a nuanced data on career and professional development experiences, and destinations data.
- Enhancing the Research Leaders development offer by delivering: a new Talent Lab: 'Forge for Research Leaders'; a Research Leaders Development Workshop series covering leading self, teams and groups, grants and collaborations; and the Research Leaders Bitesize series focused on aspects of relational leadership and team building.
- Successful completion of the InFrame Project (Wellcome Institutional Funding for Research Culture) with strategically important outputs such as an evidence-based Framework for Collegial Research Leadership development.

2026 has also included the launch of the University Research Strategy 2036 and the Research Culture Action Plan 2026-29. Continued work on the CAP is interlinked to these strategic initiatives:

1. The UofG Research Strategy 2036 focus on Collaboration, Creativity and Careers remain the key priorities for research vitality. The strategy calls for an adaptive and responsive research ecosystem that that enables research to flourish in a changing landscape. In line with the Strategy, the CAP's actions and priorities continue to evolve to encourage creative ideation, embed inclusivity in its approach and develop researchers to stay engaged in the research sector and a changing world.
2. The UofG Research Culture Action Plan (2026-29) aligns with emerging sector frameworks that promote collective change, encourage collegiality and healthy partnerships, and support engaged and informed research career building for Research Staff (RS) and Managers of Researchers (MoR). Both the Culture Action Plan and the CAP, are supported by the work of 'The Lab for Academic Culture', (Co-Chairs: Head of Research Culture and Researcher Development and VP

Research & Knowledge Exchange) and report to the Research Planning and Strategy Committee (Chair: VP Research & Knowledge Exchange).

3. **The UofG People & Organisational Development Strategy (2020)** sets out how we nurture an inclusive, dignified and respectful working culture in which everyone is valued, recognised and praised, and success is celebrated. The CAP has been informed and strengthened through alignment with Glasgow's wider people development ambitions.

Collectively Glasgow's CAP and the above strategies share cultural priorities and are mutually supported by the Concordats for Research Integrity, and Open Research, DORA, and the Technician Commitment.

Provide a short summary of the institution's strategic objectives and implementation plans for delivering each of the three pillars of the Concordat (environment and culture, employment, and professional development of researchers) for your key stakeholder groups together with your measures for evaluating progress and success *(max 600 words)*

Between October 2025 and October 2026, we maintained established provision and expanded our actions by collaboratively working towards nine interlinked deliverables and fourteen Success Measures (SM) identified:

Environment and Culture

D1 *Increase visibility and understanding of the ecology of formal and informal (hidden curriculum) sources of support, development and peer-networks and communities for RS and MoR across the University.*

[SM1] Devise clear and visible messaging that communicates the university's initiatives, projects, opportunities and events.

[SM2] Establish messaging through recruitment, the RS mailing list, web pages, The RSA, Induction, Redeployment, and End of Contract processes to ensure timely awareness and engagement.

D2 *Increase engagement with self-tracking of career and professional development for RS though the Inkpath platform.*

[SM3] Produce guidance on how to use Inkpath to reflect, plan and record development in preparation for PDR, Promotions and Narrative CVs.

[SM4] Pilot support for MoR in delivering development conversations linked to PDR, Promotions and Narrative CVs.

[SM5] Publish five broad examples of what a 'portfolio of annual career development looks like via The Auditorium.

D3 *Enable the communication of the aims, activities and outputs of the sub-groups of the Research Funded Employment Working Group to RS and the MoR and establish channels for dialogue.*

Employment

D4 *Work collaboratively to provide/facilitate expertise, insights and data to the projects of the Research Funded Employment Working Group (RFEWG).*

[SM6] Launch the RS Exit Survey to collect data to inform and co-design action planning.

[SM7] Define shared responsibility for the operationalisation and delivery recommendations from the sub-groups.

[SM8] Increase connectivity of RFEWG with College-level Concordat working Groups and the Lab for Academic Culture.

D5 *Support RS to develop agency around their development and career planning through Pathfinder (career destinations development suite).*

[SM9] Increase engagement with all Pathfinder provision, including the Pathfinder LinkedIn page, The Career Narratives blog series, career planning workshops and Narrative CV support.

D6 *Define, conceptualise and communicate aspects of the Fellowship Framework related to career routes into, through and beyond Fellowship Awards.*

[SM10] Identify and test priority areas and mechanisms for researcher-led PGR development areas.

Professional Development of Researchers

D7 *Define the principles of a collegial 'PI Development Framework', and an associated suite of activities.*

[SM11] Define a PI Development Framework to include organisational learning (e.g. from Wellcome Research Culture Project: InFrame, 'People Make Research', Research Leadership blog series, the RSA).

D8 *Increase access to and engagement with development activities for research-active Management Professional and Administrative pathway and Learning Teaching and Scholarship pathway staff.*

[SM12] Open up existing support to all research-active staff to enable access to researcher development provision.

[SM13] Highlight profiles of research-active LTS/MPA colleagues.

D9 *Scope the need, enablers, priority content and mechanisms for 'train-the-trainer' pilots giving the opportunity for RS to actively lead on defined areas of PGR development.*

[SM14] Clear and accessible development pathways established and communicated for aspiring, new and current fellowship holders, with support and development opportunities available across each.	
Summary of actions taken, and evaluation of progress made, in the current reporting period to implement your plan to support the three pillars in respect of each of your key stakeholder groups [Institution; Academic Managers of Researchers (Deans, Heads of Schools/Departments/PIs); Researchers]	
Environment and Culture ***(max 600 words)***	**Institution** Since October 2025, we have iteratively improved and updated information and messaging around professional development opportunities and avenues of support for researchers: • The RS mailing list is used strategically to signal opportunities, briefings, policy updates and key insider information. Regular Training, Culture and Fellowships Roundups are supplemented with highlighted high value opportunities. [SM2] • The Researcher Weekly Roundup has targets c.1300 RS with opportunities linked to positive research and career outcomes (e.g. leadership, data management, responsible research and innovation). [SM1] • The newly designed 'Own Your 10' workshop embeds career planning from intentions to actions, providing essential learning opportunities. [SM1] • MoR (c.2,300) are reached by quarterly communications sharing development opportunities and best practice in research leadership – the Research Leaders Development programme. [SM2] • Collaborations with providers across the university are embedded in RS Induction, the Research Staff Assembly and RS Development workshops [SM2] • Concordat Working Groups within the Colleges of Social Sciences (CoSS) and Medical and Veterinary Sciences (MVLS) have launched new SharePoint sites to collate opportunities for researchers. [SM2] The **Research-Funded Employment Working Group** initiated four working groups in 2025, designed to advance priority projects related to employment contracts precarity, and the researcher experience. To align with the university's Research Strategy 2036, the terms of reference for the WG are being re-shaped to ensure effectiveness in delivering coherent messages to staff across the research ecology. Following this refresh period, a communications plan to socialise the aims, activities and outputs of the WG and its

	benefit to staff (in alignment with the College Concordat Groups), will be part of the 2026-27 work plan. Academic Managers of Researchers (MoR) and Researchers (RS) Six 10-day secondments enabled RS to join the Research Culture and Researcher Development Team, to create the following self-service online resources to support researchers in engaging with development essentials [SM3]: • Maximising Development for Researchers • Crafting Outstanding Narrative CVs • How to get a Fellowship • Fellowships Mock Interviews We have developed further Narrative CV provision for RS and as part of the Research Leaders Development programme we have delivered / planned delivery sessions for research leaders that focus providing them with tools to support conversations with their researchers, e.g. Writing Narrative CVs that tell your leadership story'. [SM4] The How to prepare for and have good Career Conversations workshop and Career Conversations Toolkit support RS and MoR understanding of the power of dialogue in career planning. [SM4] We have designed a series of 'how I used my 10 days' career development articles to be commissioned and published on The Auditorium blog. These draw on data showing hot and cold spots in engagement with career development opportunities, and data from the Research Leavers Survey. The Research Staff Assembly will act as a space to explore and discuss the resulting resources with researchers. [SM5]
Employment *(max 600 words)*	Institution The Research Staff Leavers Survey was launched in May 2026 in collaboration with the Lab for Academic Culture and People and Organisational Development (P&OD). [SM6] • The survey aims to understand the RS experience at Glasgow and collect nest destination data. • Two Research Staff Representatives to the Lab for Academic Culture were key informants in developing the survey and associated comms and in championing the survey to RS. • Automated emails are sent to RS four months prior to their contract end date with a reminder at two months.

	• The Survey works in tandem with the **Pathfinder: Career Connections Register** – a database of UofG leavers in a range of different careers. • Future actions include sharing of destinations data, and the career and professional development experience of researchers and forming a database of Research Staff leavers to collaborate with the Pathfinder initiatives. As mentioned in [D3], SM7-8 will be revised as priorities for the **Research Funded Employment Working Group** (RFEWG) and will be embedded in deliverables for 2026-27. In 2025/2026 significant elements of the **Pathfinder** (careers provision) have been on pause due to staff capacity, however demand for the available careers provision increased through 2025-26. New Pathfinder developments include [SM9]: • An increase from ~1,200 Pathfinder LinkedIn followers to 1,895. • The Pathfinder Career Narratives (blog series) is joined by a parallel series of Pathfinder *Professional* Narratives, spotlighting the Research Professional careers and contributions and simultaneously highlighting HE professional careers as key options for RS. • Partnership with Glasgow's Careers Employment & Opportunity Directorate saw repeat delivery of three refreshed careers focused workshops. • Narrative CV information and writing sessions for researchers increased. **Academic Managers of Researchers (MoR) and Researchers (RS)** In 2025/2026 we launched the **Pathfinder Odyssey Community** which hosts a monthly forum for researchers who have entered or returned to academia later in their careers, or who have built their research careers over extended periods. In consultation with the community, we supported the members to develop the community and its focus. Membership of the community is currently >200 researchers. A refresh and relaunch of **Pathfinder** is planned for 2026/2027. This will align with the UofG Research Strategy 2036 focus on Careers and is embedded in the new Research Culture Action Plan 2026. Linked to [SM2] this includes a Pathfinder specific monthly newsletter for researchers. [SM9]

	The **Fellowships Development** Team has established two new development resources for 'aspiring' and 'current' holders of research Fellowships. These can be found and accessed openly from a new central Fellowships Development webpage. • Aspiring Research Fellows can access a menu of support that includes workshops, self-service resources, 1:1 consultations and an annual cohort fellowship accelerator – 'Talent Lab: Ignite'. • New and current fellows are invited to join the Fellows Network which serves as a central portal for Fellows to access a curated and responsive development offer, including a ringfenced collaborative funding opportunity and Fellow-led invited seminar series. All new and current Fellows are offered 1:1 onboarding and career development conversations. Additional **discipline-specific Fellowships support** in the College of Science and Engineering piloted, in the form of a 15 session 'Fellowship Readiness' programme for 10 RS participants March-November 2026. [SM10]
Professional development *(max 600 words)*	Institution **The InFrame Project** (Wellcome Institutional funding for Research Culture) was completed in 2026. The primary output is an evidence-based leadership development framework that centres all actions on collegiality (one of Glasgow's Research Culture Priorities). The framework is designed to support the development of a collegial approach to research practice and leadership across all job families and career stages, including for RS, Research Professionals, and MoRs. The framework will be embedded in all relevant Researcher and MoR development activities from 2026-27. [SM11] The launch of the **Research Leaders Development Framework** for MoR has been made accessible to both current and aspiring Research Leaders [SM11,12]: • 'Talent Lab: Forge' saw 21 Readers and Professors (or equivalent) complete a cohort-based development journey conceptually designed around: 'Me' (leadership career), 'We' (research teams and collaborations) and 'It' (big grant readiness). • Research Leaders Development Workshops: A total of 10 half-day workshops were delivered between March and August 2026 with c.100 attendees (MoR). 97% of feedback showed that respondents felt that the workshop

	objectives were met. These included "the sessions provided: actionable advice, practical approaches to leadership, inclusivity and open discussions with other Research Leaders". • Research Leaders Bitesize: a series of 1-hour long micro-learning events for colleagues who would like to build productive relationships with those they lead. c80 Research Leaders attended the series of 10 monthly sessions in 2026. • Research Productivity and Wellbeing Series: a webinar series that was externally led engaged over 320 attendees from various researcher roles. Academic Managers of Researchers (MoR) and Researchers (RS) A collaboration between the Research Culture Team, Research Governance and Integrity Team and the UofG Library has resulted in the establishment of the **Research Professional Staff as Researchers Working Group**, leading on activity designed to encourage and support RPS to take part in practice-based research or scholarship. [SM13] The group have: • Ran a survey (in April 2026) to understand the awareness, interest and activity within the RPS community in scholarship. • Hosted a panel event 'Research Professional Staff Scholarship', giving panel members the opportunity to share insights and experiences of being active scholars and advocates for RPS research publishing. The data and information gathered from both the survey, and the panel event will inform the next steps for the Working Group and the development of resources, events and support. Several initiatives created opportunities for **RS to contribute to or lead PGR development** in 2025-26 including [SM14]: • Write of Spring 2026: 2-week writing festival with small competitive funding pots for RS to organise and lead events for other researchers, including PGRs. • PGR Conference Bootcamp: A fully booked event for PGRs, with an expert panel of regular conference-attending RS. • Thesis Mentoring: January to May 2026 saw 65 pairings between Researchers and PGRs for thesis support and July to November 2025 made 68 pairings. • This Postdoc Life: This hybrid event invited RS from all Colleges to share their knowledge of the 'Hidden Curriculum' and experience with c.80 final-stage PGRs who are considering research careers.

	• As part of InFrame's Culture Catalyst Fund, a partnership with the Centre for Participatory Leadership, led to a series of 'train-the-trainer' events designed to upskill RS and MoR in facilitation skills, and connected a co-created community of practice.

Comment on any lessons learned from the activities undertaken over this period and any modifications you propose to make to your action plan and measures of success as a result. *(max 500 words)*

Progress in 2025-26 occurred in a challenging landscape for universities across the UK and reflect Glasgow's continued commitment to the promotion and visibility of the Concordat and its expectations. Whilst careful cost-consciousness, consideration of time pressures and career constraints have been strongly present, we continue to make progress and address challenges. Specific lessons learned were:

Collaboration to improve the Researcher Experience

The Lab for Academic Culture is currently in the progress of creating a new structure that supports better collaborative working for 10 different projects led by colleagues across the university that investigate areas of the Researcher experience (for example in data sharing, responsible recognition, research integrity and power, community leadership, career destinations, and cross-disciplinary collaborations). This will mean a cohesive approach to tacking different facets of the employment and development experience.

In addition to this, the Research-Funded Employment Working Group (RFEWG) is reviewing its focus and priority topics that increase Glasgow's capacity to work with data and evidence to improve career tracks, visibility of opportunities, continuity and stability for researchers. Going forward, the work of the Lab for Academic Culture and the RFEWG will be more closely linked with the four College-level Concordat Working Groups to support their specific actions.

Development and Engagement of Research Leaders

While the development offer for MoR continued to expand and diversify in 2025–26, engagement with this audience did not increase as anticipated. This highlighted a need to make the offer easier for MoR to navigate and engage with. In 2026–27, a key priority will be strengthening how we strategically reach and engage MoR with development, supported by specific actions and senior championing through the forthcoming Research Strategy 2036 Delivery Plan.

Fellowships Development

Towards the establishment of a university-wide Fellowships Development Framework alongside work to establish provision and pathways for our aspiring and current fellows we

have continued to carry out consultation with academic and professional services stakeholders, reviewing internal practices and external sector approaches to fellowships recruitment, development and support. This work has surfaced and highlighted the impact of providing a more consistent and transparent experience for aspiring and current Fellows and has informed the design of a draft fellowships development framework which will begin Glasgow's journey towards an institutional approach to strengthening and coordination of recruitment, development, community for Fellows. The framework recognises Fellows as a valued part of the University of Glasgow's research ecosystem reinforces Glasgow's commitment to fellowships development that nurtures research talent in an equitable and inclusive way aligning with our new Research Strategy.

Additionally, we will be further increasing engagement of Research Staff through adjusting the 'value added' language we use, developing targeted communications and continuing to refresh topics for discussion in the Research Staff Assembly (RSA). In 2025-26 we were able to test new topics such as 'multilingualism', 'authorship dilemmas' and 'navigating career advice'; which received very positive reviews with RS highlighting how such discussions need to be more widespread.

The CAP's impact requires deliberate and regular engagement with our College colleagues to ensure a seamless and aligned approach. Going forward we plan to continue the journey to strengthen College-Centre relationships through new bi-annual shared strategy meetings that purposefully create further opportunities for collaborative working.

Outline your key objectives in delivering your plan in the coming reporting period *(max 500 words)*

To align the meaningful and strategic deliverables for the final year of the current CAP (2024-27), we engaged in co-design with the College Concordat Working Group Chairs and Leads. This collaborative exercise has produced shared commitments for the year, and a collegial approach to working in a challenging financial landscape. The deliverables below reflect the continued high prioritisation of the Concordat at Glasgow. They also build on progress from the last six years and will be achieved as follows:

Environment and Culture

D1. Increase awareness, visibility and engagement of School and College level Concordat Implementation.
D2. Connect and socialise the aims, activities and outputs of the Research Funded Employment Working Group and its benefit to Research Staff.
D3. Ensure the success of and raise the profile of Researcher- and MoR-related projects under the Lab for Academic Culture.

Employment

D4. Relaunch Pathfinder creating a high-profile, collective approach to career development.
D5. Launch and socialise the University of Glasgow Fellowships Development Framework.
D6. Embed bespoke career planning and tracking self-service resources developed for and by Researchers.

Professional Development

D7. Embed the InFrame Collegial Leadership Framework in all Research Leadership development provision.
D8. Identify new opportunities and pilot new train-the-trainer initiatives for RS and MoR.
D9. Define a strategic approach to encourage RS and MoR to develop as UKCGE Associate Supervisors.

In addition, each College has set out an additional key priority area for 2026-27 in line with the institutional CAP. These activities have been defined by the College Concordat Groups:

- College of Social Sciences: will build on their evolving SharePoint resources for Researcher Development and enhance mechanisms for effective reach across the Schools and ensure that an increasing number of RS are aware of resources and supporting services.
- College of Arts and Humanities: The newly appointed Researcher Concordat Working Group will develop a new set of priorities for Concordat implementation in the College, including seeking endorsement from Heads of School, Research Directors and RS representatives to increase engagement.
- College of Medicine, Veterinary and Life Sciences will collate cross-College data on researcher development resources, identify gaps in researcher development support, and scope proposals for delivery of consistent, sustainable and effective resources for all researchers in the College.
- College of Science and Engineering: will scope the mechanisms within the College to design a pilot programme offering Research Staff mini secondment/placement opportunities outside of their unit or School.

Please provide a brief statement describing your institution's approval process of this report prior to sign off by the governing body *(max 200 words)*

This report was prepared with input from Staff in the Research Services Directorate, the Library, Careers, Employability and Opportunity, the British Academy ECR Network, the College Research Offices, and Research Staff Networks. The report was approved by the University of Glasgow Research Planning and Strategy Committee, chaired by Professor Chris Pearce, Vice Principal for Research and Knowledge Exchange.

Signature on behalf of governing body:



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This annual report will be analysed by the secretariat for the Concordat to Support the Career Development of Researchers, to identify good practices, themes for development and information to improve national research culture policy and practice.

If you have any questions, or suggestions on how the reporting process could be improved, please contact the secretariat via the email address listed on the RDC website: www.researcherdevelopmentconcordat.ac.uk.