1 University of Glasgow Research Culture Annual Statement 2025-2026

This annual statement details our progress for the three Research Culture priorities led by the Research Culture Team in collaboration with colleagues across the university– these are: Research Recognition, Collegiality and Teams and Career Development.
It is intended to be read in conjunction with the:

(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/researchcultureandresearcherdevelopment/researcherdevelopment/forresearchstaff/concordat/#readourannualreports

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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 all members of the research ecosystem feel that they are part of an engaging fair, and collegial environment in which people help each other to succeed.

Our commitment to Research Culture is integral to the delivery of the University's Research Strategy. In 2026 Glasgow's Research Strategy 2036 and the Research Culture Action Plan 2026-2029 were launched (see section 2.2), detailing our future ambitions and reflecting the shared commitment to creating an environment in which people feel empowered to be ambitious, work collaboratively, and support one another to succeed. We see research culture enhancement work as essential to our research performance, strengthening the conditions that allow great research to take place. The building and maintenance of a positive research culture is an ongoing, evolving, and community-wide endeavour.

The University's five Research Culture Priorities act as the anchor to our research culture enhancement activity. For each priority we have set out a statement of intention for the way research is done:

A positive culture is one in which:

- We engage with and produce research that meets the highest standards of ethics and integrity (**Research Integrity and Ethics**).
- We are committed to openness, transparency, rigour, and reproducibility (**Open Research)**.
- 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 and their teams to succeed (**Collegiality and Teams**).
- 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 and research professional careers. This report details our 2025/2026 progress for the three research culture priorities lead by the Research Culture Team – **Research Recognition, Collegiality and Teams, and Career Development**. Additionally:

- The **Research Governance and Integrity Team** lead on the research integrity focus of the research culture priority – **Research Integrity and Ethics**. Please refer to the Annual Statement on Research Integrity for more on this.
- The **Research Information Management Team** lead on the culture priority – **Open Research**. Please refer to the UofG Library Annual Report for more on this.

2.2 Launching the Research Culture Action Plan 2026-2029

The University of Glasgow's first Research Culture Action Plan was launched in 2020. A significant amount of change has happened at the University of Glasgow, in the sector, and globally since then. For the development of Glasgow's second Research Culture Action Plan 2026-2029, we wanted to ensure that the activities we prioritised were developed in reflective consultation with our research community. The themes arising from the resulting 'Research Culture What's Next?' community consultation that took place throughout 2025 depicted the dynamics, enablers and constraints of our research culture, and strongly informed the new action plan.

We reflected on progress from three key perspectives and recognised that our starting point in 2026 was encapsulated in the following statements:

- **Strategic**: *Research culture is noted as an integral part of the University's Research Strategy*.
- **Process:** *We have launched a community of culture leaders driving diverse elements of research culture enhancement*.
- **Community:** *We have formed key partnerships and sparked community conversations*.

The step change we are aiming for through our research culture work outlined in our new Research Culture Action Plan is:

- **Strategic***: Research Culture is* ***established*** *as an integral and embedded condition for delivery of the University's Research Strategy*.
- **Process:** *A community of culture leads under the Lab for Academic Culture take* ***cohesive accountability*** *for delivering, monitoring and demonstrating impact on the research culture*.
- **Community:** *We work* ***in trusted partnerships with Colleges and Schools*** *to enable their research successes, through culture work. Our whole community is engaged and active*.

The resulting Research Culture Action Plan was launched in June 2026. The action plan details seven workstreams that recognise the interweaving nature of the research culture priorities noted above in section 2.1.

1. Build Culture Connections
2. Support Career Development
3. Recognise Research Professional Staff
4. Strengthen Research Integrity and Research Ethics
5. Value Open Research
6. Advance Responsible Recognition and Assessment
7. Develop Research Leadership

2.3 Research Culture Strategic Position in 2025/2026

This section provides an overview of strategic developments that have enabled and informed progress in research culture enhancement at the University of Glasgow in 2025/2026.

2.3.1 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 as one multidisciplinary team across Research Culture and Researcher Development. Our webpages provide an overview of our initiatives across Research Culture, Researcher Development, The InFrame Project and Fellowships Development. In 2025/2026 the RC&RD team have:

- **Delivered the Wellcome funded InFrame Project in collaboration with the universities of Edinburgh and St Andrews**, including awarding £1M funding to 26 Culture Catalyst projects, running three institution recognition projects, developed the Reframe online leadership resource, launched a community Knowledge Hub, and developed the soon to be launched Collegial Research Leadership Framework (see section 3.6).
- **Established new collaborative partnerships locally and globally:** For example: **'**Recognise', the Recognition Community of Glasgow institutions [with Scottish Research Cultures Collaboration Manager and Glasgow HEIs] and 'CIRCLE', Co-creating Inclusive Research Culture and Leadership Environments [with University of the Punjab].
- Established a new **Fellowships Framework** which describes Glasgow's strategic approach to Fellowship success. This has included the launch of a dedicated Fellows induction and Network, a monthly Fellows Round Up, and a development programme for both aspiring and current fellows.
- Focused on **increasing partnership and connectivity** by hosting an All Schools Research Culture Away Day, establishing a Developing Researchers and Academics bi-monthly collaborative meeting, mapping of the current pathways and data on Fellowships, and bridging across PGR development and PGR policy for improved PGR experience.
- **Increased visibility** of Glasgow's research culture development work through our LinkedIn page which continues to be a key engagement space (3,973 followers and >200,000 content views). The Auditorium blog, provides an open access forum through which the team share projects and outputs with the wider research culture and researcher development community. Since being launched we have published 286 blog posts, in 2025/2026 we published 46 new pieces.

2.3.2 Academic Leads for Good Research Practice and Inclusive Research Practice

Glasgow's Academic Leads are responsible for the championing of our commitment to research quality, and people-centred development. In 2025-26 they have delivered.

- **Inclusive Research Practice** recognises that inclusion is a key dimension of how research is done and that inclusivity in research is the means to sustain, support, develop, recognise, and celebrate all colleagues who contribute to our collective research successes.
    - In 2026 we have published a new Pocket Guide to Inclusive Research designed for local, everyday implementation.
- **Good Research Practice** is realised through providing an environment that recognises and supports research that is conducted to the highest standards of academic rigour, to increase the quality of, and trust in, the research record.
    - The Good Research Practice Network gives each school a visible advisor.

- The DORA Working Group set out an action plan last year, and in 2026 appointed a PGR Intern for GRP to undertake a systematic review of university policy documents and create centralised educational material.

2.3.3 Lab for Academic Culture

The Lab for Academic Culture is co-chaired by Professor Chris Pearce (VP Research and Knowledge Exchange) and Dr Kay Guccione (Head of Research Culture and Researcher Development). It acts as a space for creativity, collaboration and the generation and testing of new ideas, the Lab convenes a team of experts from across the university to support ongoing reflective analysis, and to ensure connectivity and alignment across university strategies and strategic projects.

The Lab meets quarterly to highlight issues, monitor progress of projects and working groups, discuss sector issues arising, and receive critical feedback from our external advisors.
The 2025/2026 programme has included:

- Working with new Researcher Reps to the Lab (both Research Staff and PGRs) who have led research culture projects including the launch of the Research Staff Leavers Survey and pulse surveys and an exploration into barriers to engagement among later-stage PGRs.
- Consultation on the development of the new Research Culture Action Plan
- Expanded the Lab's Working Groups and Projects.
- Community discussion on hot topics such as: Narrative CVs, PGR Engagement, The Research Professional Staff Network, DORA, REF2029 People, Culture and Environment, The InFrame project as well as external guests.
- The University of Glasgow has contributed to sector learning both nationally and internationally (see the Lab's list of Outputs, Awards and Impact).

2.3.4 Influencing Research Culture at Sector-level

We have engaged in significant sector conversations related to research culture enhancement including:

- Contributing to sector conversations on REF SPRE
- Delivering 'InFrame: Insights to Impact' a sector-wide practice sharing event.
- Hosting Culture Knowledge Exchange visits from the University of Nottingham, The University of Graz and Kings College London.
- Participating as a partner in Scottish Research Culture and Research Integrity Week 2026
- Collaborating across Scotland on a workshop series to support sector understanding and sharing across research culture themes.
- Participating in a UKRI-led 'Shadow Panel' funding decision calibration activity designed to look at the role of research professionals on funding panels.

3 Research Recognition, Collegiality and Career Development – 2025/2026

This section provides an overview of the progress made across the three research culture priorities **Research Recognition, Collegiality and Teams, and Career Development**. Following the launch of the new Research Culture Action Plan, we have updated the workstreams structure to recognise the evolved scope of our research culture work and the interconnected nature of research culture enhancement. Progress under Workstreams 1-3, 6 and 7 are reported here, progress under Workstreams 4 and 5 are reported via the annual University Research Integrity Statement and University Library Report.

1. **Build Culture Connections**
2. **Support Career Development**
3. **Recognise Research Professional Staff**
4. Strengthen Research Integrity and Research Ethics
5. Value Open Research
6. **Advance Responsible Recognition and Assessment**
7. **Develop Research Leadership**

3.1 Workstream 1 – Build Culture Connections

This section details our progress to create opportunities for consultation, agency and feedback through enabling structured communities and platforms. In 2025/2026 we have delivered:

Research Culture – open sharing via the Auditorium blog: In 2025/2026 we published 46 articles (>7,800 views), including highly read articles:

- Connecting Research Culture and Research Excellence
- Am I collegial?
- What to say when they ask you about Research Culture

All Schools Research Culture and Environment Away Day: In February 2026 we hosted the first All Schools Research Culture and Environment Away Day as part of our work to deliver on the ambitions of Glasgow's Research Strategy 2036 and the underpinning Research Culture Action Plan. We welcomed all Heads of Schools, Deans of Research and Deans of Graduate Studies, College Research Office Leads, and experts from Research Services in order to bring together a cross section of key people responsible for Glasgow's research culture. The day focused on sharing and exploring School priorities for further developing a positive research culture. Following up on plans set at the Away Day, the Research Culture Team has held one-to-one meetings with Heads of Schools to support research culture project activity.

Researcher-led Culture Development:

- Six Research Staff secondees developed six digital resources spanning: i) Crafting Narrative CVs, ii) Research culture in grant applications, iii) Preparation for fellowship interviews, vi) How to get a fellowship, v) How to maximise researcher development for researchers and iv) Fundamentals of working with your supervisor. All resources will be openly available in November 2026.

- PGR Interns led or supported initiatives that contribute to community engagement: DORA Action Plan delivery, Pathfinder (careers support), Coffee Connect and Walk Talk Connect (active peer communities), PGR Induction, Research Staff Induction, the Research Staff Assembly, This PhD and This Postdoc Life (revealing 'hidden curriculum' via peer conversations), The 3-Minute Thesis Competition, the PGR Blog series.

The Culture Commons: The Research Culture Commons was launched in November 2023 to allow every person interested in building a better research culture to connect, share, celebrate, problem solve, and discover. The current membership of the Culture Commons is >425 and growing. The community is driven by a cohort of 'community co-leads' who build and raise awareness of the Research Culture work ongoing at Glasgow and encourage members to engage with the opportunities it offers.

Networks and Communities: The power and importance of networks and communities continues to be central to our research culture enhancement work. The RC&RD Team maintains the Connection and Belonging webpage to help members across Glasgow's research ecosystem navigate to a wide range of communities and networks available. The RC&RD led communities include: Culture Commons, Pathfinder Odyssey, Fellows Network, Research Staff Assembly, PGR Supervisor Community and the Research Professional Staff Network. This Auditorium post 'Building community through the strength of weak ties', shares the value of building community via different types of interaction.

3.2 Workstream 2 – Support Career Development

This section details our progress to support career development, raising career awareness, agency and success through a framework of activities called Pathfinder. Noting that in 2025/2026 Pathfinder provision was predominantly paused to accommodate changes in staffing within the RC&RD Team.

Pathfinder Odyssey Researchers Community (previously 'late career early career' network): In January 2026 we launched the Pathfinder Odyssey Researchers Community. This project was led by a University of Glasgow Togetherness Fund PGR intern. We refreshed the community via a community consultation (read about our approach in this article: On the origins of Pathfinder: Odyssey Researchers Community). The community currently has >200 members and hosts the Pathfinder Odyssey Forum, a monthly programme spanning networking accelerators, career reflections and horizon scanning.

Research Staff Leavers Survey and Pathfinder: Career Connections Register: In May 2026 we launched the Research Staff Leavers Survey and Pathfinder: Career Connections Register, two initiatives developed in consultation with the research staff community. The anonymous Research Staff Leavers Survey provides a way for Research staff to share their experiences at Glasgow as they exit employment. The Career Connections Register captures where our research staff go next, building a database volunteers to support other researchers to transition to similar roles.

Pathfinder Narratives: The Pathfinder Career Narratives is a series of 66 career stories from PhD holders, who are succeeding in a range of careers. In 2025/2026 we expand the Pathfinder Narratives to include a new series Pathfinder Professional Narratives, a series illuminating the career journeys and experiences of Research Professional Staff.

Pathfinder LinkedIn: The Pathfinder LinkedIn page shares sector views and updates, new articles and resources on research careers and has accrued >1,898 followers globally. Examples of top-performing posts include links to resources such as career focused podcast series and discussions and advice on career transitions showing appetite for sharing of lived experiences and practical support to inform career decisions and direction.

Workshops: In 2025/2026 we ran nine customised workshops attended by researchers and research professional staff to support the career planning needs: 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 supports Researchers, Research Professionals and the reviewers of Narrative CVs.

- **Narrative CV workshops:** We delivered our suite of Narrative CV workshops to support Researchers and Research Professional Staff to understand the purpose and principles of Narrative CVs and to have dedicated time to write Narrative CVs.
- **Narrative CVs and Leadership**. i) A 5-min leadership focused guide that encouragers readers to use the Narrative CV modules as a framework to map their leadership journey. Article: Weaving Research Leadership into your Narrative CV, ii) a 1hr session that discusses to maximise use of the Narrative CV to showcase leadership.
- **Narrative CV digital resource.** We developed a new openly accessible digital resource 'Crafting Outstanding Narrative CVs'.

3.3 Workstream 3 – Recognise Research Professional Staff (RPS)

This section details our progress as we build connection, recognition, visibility and career development for University of Glasgow Research Professional Staff:

Research Professional Staff Network (RPSN): The RPSN connects research professionals across the university 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's current membership is ~500. In 2025/2026 the Network hosted a Spring Social event for RPS funded by a successful application to the Ferguson Bequest Fund, initiated Pathfinder Professional Narratives (3.2 above) and a series of monthly forum events (below).

Research Professional Staff Monthly Forum: The Research Culture Team and Research Professional Staff Network Executive Committee collectively deliver a programme of monthly Forum events for RPS. The series provides the spaces for:

- Community consultation i.e. Chris Pearce (VP Research and Knowledge Exchange) delivered the Vital Role of RPS in the Research Strategy with an audience of 125 RPS.
- Professional Development and Connectivity i.e. Top tips on LinkedIn for RPS, RPS Network Accelerator, and How to start a podcast.
- Information sessions i.e. Catalyst Mentoring for RPS and Service Excellence for RPS

RPS as Researchers Working Group. A collaboration between the Research Culture Team, Research Governance and Integrity Team and the University Library has resulted in the

establishment of the 'Research Professionals as Researchers Working Group', with this group leading on the activity related to encourage and support RPS to take part in practice-based research. The group have launched a survey (in April 2026) to understand research interest and activity within the community and hosted a panel event 'Research Professional Staff Scholarship', giving panel members the opportunity to share insights and experiences of being active scholars and advocates. The data and information gathered from the survey, and the panel event will inform the next steps for the Working Group and the approach to resources, engagement and support.

Visibility via RPS Web Profiles: Working with the Research Communications Team and the Web Team, the Research Culture Team has devised a pilot project process to provide access to web profiles for a small cohort or RPS (~15). This pilot was initiated by conducting a survey to establish the current status of web profile access, usage and gauge the level of interest (90 responses) and demonstrated that the majority of respondents either did not have access to a web profile but would be interested in having one (42%) or were not aware if they had access to a web profile but would like to (28%). Next steps include coordinating a training and writing series to bring the first cohort of RPS through development of their web profiles.

3.4 Workstream 6 – Advance Responsible Research Recognition and Assessment

This section details the progress made in supporting Glasgow's commitment to contribute to the advancement of Responsible Research Recognition and Assessment. In 2025/2026 in collaboration with the Academic Lead for Good Research Practice, and the Research Culture Leads for Research Integrity and for Open Research we have:

- Published a new Responsible Research webpage, detailing the University of Glasgow's commitment to RRA.
- Published the University of Glasgow's first DORA Action Plan 2026-2029.
- Recruited a PGR Intern for Good Research Practice who completed a review of Glasgow's policy documents related to hiring, progression, and promotion to assess their alignment with DORA principles.
- Completed a CoARA scoping project to understand the university's current practice aligned to the commitments of the Coalition for Advancing Research Assessment (CoARA).
- Established a project team to scope a pan-university Publishers Network with the aim to connect colleagues with roles as Editors and Publishers to share best practice in Responsible Recognition and Assessment.
- Started the development of guidance to support the community with good practice in Responsible Recognition and Assessment.

3.5 Workstream 7 – Develop Research Leadership

This section details the progress made in supporting the success of our Research Leaders, who have a high degree of responsibility for building a positive, collegial and engaging research culture. In 2025/2026 we have delivered:

Talent Lab: Find Your Moxie: A new Talent Lab programme for Research Professional Staff was launched in January 2026. The programme focused on resilient leadership development and

through the programme 21 professional staff developed their leadership skills through taught modules, and guided self-reflection with their peer community.

Thesis Mentoring: To date we have launched ten successful cycles of Thesis Mentoring. We have a trained mentor pool of 456 mentors and there have been 637 matched pairs across the completed cycles comprising over 3446 hours of 1:1 PGR writing support, delivered by skilled research staff and research professional staff. Thesis Mentoring Information pages for Mentees and for Mentors.

Catalyst Mentoring: To date we have run five cycles of Catalyst Mentoring. We have trained 109 mentors and there has been a total of 116 matched pairs across the five complete cycles comprising over 644 hours of personalised career mentoring. For the 2026 cycle we welcomed Research Professional Staff to Catalyst Mentoring both as mentors and mentees, evolving the programme to include mixed Academic-Professional pairs on request. Catalyst Mentoring Information pages for Mentees and for Mentors.

Research Leaders workshop series: 2025/2026 saw sustained high engagement with the Research Leaders Workshop Series. The evidence-led series included sessions on: collaborative leadership, inclusive research leadership, 'supervision and research integrity' and 'research leaders peer mentoring'. The bitesize series comprises 15 x 1hr sessions delivered (planned) between Jan 2026 and Dec 2026. Find the Auditorium blog archive that accompanies the workshop series.

Research Culture embedded in research grant applications: 2025/2026 has continued to see an increase in bespoke support for Researchers and Research Professionals with regard to the 'research culture' and/or 'research environment' components of their grant applications and interviews e.g. for MRC Centre of Research Excellence bids and Wellcome Discovery Awards. To support we have developed an openly accessible digital resource: 'What funders look for in a positive research culture' and a new Auditorium blog 'What to say when they ask you about Research Culture'. Both resources provide clear prompts and questions to support individuals and teams to develop their own approach to research culture.

3.6 InFrame – Wellcome Funded Project

The Universities of Glasgow, Edinburgh and St Andrews were awarded £3m by Wellcome to create a new framework for collegial research leadership. Running between September 2024 and September 2026, the InFrame project aimed to address the paucity of systematic knowledge on how collegiality can be fostered, recognised and rewarded in research, using the outcomes to build a framework for good practice. In 2025 /26 we have delivered:

26 culture-focused projects via The Culture Catalyst Fund (CCF): 26 CCF Projects were delivered (via £1m investment). Read about the projects funded in Round 1, and in Round 2 – or watch the post-project videos.

A Community Knowledge Hub: Providing bespoke pre- and post- award support, and offering support for project – finances, data analysis, contracts, leadership development. The Hub successfully piloted a unique cross institutional ethics panel.

A Collegial Research Leadership Framework that defines collegiality, and provides a set of descriptors for collegial leadership that apply across all roles and job families. It is based on multiple data sources from InFrame including the data from institutional colleague recognition projects: University of Glasgow: People Make Research – 849 nominations; University of Edinburgh: Seek, Find, Celebrate – 293 nominations; University of St Andrews: Together, Research Excels – 169 nominations.

Communication and Knowledge Exchange: The InFrame project team:

- Hosted 3 Project Knowledge Exchange Days – sharing learning, achievements, reflections and challenges with six other IFRC funded projects.
- Presented at 30 conferences and sector meetings.
- Hosted the From Insights to Actions Event was attended by over 200 specialists from the sector.
- **LinkedIn Page** has 1,395 followers and the In the Frame blog has published 20 articles.

4 Future Focus for research culture enhancement

Our future focus is detailed in the Research Culture Action Plan and for 2026/2027 includes:

- **Raising awareness of Research Culture at UofG.** Building on the launch Research Culture Action Plan 2026-2029 we will create opportunities for engagement across the UofG research ecosystem. We will utilise the Research Culture Round Up, The Culture Commons, the Lab for Academic Culture, the Research Directors Network, the PGR Directors Forum and the Heads of Schools Forum.
- **Cross-university working** though the second All Schools Research Culture and Environment Away Day planned for February 2027.
- **Lab for Academic Culture.** Review the operational approach and update the Terms of Reference to position the Lab as a key vehicle for delivery of the Research Strategy 2036.
- **Research Ethics and Research Culture**. Work with the newly appointed UofG Academic Lead for Research Ethics on research ethics process and practice development.
- **Pathfinder for all**. Review and relaunch Pathfinder for 2026/2027 with a focus on career development support for researchers, research professionals and research leaders.
- **Sustain support for RPS through the RPS Network**. Specifically including hosting the second RPS Conference – *'Research Professionals at the heart of Team Research.'* and a pilot job shadowing programme
- **Embedding the Collegial Research Leadership Framework.** We will embed the primary deliverable from the InFrame project throughout our researcher development delivery frameworks.