



## Institutional Strategic Priorities for Research Culture 2020-2025

The 8 objectives of the action plan (Column 1 of the table below) are structured around the following 5 themes (Column 2):

- A. Collegiality:** Creating an environment in which colleagues support each other to succeed.
- B. Career development:** Supporting colleagues to succeed in their chosen career path.
- C. Research recognition:** Measuring what matters: developing and embedding clear and fair approaches to evaluating research quality. Recognising and valuing different roles and contributions to a research endeavour.
- D. Open research:** Supporting and rewarding transparency, rigour, and reproducibility by facilitating early sharing of e.g. research data, software, code, and materials to a wider audience. Valuing different research output types.
- E. Research integrity:** Supporting research that is conducted to the highest standards of academic rigour, to increase the quality of, and trust in, the research record.

The agenda is overseen by the University's [Research Culture and Careers Group](#). We will engage externally on all our initiatives both to share with and learn from the sector, and to enhance the University of Glasgow's visibility in this area. Case studies from across the institution will also be developed and shared.

	Objective	Priority Alignment	Activity (Owner)	Measure of Progress	Timescale
1	<p><b>Enhancing collaboration</b> <i>To achieve together what we cannot do alone.</i></p>	A, B, C, D	<p>Create both physical and virtual spaces in which to collaborate and enable connectivity.</p> <ul style="list-style-type: none"> <li>○ Removing barriers to collaboration between our organisational units (VPR)</li> <li>○ Develop digital support for networking and video conferencing (IT)</li> <li>○ Fulfil the strategic ambitions of Research Hub Level 2 (VPR)</li> </ul>	<ul style="list-style-type: none"> <li>○ Consider new financial model for cross-College collaborative grants; # agile research networks supported financially and technologically</li> <li>○ Develop, and engage with, IT support for video-conferencing and increased connectivity across and between campuses; run exemplar virtual conferences</li> <li>○ Develop a vision of Level 2 of the Research Hub, to demonstrate how we wish research to be done at UofG</li> </ul>	<p>Q4 2020</p> <p>Q3 2020</p> <p>Q2 2020</p>
2*	<p><b>Supporting careers</b> <i>Making Glasgow the best place to pursue a career.</i></p>	B, C	<p>Recognise people as a valued and valuable output, and support colleagues to succeed in their chosen career path, in line with the ambitions of the Careers Concordat.</p> <ul style="list-style-type: none"> <li>○ Clarity about career expectations e.g. through induction and PDR (HR)</li> <li>○ Increase capacity and expertise to support post-academic careers (R&amp;I)</li> <li>○ Monitor, report and evaluate engagement with training and professional development (R&amp;I)</li> <li>○ Track career destinations of PGRs &amp; Research Assistants (R&amp;I)</li> <li>○ Develop PI leadership and management skills (R&amp;I)</li> </ul>	<ul style="list-style-type: none"> <li>○ Introduce improved and consistent induction processes, including communicating terms of continuation</li> <li>○ Review the institutional profile of short-term contracts and their suitability</li> <li>○ Monitor access to breadth of career development opportunities, and track engagement systematically (e.g. in CORE)</li> <li>○ Investigate, with the sector, how to track career destinations</li> <li>○ Monitor % of R-only and R&amp;T staff who have undertaken at least 10 days/y CPD</li> <li>○ Supplement PDR forms with multi-source feedback from members of the group (e.g. PGR, RA, technician)</li> </ul>	<p>As per Concordat action plan, to be approved by SMG in February 2020</p>

	Objective	Priority Alignment	Activity (Owner)	Measure of Progress	Timescale
3	<p><b>Widening our definition of excellence</b> <i>Valuing the range of contributions to research and how our research is done.</i></p>	B, C, E	<p>Recognise the different forms that research takes and value the varied roles and contributions to it.</p> <ul style="list-style-type: none"> <li>○ Beyond traditional outputs, support and reward non-traditional output types: research impact but also software, methods, preprints, pre-registered reports (RIM)</li> <li>○ Prioritise good practice, transparency and rigour, to improve the quality and reliability of our research (OVP; R&amp;I)</li> <li>○ Create a broader community: specialist career tracks, technicians, LTS, research administrators (R&amp;I)</li> <li>○ Review implementation of collegiality in promotions criteria 2019/20 (PPR)</li> </ul>	<ul style="list-style-type: none"> <li>○ Communication campaign to encourage honesty and reflections on failure</li> <li>○ Enhance integrity training provision: adapt to discipline, career level, staff group. Conduct external 5-year review of processes, leadership, communications &amp; training</li> <li>○ Report results of 100% clinical trials for which UofG is a sponsor within one year of completion</li> <li>○ Explore new formats for recruiting talent and evaluating performance</li> <li>○ Monitor uptake of specialist career tracks, and promotion within these tracks</li> <li>○ Consider becoming a signatory to UKRN</li> <li>○ Track and reward peer review activities</li> </ul>	<p>Ongoing</p> <p>Assurance Statement Q4 2020</p> <p>Q4 2020</p> <p>Q4 2020</p> <p>Q3 2020</p> <p>Q2 2020</p> <p>Review Q2 2020</p>
4	<p><b>Raising our profile</b> <i>Enhancing the visibility and reputation of research and researchers.</i></p>	B, C, D	<p>Ensure that our research engages with the broadest relevant audiences.</p> <ul style="list-style-type: none"> <li>○ Help individual researchers enhance their digital footprint (Library)</li> <li>○ Increase visibility of support for open research practices, good data management, and individual research contributions (Library; TRM)</li> <li>○ Invest in organising academic conference and events in Glasgow, physical and virtual (E&amp;B; IT)</li> <li>○ Increase visibility of new starts to UofG (C&amp;PA)</li> </ul>	<ul style="list-style-type: none"> <li>○ Q5, Q6 of Research Culture Survey; % staff with ORCID</li> <li>○ % projects with DMP logged online; % outputs OA; % outputs with data availability statements; # open data records in Enlighten; increase awareness (Research Culture Survey Q4); Enlighten % items with CRediT record</li> <li>○ Embed planning and costing for data management, storage and sharing at grant submission stage</li> <li>○ Identify open science stewards with defined job role to provide leadership</li> </ul>	<p>Culture survey Q2 2020</p> <p>Review Q2 2020</p> <p>Ongoing</p> <p>Review Q4 2020</p>

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5	<p><b>Facilitating time and autonomy</b>  <i>Injecting trust and flexibility, to allow staff to pursue ideas.</i></p>	A, C	<p>Recognise that frontline teaching and research are the time priorities for an academic and acknowledge that creativity takes time.</p> <ul style="list-style-type: none"> <li>○ Freedom to use PI incentivisation fund (OVP)</li> <li>○ Include longer-term objectives in PDR (HR)</li> <li>○ Develop and implement time-saving initiatives and techniques (OVP; R&amp;I)</li> </ul>	<ul style="list-style-type: none"> <li>○ Introduce more flexible and consistent use of PI incentivisation fund</li> <li>○ Update online PDR forms</li> <li>○ Research culture survey</li> </ul>	<p>Ongoing</p> <p>Review for 2020 PDR cycle</p> <p>Q3 2020</p>
6	<p><b>Developing a committed and up-to-date leadership</b>  <i>Leading the agenda to support discipline-level priorities.</i></p>	All	<p>Ensure that our leaders are informed about the priorities for research culture and supported in their practical implementation, as befits their discipline.</p> <ul style="list-style-type: none"> <li>○ College-level sessions on research culture for HoS/Dol and culture leads to support local action plan and the Careers Concordat (RCCG)</li> <li>○ Provide or review local, peer-led opportunities for supporting grants and publications (HoS/Dol)</li> <li>○ Develop awareness of what research quality means in each discipline and how it is assessed (HoS/Dol)</li> <li>○ Integrate professional staff to learn, oversee agenda, integrate, share good practice (RCCG)</li> </ul>	<ul style="list-style-type: none"> <li>○ Compile list of School/RI Culture Leads; % units participating in sessions; % units with peer-review groups; outcome of culture survey (Q5, Q6); % units with culture action plan</li> <li>○ Use Research Culture and Careers Group to develop cohesive approach to advancing culture; engage local resource coordinators (HR) on responsible metrics</li> </ul>	<p>Q2 2020</p> <p>Ongoing</p>

	Objective	Priority Alignment	Activity (Owner)	Measure of Progress	Timescale
7	<b>Aligning our processes</b> <i>Meaning what we say and saying what we mean.</i>	All	<p>Create consistency between incentives, processes, rewards, and communications.</p> <ul style="list-style-type: none"> <li>Align recruitment / promotion / PDR forms and processes (HR)</li> <li>Use Research Culture Awards to celebrate good practice (OVP)</li> <li>Celebrate successes across a more diverse range of activities and staff groups (C&amp;PA)</li> </ul>	<ul style="list-style-type: none"> <li>For example, embed CRediT and responsible metrics in HR documentation and training; celebrate and reward staff who support the careers of others</li> <li>Publicise and share good practice from winners of the Research Culture Awards</li> <li>Define KPI for greater diversity of representation in UofG communications (e.g. by gender/career stage)</li> </ul>	<p>Ongoing</p> <p>Culture Awards announced June Q2 2020</p> <p>Q3 2020</p>
8	<b>Engaging with our communities</b> <i>Sharing, learning, and contributing to sector practice.</i>	All	<p>Share with, and learn from, our internal and external communities, and monitor how we are doing.</p> <ul style="list-style-type: none"> <li>Partner with sector funders, HEIs, societies to develop and share ideas and practice (OVP; R&amp;I)</li> <li>Use the Research Culture Survey to evaluate our progress in implementing the culture agenda (OVP; R&amp;I)</li> <li>Consult with internal audiences to gain feedback and direction (OVP; R&amp;I)</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with external partners on events to raise awareness and shape practice</li> <li>Launch a formal structure (e.g. a Centre) to influence the sector and implement culture change in UofG and beyond</li> <li>Visit Schools and Institutes to share and discuss the institutional strategic priorities for culture</li> </ul>	<p>Ongoing</p> <p>Q4 2020</p> <p>Q3 2020</p>

C&PA: Communications and Public Affairs

DMP: Data Management Plan

E&B: Estates and Buildings

HoS/DoI: Heads of School/Directors of Institute

HR: Human Resources

OVP: Office of the Vice Principals

PPR: Performance, Pay and Reward (HR)

RCCG: Research Culture and Careers Group

R&I: Research and Innovation Services

RIM: Research Information Management

SMG: Senior Management Group

TRM: College-based research support teams

UKRN: UK Reproducibility Network

VPR: Vice Principal for Research

\*Actions to support the Researcher Careers Concordat