

The Unnamed Research Culture Event

Monday 15th and Tuesday 16th July, Cloth Hall Court, Leeds / Online via Zoom



Introductory graphic for The Unnamed Research Culture Event created by Vanessa Damianou at Thinking Visually.

Our Authors:

Emma Spary, Samantha Aspinall and Katie Jones on behalf of:

Alexandra Freeman	Hayley Clissold	Nik Ogryzko
Alison Ashmore	Heledd Jarosz-Griffiths	Poppy Leeder
Amy Birch	Jane Macnaughton	Rachel Herries
Amy Mayfield	Jemina Napier	Rachel Norman
Anna Seabourne	Jennie Hibbard	Rachel Woolley
Annemarie Craig	Joshua Mead	Roisin Blackburn
Annette Bramley	Karen Edwards	Sarah Lee
Ben Tatler	Karen Hinxman	Sarah McLusky
Brenda Phillips	Kate Kellett	Silvia Dobre
Cat Davies	Katharine Reibig	Soo Lincoln
Cathal Rogers	Kay Guccione	Steve Johnson
Chris Browne	Kirsty Grainger	Stuart King
Claire Trinder	Laura Hutchinson	Taryn Bell
Conny Zelic	Lauren Wray	Tish Kriznik
Daniel Mullins	Liz Simmonds	Tom Flint
Dave Riley	Lorna Wilson	Victoria Pagan
Emily Goodall	Lucy Marshall	
Francina Clayton	Lucy Newman	More authors TBC
Ged Hall	Magdalena Letswaart	
Genna del Rosa	Marianne Talbot	
Hanna Groothuizen	Mark Whelan	
Harry Moriarty	Montana Walcott	

Thank you!

Appendices:

At this point you may consider stopping. What follows is a full list of all comments we collected during each of the breakout sessions. We are sharing these for full transparency, they are unedited and unformatted.

Post-it notes from breakout 1

These are dictated as they were written.

- A national career destination data set.
- Sideways end to end research culture.
- People management training for all academics.
- Disciplines want different cultures.
- Practical principles for what best practice is or isn't.
- Impact case studies for what is and isn't a good research culture.
- Breakdown silo working.
- Ref 2029. PCE Indicators.
- Involving all those involved in supporting research and delivery and recognizing their role.
- Academic engagement and partnership.
- Tools to help build and assess culture.
- Individual research unit/center culture plans.
- Option to sign something to say you agree with the principles to get by in.
- The audience must be employers, funders and publishers.
- Awareness and understanding of Research, Culture and policies.
- Awareness of Research Culture.
- Aligned systems and consistency.
- Best practices.
- Developing an online network for this Group to continue the conversation.
- Transparency.
- Commitment to democratizing processes. For example, measuring research culture. How is the data used, what is measured and what is included?
- Transparency of processes.
- Commitment to sharing failures or challenges.
- Sharing best practice.
- Could use the 15 indicators from the Vitae report as themes.
- Necessary bureaucracy.
- Consistency of systems and processes.
- Equality impact assessments for systems and policies.
- Governance of policy and systems impact.
- Institutional governance structures.
- Streamlined bureaucracy have simple, consistent processes.
- Set the intention and help organizations identify their intentions.
- Create meaningful time frames.
- Embedded status quo and conduit to challenge.

- Wedging the wonky table, not addressing why it's wonky.
- Research, Culture, community, peer review, and critique of data and conclusions.
- Honesty and realism.
- Robust measures of research impact.
- Transiency of different initiatives. They need to be longer term.
- We can and should pushback against funders for what we think works to support Research Culture.
- Importance of engaging funders with conversation. We need to open state that we know who has and has not had Research Culture funding.
- Unfairness of funders with Research Culture funding.
- Identify the behaviors that need to change.
- Paradigm shift away from hierarchy and competitiveness.
- Learn from failures.
- The purpose of universities.
- Engaging lone researchers As Research Culture is important for networking.
- Honestly to people studying PHD's and postdocs.
- Meet people where they are. They're talking about pay and security, not concordats.
- 360 Feedback is essential to get several angles on the truth.
- Should supervisors prompt conversations about values and Research Culture in meetings with their students and Researchers.
- Examples of best practice.
- researchers need time to do work more than they need Research Culture discussions.
- How do we embed research culture into normal functioning
- People need to be engaged at the right level of influence for them.
- Case studies for what good research culture looks like in different disciplines.
- Avoiding silos internally and externally.
- Research Culture management role to draw people together and prevent duplication.
- Longer term culture change takes time.
- Tackling diversity in academia.
- Commit to the researcher development concordat.
- Diverse and flexible career pathways.
- Positive vision of research culture in 10 to 20 years time without neglecting current obligations and challenges.
- Create an academia that researches with people instead of on people.
- Skills valued in researchers beyond their research skills.

- Visibility of senior leadership.
- Recognizing, valuing, encouraging diverse career pathways and skill sets.
- Reward.
- Promotions and progression.
- Where does this work go?
- Foster a culture of transparency about Ecr's likely possible career journeys.
- Reward and recognition.
- Equity of opportunity in development.
- Create a culture where academics take training and stay up to date.
- Precarity.
- Career Precarity.
- Values and behaviours as part of the promotion process.
- Job security.
- Training.
- Mentoring and buddying schemes.
- Raise the profile to the top of the organization.
- Recognition of contributions.
- Induction.
- Career development.
- The boundary with the general cost of living.
- The institutional versus research culture.
- A list of principles.
- Research culture priorities running through all end to end processes.
- Fair attribution.
- Nontraditional outputs.
- Psychology
- Human rights.
- how do we articulate and represent this?
- institutional national and international
- Open Research.
- Good research practice for all.
- EDI
- Importance of ethics applications don't cover the breadth of research culture at the moment, and they should.
- Research Integrity.
- Responsible research assessment.
- Impact.
- Research Integrity.
- Public engagement.

- Data should be compared across the sector.
- Jerry Miller and the Tyranny of Metrics points out many of the follies of measuring things that aren't readily measurable.
- Access to data.
- Integrity of evaluation and monitoring processes.
- Commitment to share and pull datasets and work collaboratively.
- Transparent and accessible data.
- Simplifying Research Culture.
- Better ways to measure or indicate less good culture. It's not just great or terrible.
- Clear data based expression of how good Research Culture results in better research.
- We lose engagement, move through minor things like repeated surveys.
- Stop Research Culture being bureaucratic only.
- There are no Comms on why Research Culture evaluation is important.
- People need agency and a stake in Research Culture work.
- Neutral metrics.
- It's granular and multilayered, including campuses, faculties, departments and research groups.
- How could Research Culture makes better research outcomes?
- Reframing what we mean by research excellence.
- Collaboration.
- The importance of specialist voices and networks.
- What does good research Culture feel like in different disciplines?
- Defining things included in Research Culture.
- Must be top down and bottom up.
- Research Culture and where it aligns and does not align with the interests of unions.
- Need to openly state the boundaries of Research Culture in a capitalist system.
- Codes of conduct.
- A Research Culture charter with ways of working and principles.
- We want lots of good work, not competition.
- Focus on core behaviours, not role. It's about values and behaviours.
- Structured definitions and common language.
- Memorable characteristics that fit Research Culture.
- What is a list of full research culture values?
- Lab agreements and other common good practice paperwork.
- How people work together.
- Census of Expectations.

- Workload planning and management.
- Leadership.
- A call to action for institutional buy in.
- Line management.
- Diverse stakeholders including universities, research organisations, funders and government.
- Amplify voices of diverse groups and backgrounds.
- Inclusive language.
- Collegiality.
- Instilling positive and inclusive values.
- A critical mass of positive leadership
- Set the tone for brave leadership.
- Reframe what is acceptable.
- Why is this important? Take a business case approach.
- Empowering language.
- Accountability and responsibility for structural decisions.
- Engaging with both sides of the scale and challenge power dynamics.
- Spotlight wider issues with Research lens.
- Value the environment.
- Equal valuing of citizenship And knowledge exchange etc. This is happening slowly, but can we make it faster?
- Concise, compelling case for why research culture is important. What's the business case?
- Recognition of all types of work that allow research to happen.
- Team research and partnerships for attribution.
- General public and local people. Those in Research are also part of Research Culture.
- Transparency of decision making.
- The student and young people voice ask what they want.
- Attract talent.
- Coproduction.
- Innovation and creativity within research.
- Evidence for auditing.
- Partnerships between academics, professional services and technicians.
- Agency.
- trust
- Engagement.
- Transparency.
- Role modeling.

- collaborative not competitive
- Create workforces at higher education institutes that represent their communities, EG ethnicity and gender.
- Everyone is responsible in the organization.
- representation within and throughout institutions particularly minoritized groups
- Seen communities, for example, research technical professionals.
- Non hierarchical team approaches.



What is the Scope?

What themes could 'it' cover and what does 'it' need to cover?

Online Room 1

↻ Scope

whole range of issues - eg behavioural, being a good employee, through to research specific for good research practice. also Qs about who is included in the research environment and how are they covered.

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↻ who trying to influence

organisational behaviours - more than that of individuals.
UKRI report (from Kings) - HE incentives poor
organisational behaviours because of hierarchical nature

♡ 0 🗨 0

↻ scope and people

All those involved in research: researchers, technicians
But is more organisational - eg those in student support

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↻ good research culture

recognise good research culture
important - diverse recognition

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↻ Defining what do/don't want to see

already captures in concordats
but having a way to call out poor behaviours

danger of not calling out by name. eg if call it out as something in concordat is that less powerful than if just call it out for what it is? (having a safe more may allow people to speak up, but could be a cop out)

Need to be able to say WHY
the behaviour is not acceptable

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↻ different strands of the issues

Top down approach - need senior people
bottom up - people eg in research groupss

is this either or? or is it both?

What are the motivations for each of the groups?

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⇌ **bringing aspects together**

under and umbrella
set of values??

some are more research specific
and fuzzy - eg authorship.

can we define good culture through a set of values?
(may bring together diverse and disparate ideas)

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⇌ **calling out behaviour for what it is**

any tool that allows this is a start for some people
who might not be able to do that otherwise

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⇌ **what might it look like?**

thinking back to Athena Swann.
First step is to sign up to 8
principles - really focuses the mind:
eg. examining and elevating, status voice and
career opportunities of under represented group

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⇌ **ownership**

can include both top and bottom up approaches

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⇌ **set of values**

exists for DORA - but not clear
that it holds ppl accountable

how to align to that

could something more like Athena
Swann work. Demonstrating behaviours

example of DORA - someone in Netherlands (?)
sued in department for this not being considered.
Not great to have got to that stage -
need to intervene at an earlier stage

Not always clear to people what they do
need to do - need something practical

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⇌ **normalising behaviours**

hard to change as some behaviours are so normalised
some may not perceive the impact of their behaviours

change is when you say it was never
right, but was accepted - need to be
able to speak up and not normalise it

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⇌ **incentivising**

How to work as an incentive at different
levels - such different motivations

eg REF - stating to 'change behaviour'

no longer a tick box - now thinking about how
this applies to yourself and what you need to do

DORA - several years down the
road, ppl see this a bit differently

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⇌ **signing agreements**

PGR agreements about ways of
working together with supervisor.
could this be applied more widely?

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⇌ **what is in scope?**

Guiding principles

Values - but concerns about this, have values set out
all over institution - might be resistance as this is
another set of values. maybe something lighter touch.

Values - other problems are that people
don't always respect or value these

Principles and expectations: eg cultural
expectations, publishing expectations

Values - too big a scope. this is more about ways we
achieve what we are trying to achieve. eg ways to get to
what we want in a faster better way. eg embracing
diversity, listening to a range of voices - these are
all way to reach the end goal better. pathways to the goal
Ways of reaching a target - eg guidance to think about
how to do something differently to focus minds.

(embed in promotion and hiring). eg example at BBC of
thinking about audience (not just what the team wants)

Values: statements can be a block, and
can be too broad and vague. Doesn't help
with having those difficult conversations

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⇌ **guiding principles**

- Is trying to define a set of guiding principles too ambitious?
- These lists already exist in many institutions

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⇌ **Research environment focus**

Are there things that we need to think about more that are specific to research?

Are we incubating poor things?

If talking about research culture this might add a little more weight to the discussion

Having values in the research env might be more meaningful to researchers

Research strategy development
- really engaged researchers

Many research statements are the same

Need something that adds to what is already there.
But is there a commitment to that yet?
Need a practical incentive attached to that

eg have a commitment to what we do

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⇌ **commitments**

commitment to strategies - difference between being imposed by management, or being a bottom-up drive

If imposing something - need to ensure that it has been well thought out

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⇌ **Ignoring poor behaviour**

when someone is bringing in a lot of money, then poor behaviour can be ignored

funding structure should be changed - ie not reward behaviours or maybe not give promotion
--> this is a way of holding people to account

Transparency in the process is needed if you are going to take this approach and not fund/not promote

What is the red card, the yellow card?

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↩ When poor behaviour is brought to light

- eg saw this with the BBC - very painful and tough process. has changed the culture
- it is possible to go through this.
- needed carrot and sticks
- have to get rid of people who do not live the culture you are aiming for
- Public money - if taking public money and public support then need to live these principles
- What is the tipping point that leads to wholesale change?

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↩ Guidelines for transparency

guidelines to help people speak up, esp in a hierarchical structure could help

whistleblowing and accountability

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↩ speaking up

- can be tricky when don't know the impact on your own career
- if have transparency and know what might happen then more likely to be able to make a reasoned judgement

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↩ structure of academia

- PhDs and postdocs can feel trapped and therefore unable to speak up
- Focus on broader range of careers can help people to speak up as have other options

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Online Room 2

↩ existing resources/tools

to use existing data sources/concordats/frameworks effectively re. research culture.

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Ged Hall 7/15/24 1:34PM

Concordat to Support Research Integrity· Concordat on Open Research Data· Concordat to Support the Career Development of Researchers· Concordat on Openness on Animal Research· Concordat for Engaging the Public with Research· Concordat for the Advancement of Knowledge Exchange in Higher Education· Concordat for the environmental sustainability of research and innovation practice·

Guidance for Safeguarding in International Development Research· San Francisco Declaration on Research Assessment (DORA)· Leiden Manifesto on Research Metrics· Athena Swan Charter· Race Equality Charter· Technician Commitment
The list of things that need consolidation

Anonymous 7/15/24 1:40PM
meeting defined minimum standards vs aspirational best practice

Ged Hall 7/15/24 1:59PM
Work though the tools / frameworks etc to genere the superset. And the PCE work from REF and the Wellcome research culture funding audit.

⇌ to have something holistic sitting across all the many (many) existing concordats/statements etc etc

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⇌ importance of recognising institutional individuality, and difference in needs of institutions/faculty/divison/research groups etc.

♥ 1 🗳 0

⇌ **Who it covers**

This needs to be defined in the thing.

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⇌ to have community of practice, and sharing knowledge.

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Online Room 3

⇌ **PI support**

Some sort of guidance/framework/training specifically for PI's to help them with the ever changing research environment which would trickle down to new academic being trained in their groups. Could do a bronze/silver/gold award for example of good supervisory skills which could be displayed on email signatures/CV for visibility.

♥ 1 🗳 1

Anonymous 7/15/24 1:14PM
I think the RSVP project led by the University of York (Karen Clegg) and the PI network part of Prosper could feed in to this.

⇌ **Line/people management**

Many research culture issues could be addressed if there were basic minimum line management skills and processes in place. There is a resistance to line management in academia and a lack of experience of 'good' line management.

♥ 2 🗳 1

Emily Goodall 7/15/24 2:15PM

Accountability

How to make statements/concordats/guidelines more than a tick box

There are lots of statements / concordats / policies / guidelines and this doesn't feed into changes in culture or behaviour. Whatever THIS is, needs to add value.

♡ 1 🗨 1

Emily Goodall 7/15/24 1:34PM

Simplify and streamline a very complex landscape so it's easy to digest

National vs local

National likely only to be able to be hygiene factor- basic standards. Need to have local flexibility to set priorities within the broad umbrella- their own raindrops/puddles

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What the institution values

Rewards, recognition and incentives

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Clear career pathways

For academic and professional services staff

♡ 2 🗨 1

Anonymous 7/15/24 1:42PM

Identifying how we might benefit from research culture in other industries, e.g., pharma (?)

Do we want a national framework for research culture?

Respecting local context and priorities

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Anonymous 7/15/24 1:45PM

UKRI Good Practice Exchange?

Anonymous 7/15/24 1:45PM

N8 Research Culture Observatory

Anonymous 7/15/24 1:47PM

Vitae / UKRI Research Culture Framework

<https://www.vitae.ac.uk/impact-and-evaluation/research-culture-framework>

Anonymous 7/15/24 1:52PM

Warwick Centre for Research CULTure

What is the problem we are trying to solve?

What is the gap we are trying to fill? What is the need? What is the problem (s)?

There is a huge breadth of issues and we can't cover everything - where do we need to focus to make a difference?

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↩ **Identify the biggest most common issues in research culture**

Devise ways of resolving these but also don't forget to see where there might be quick wins and this might be a space to share best practice

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↩ **Team science/recognition of all roles**

It's good to hear about the improvements with the technicians network and visibility, but I think there's still more to do in this space, e.g. ensuring all research-support staff are recognised on research outputs - CREDIT already exists but is it widely used?

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↩ **Narrative CV examples and uses**

[PEPCV \(mariecuriealumni.eu\)](https://mariecuriealumni.eu)

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↩ **Lobbying to funders and policy makers**

Empowerment for change and making the most of what initiatives we already have

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↩ **Open data**

Recognition of open research practices in promotions criteria etc

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↩ **Drivers and incentives**

Career pathways, reward, recognition and power imbalances (big names feel untouchable!)

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↩ **Communications and a way to keep up with the fast paced field of research culture**

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Online Room 4

↩ **Creating a 'movement' or collective**

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Anonymous 7/15/24 1:14PM
A research culture 'approach' or 'ethos'

Anonymous 7/15/24 1:16PM
Change management

Taryn Bell 7/15/24 1:24PM
Peer support

Taryn Bell 7/15/24 1:36PM
"Momentum building"

Behaviour

Bad behaviours / good behaviours

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Taryn Bell 7/15/24 1:16PM
Bullying and harassment

What we DON'T need to cover

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Taryn Bell 7/15/24 1:14PM
Certain elements of recognising contributions (e.g. publications)
- this is covered by DORA

Guidelines or standards

To hold ourselves to? To hold others to?

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Taryn Bell 7/15/24 1:24PM
e.g. actual examples of how to do research culture well

Taryn Bell 7/15/24 1:41PM
OR - do guidelines and standards just make more paperwork to
be ignored?

Keep it contained

It seemed like the issues around bullying and
harrasment were most pertinent to people
in the room, and this is something that
would be really good to do on a sector level.
If we try to do something too broad
then it dilutes the potential, I think.

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An acknowledgement of everyone involved in research, not just researchers

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Taryn Bell 7/15/24 1:20PM
i.e. a focus on people

Leadership and management

♡ 0 🗨 2

Taryn Bell 7/15/24 1:22PM
Not just those in formal leadership positions

Taryn Bell 7/15/24 1:29PM

"What makes you a good academic, doesn't make you a good manager of people"

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↩ **"Not about deleting people, but about adjusting structures"**

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Taryn Bell 7/15/24 1:35PM
i.e. allowing people to work to their strengths.

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Taryn Bell 7/15/24 1:35PM
Not making people managers of teams if that's not where their strengths lie

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↩ **What do we value?**

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↩ **Citizenship**

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♡ 0 ◻ 0

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↩ **Accreditation?**
Professionalising research culture

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♡ 0 ◻ 0

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↩ **What it includes depends on who the audience is**

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♡ 1 ◻ 0

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↩ **Fixing funding structures**

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♡ 1 ◻ 0

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What Would 'it' Look Like?

Table 1

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Movement from the ground upwards
Researchers need to be building them up
What does research culture look like to the individual groups
Whether its STEM/ ARTS
DORA sets of standards that they can adhere to

⏮️ ❤️ 0 💬 0

- Advocates for a grassroots movement.
- Researchers should be integral in building up the research culture.
- Importance of understanding the research culture looks like across different groups (STEM/Arts).
- Adherence to DORA standards.
- Emphasizes both top-down and bottom-up approaches.
- Focus on the diversity of research landscapes across five campuses.
- Aligning everyone to a unified vision.
- Establishing standards influenced by external funders.
- Promotes the benefits of a strong research culture.

General Points:

- Need for an evidence-based approach.
- Creation of a vision statement that is universally acceptable.
- Resource pooling to drive changes in research culture.
- Existing literature and impact case studies should guide practices.
- Limits of assessment must show evidence of impact.

Current Research:

- Emphasis on EDI (Equality, Diversity, and Inclusion) initiatives.
- Active participation of researchers.
- Smaller institutions may have an advantage in cohesive thinking.

Influence and Stakeholders:

- Clarity on target influence is lacking.
- Avoid creating high-level, unrelatable goals.
- Inclusion of diverse stakeholders in the process.
- Co-creation of core values is crucial.
- Culture assessment should start at the individual level, with behavior change as the goal.

Policy and Guidance:

- Need for guiding principles and policies.
- Mission statements should identify problems and catalysts for change.

UKRI Principles:

- Behavior correction and professional etiquette.
- Empowering individuals to avoid inappropriate behavior.

Mission:

- Highlighting the benefits of a positive research culture.
- Importance of career paths and leveling the playing field.
- Addressing user's own voice in a monocultural environment.

Training and Environment:

- Training for handling difficult conversations.
- Creating an environment that encourages expression.
- Establishing a set of principles to guide behavior.
- Addressing microaggressions.
- Recognizing the multifaceted nature of research culture.

Action Steps:

- Initial focus on dos and don'ts.
- Realistic evidence assessment practices.

Existing Resources:

- Utilize existing tools and guidance.
- Referencing Norcini's principles and the Concordat.
- Small working groups can drive meaningful changes.

Practical Application:

- Need for tools and templates to implement changes.
- Case studies exemplifying good practices.
- Core components of the research culture manifested.

DORA Relevance:

- DORA standards may not be applicable in certain institutions.
- Focus should be on relevant principles for researchers.

Challenges and Case Studies:

- Identification of research culture, EDI, and culture champions.
- Compilation of existing efforts and case studies.
- Promotion of collegiality through informal gatherings.

Measurement Challenges:

- Research culture cannot be measured traditionally.
- Narrative (C) as an alternative to publication-focused evaluations.
- Uncertainty about the impact of narrative (C) on funding decisions.

Three Key Principles:

1. Embed research culture in all university strategies.
2. Reinforce the idea initiation across all university strategies.
3. Reinforce the idea initiation across all university strategies.

- ⇒ Responsible assessment beyond DORA - on more culture related issues like sickness absence

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Table 2

⇒ Overarching group with mission statement and key themes which need addressing. Then working groups which address each theme , share good practice and build evidence base of what is being done, what works and does not and possibly why (being mindful that different things work at different times for different places at different scales)

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⇒ **Structure like reproducibility network. Evidence used to lobby and influence in different directions**

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⇨ **In subgroups case story sharing, what are difficulties in bringing about the changes we need. Mic of projects at local scale vs big ambitious change needed**

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⇨ **Phased approach into something transformational**

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⇨ **Structured and deliberative approach to this**

♡ 0 🗲 0

⇨ **Concise**

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⇨ **Working groups with defined problems and potential or possible solutions . How have other people tackled this and what were pros and cons**

♡ 0 🗲 0

⇨ **Movement not network**

♡ 0 🗲 0

⇨ **Principle**

All research culture resources are openly available (see Leeds model of RC open call)

♡ 0 🗲 0

⇨ **Pooled resources ? Secondment exchange?**

♡ 0 🗲 0

⇨ **The scale we work at is important, we need strategic overarching view which is then used at more local scale**

♡ 0 🗲 0

⇨ **Working groups empower people to do the thing that works best for them**

♡ 0 🗲 0

↩ Need to agree the themes, then build the evidence base, then to a framework ?
Framework = overarching principles of a healthy research culture and outline of behaviours

♡ 0 🗨 0

↩ **Principle**
Recommend that local areas (labs etc) consider making their own local short charter/ expectations of how they work today (with suggested headings/ areas provided)

♡ 0 🗨 0

↩ **Who is missing**
Smaller Post 92 universities eg Staffordshire
Vitae people- Yolanda Pringle
Hillary Noone ukri (experience of narrative cv working groups)
Leads of other networks
Research England? This was not unanimous
(Post docs and other Earlier career researchers
Depends on working groups / structure.
Different people for different discussions
- more when things are in place)
HR colleagues
UUK
Specialist Research institutes

♡ 0 🗨 1

Anonymous 7/16/24 12:19PM
Who's missing from what? More specific moving this conversation forward vs what happens when it is in place

Table 3

↩ **Leadership awareness**
self awareness
enable people to have brave conversations with their leaders about what good looks like

♡ 0 🗨 0

↩ **consolidation of existing efforts**

♡ 0 🗨 0

↩ **Maybe cant change the now but can change the future**
- define what the research culture enabled leader needs and develop people in line with that like FLF

♡ 0 🗨 0

↩ Joint , shared and equal leadership between academics and PS ♡ 0 🗲 0	
↩ what are the things you need to enable a healthy research culture ♡ 0 🗲 0	
↩ redefine what it means to be an academic shift it away from being a privileged right to pursue my own interests ♡ 0 🗲 0	
↩ Inclusive academic environment where every voice is heard and valued ♡ 0 🗲 0	
↩ Common understanding of what is meant by research culture Who owns culture? where does org culture end and research culture start Org policies with section on research ♡ 0 🗲 0	
↩ what would it look like? An overarching definition with pillars underneath Evidence based Each org can rank themselves for different features - but say you have 10 features you have to have one in position 10, 1 in position 9 etc all the way down to 1 in position 1 ♡ 0 🗲 0	
↩ Example of independent organisation Could we learn from Agcas - they do a lot of what we are thinking about for careers: ♡ 0 🗲 0	
↩ Who's missing? Who's missing depends on purpose /cause /audience People who do the data Heads of EDI Academics from different career stages and disciplines	

- HR/People & OD
- Funders
- Govt/policy people
- Students
- Vitae
- Careers
- International
- People who have done this before and succeeded (Dora, Leiden manifesto, COARA etc)
- Comms teams
- Publishers
- Union
- Research England
- REF
- Other network representatives

0 0

Table 4

⇒ **Who are the stakeholders?**

It's everyone's responsibility and nobody's responsibility
Need broad principles but also commitments
and/or actions for different stakeholder
groups (like DORA, CoARA) and also individuals.

Examples of good practice - UKRI,
Vitae Research Culture Framework.

<https://www.vitae.ac.uk/impact-and-evaluation/research-culture-framework>

Need to 'prove' link between healthy research culture and research 'performance', noting that inappropriate performance focus/measures can contribute to poor culture.

<https://www.nwo.nl/en/position-paper-room-for-everyones-talent>

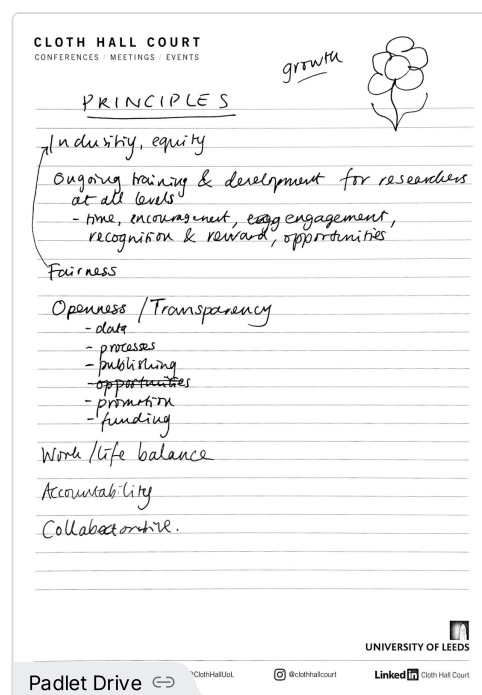
♡ 0 0 0



Mapping

Principles, What we don't want, , Other initiatives, Stakeholders, What could a post TURCE entity be/do? What might it include?, Things 'IT' should be.

♡ 0 0 0



Doc - 16 Jul 2024 - 11-36



Stakeholders

- Institutions
- Individual researchers: PGRs, Postdocs, Fellows, PIs, Profs, ECRs, Mid Career, Research Leaders, Future Researchers
- Research Professionals: Data people, researcher developers, research managers, REF people, EDI people
- Senior management at institutions
- Funders/bodies
- Public (taxpayer)
- Researchers in industry?
- Government/policy makers
- People with protected characteristics
- Existing networks: RCEN, UKRI, UKRN, N8, R14, Vitae, Cambridge Culture Club, ARMA SIG Research Kulture

♡ 0 0 1

Anonymous 7/16/24 12:42PM

Stakeholders not in the room: Unions (precarity is the priority), policy makers

Table 5



How people working in/around research culture should behave with each other:

Commitment to Collegiality -

How we talk to each at work?

Commitment to Collaboration - A commitment to proactively sharing relevant findings for research, including not publishing things and, when publishing we do so in an open access way

Commitment to Accountability - including those working in HEIs, funders, etc. E.g., we promised X studentships and promised a positive research culture, this is what was delivered

Commitment to being welcoming, patient, and rehearsing the basics - understanding that some institutions are not resourced as well as others, may not have dedicated staff in this area, we commit to welcome new colleagues working in this space, rehearsing the basics

♡ 1 0 0

⇒ How to behave toward those not working in/around research culture

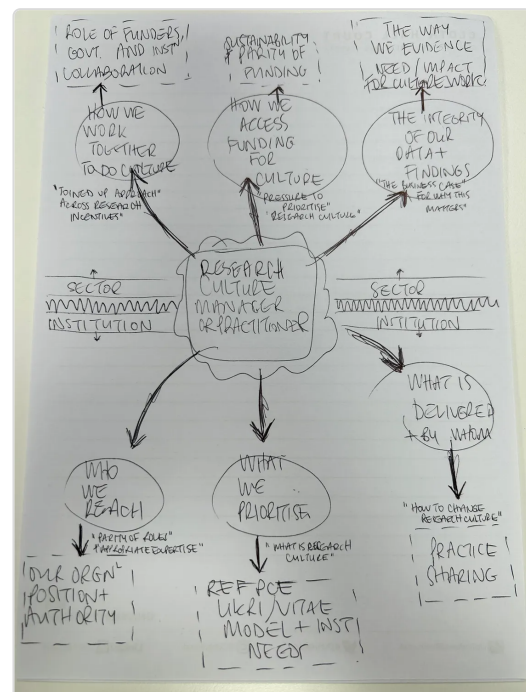
Commitment to being community-led - responsive to local community needs, the prioritisation of research culture interventions at the institutional level should be shaped and reshaped by this community (not

Commitment to being democratic - we commit to proactively identifying and working to minimise power imbalances

Commitment to using accessible language - one person's shorthand (e.g., 'something like DORA') can become a barrier to comprehension, so we commit to using accessible language

♡ 1 0 0

⇒ ♡ 1 0 0



⇒ Who is missing?

- PhD students
- Campus Unions, who are pulling for the same thing
- Academics (especially at early and mid career stages) are little represented here
- Funders - government funders, charities, learned societies (e.g., UKRI,

- Wellcome project PIs, Royal Society)
- Anyone from Warwick, given their proclaimed emphasis in this area?
- Publishers, given then huge impact on/reliance on researchers
- Very senior people - VCs and VPs, more of the people who write research strategies
- Research Managers for Culture/Deans of Research Culture
- Department for Science, Innovation, and Technology
- International colleagues All Ireland Network, etc.
- Vitae
- AdvanceHE (Athena Swan people, etc)
- UK Council for Graduate Education (UK CGE)
- University Human Resources colleagues at different career stages
- Universities UK
- UK Reproducibility Network
- UK Research Integrity Office
- Mobility Disabled colleagues
- 100 Black Female Professors Now - whoever convenes this network
- Black and STEM network
- Science and Technology Parliament Committee

How do we reach these people?

- Invite them
- Get Universities UK to host an event
- Have senior people invite other senior people
- Have Deans of Research Culture onboard to invite them
- Examples:
- Karen Jorgansen - Cardiff
- Candy Row - Newcastle
- Lobby for a Science and Technology Inquiry

♡ 0 🗨 0

Table 6

↩ Infographic

Could it be in the style of an infographic to allow for quick and optimised readability?

♡ 0 🗨 0

Online Room 1

↩ Not necessarily an institutional-level issue

- These are systemic issues - eg people can access grants. The system continues to incentivise bad behaviour.
- Can we lobby funders?
- So much is driven by funder requirements
- What can we do to change the system?
- Need to be able go to funders with a resolution - present them with a way forward and then ask them to require it
- Working groups with funders?

- REF is going to transform the RC landscape
 - we will jump and respond to that

♡ 0 🗨 0

⇒ Examples of other 'manifesto' implementation

- Look back at OA, or bullying and harassment (eg Wellcome Q'aire) - how do these arise?
- Role to lobby funders but needs consistent policies across all funders
- Having consistency of policies makes our roles easier (could lobby more on this)
- Policies that funders develop and require (then we implement)
- Wellcome RC manifesto - often set the agenda on issues like this. Will other funders follow?
- Need the right people for different funders being brought together
- Wellcome - used to give £ to institutions that got most money (ISSF). Wellcome had workshops with the sector to look at sector concerns, did sector survey and then developed (pilot) IFRC (22 projects of ~£1Mn). 4 reps from each team to talk about RC.
- Baseline good behaviours

♡ 0 🗨 0

⇒ Enforcing existing policies

- How do we actually implement what exists already (and the individual HEI level)
- Funding is not always available to support improvements of RC at the local level - embedding funds for RC in funding calls might allow this
- Capitalise on what we already have and support better delivery of that
- If funders won't release £ until conditions are met then HEIs will quickly meet them
- Use what exists as a jumping off point and not re-inventing the wheel

♡ 0 🗨 0

⇒ HEI drivers

- Rankings drive behaviours - eg international student recruitment
- HEIs grouping together and being allied on what wanted
- Leaky pipelines exist and some people fall out before they even reach the application stage
- More EDI capture to report to funders

♡ 0 🗨 0



How to embed better Research Culture?

- How do new policies trickle down into faculties/schools/services?
- Sharing of best practice and solutions
- In one university may have very different cultures in different faculties
- 10 year plan at UofNotts for RC - 10 years suggests a lot of work. 3 year milestones, recognition of need for a lot of change
- At institutional levels may have very different pressures and constraints that they are responding to
- Financial pressures and constraints may be driving very poor behaviours at the moment (at individual level)
- Some advantages in being small (and possibly less complicated)
- Will get a focus on compliance or seeking money - these are drivers at individual level

♡ 0 ◯ 0



Signing up to concordats

- Very easy for senior leaders to sign up to concordats and manifestoes without having an idea about how to actually implement it
- Major risk with going this route and being signed up to something where may not be able to get traction across the institution
- Being able to point to national level requirements makes it easier
- Scepticism about DORA - everyone has signed up to is, but at different institutions there are different levels of compliance (as money still flows)
- Researcher Development Concordat - useful at driving change on researcher precarity.
-

♡ 0 ◯ 0

Online Room 2



The thing to achieve...

... isn't yet clear

♡ 0 ◯ 2

Ged Hall 7/16/24 9:56AM

The breadth of the things being mentioned is hugely broad, which makes it difficult to define the thing

Anonymous 7/16/24 10:07AM

It would be useful to have a codification of 'how things are done here' which individuals can use both for their own reference and also as a resource to back up any discomfort they might have when needing to speak up against something that is a demonstration of poor culture (e.g. speaking up in a promotion board when someone makes a comment relating to protected characteristics, or publication record; backing up an opinion on authorship of a paper or sharing or data etc)



Linking into...

... international initiatives

♡ 0 🗨 0

⇌ Codification...

... of good practice. Which can then be used by anyone in the system. Almost a Terms of Reference to follow.

♡ 0 🗨 3

Ged Hall 7/16/24 10:12AM

How /where does this go beyond HR policies?

Ged Hall 7/16/24 10:17AM

There are incentives and enablers for poor behaviour.

Ged Hall 7/16/24 10:47AM

Most 'measurements' in HE focus on things (papers, datasets, etc) but ignore the people element e.g. you can have excellent outputs but broken people

⇌ Supportive of a sharing...

... of practice that has worked or not worked. We aren't sure if the UKRI Good Practice Exchange is actually happening.

♡ 0 🗨 1

Ged Hall 7/16/24 10:07AM

This needs a large amount of resource because databases tend to be ignored.

⇌ Accountability...

but not policing. This could be holding myself to account, as well as others and them holding me to account.

♡ 0 🗨 0

⇌ Advocacy for people management in academia

People management skills are mixed and good practice is rare, including benefits of the approach and training in managing people

♡ 0 🗨 2

Anonymous 7/16/24 10:26AM

academics finding concept threatening to freedom whereas good line management about helping the person define and achieve their own objectives not giving them more work or constraining academic freedom

Anonymous 7/16/24 10:31AM

Appraisals (incl. 360 degree appraisals) are a vital individual development tool and a means of career planning and support for individuals - but they require good training and many academics will never have had a proper appraisal before and hence not know how to give them. Could be a key introduction and training - if approached sensibly and not imposed and seen as an overhead and a threat to freedom.

0 0

There might be a greater chance of success in pushing back or prioritising different aspects of research culture by collectively lobbying funders, e.g., in how research is rewarded beyond publication

♡ 0 💬 2

Emily Goodall 7/16/24 10:17AM
Needs to link into the REF PCE work

Emily Goodall 7/16/24 10:41AM
Clear aims

0 0

♥ 0 💬 1

Anonymous 7/16/24 10:24AM
And as part of that, identify what has been less effective for all those involved with research and provide a space to develop ways of addressing this

Help see the overlap, identify how it benefits each group and common principles.

0 4

Emily Goodall 7/16/24 10:21AM
gap analysis - what we need and don't need, streamline them

Emily Goodall 7/16/24 10:21AM
reduce and combine them

Emily Goodall 7/16/24 10:21AM
what works and what does not

Anonymous 7/16/24 10:29AM
avoid duplication of effort

0 0

♡ 0 💬 2

Emily Goodall 7/16/24 10:37AM
Agree terminology and help identify when we are trying to achieve the same thing but that's not always clear

Emily Goodall 7/16/24 10:40AM
accessible language

↳ **Gap analysis**

♥ 0 🗨 0

↳ **Manifesto is helpful to define purpose**

But it's not everything

♥ 0 🗨 0

↳ **BUT...fear of extra work and not making more working groups/T&F groups etc**

Want action groups instead....

♥ 0 🗨 1

Emily Goodall 7/16/24 10:29AM
Mapping to avoid duplication of effort and make the existing reporting/implementation etc more efficient

↳ **Its about practice and behaviours - not process/reporting etc**

♥ 0 🗨 0

↳ **Aims need to be clear - what are we trying to achieve**

♥ 0 🗨 1

Emily Goodall 7/16/24 10:35AM
Defining benefits to different groups.



- Royal Society of Edinburgh
- Universities Scotland
- Scottish Funding Council
- Small and specialist institutions - eg with staff not dedicated to RC
- Research Development and Culture Committee (sub committee of Universities Scotland)
- Representation that can cascade information
- Look at list of Unis that go enhancing research culture funding from Research England (highest and also those who didn't get/got lowest allocations)
- Institutions involved REF PC pilot
- Govt depts - R&D agenda
- European links - esp. if looking at Horizons. - would also be useful to learn from their conversations and what they are doing
- NHS Trusts (because doing a lot of work in this area - eg Freedoms to speak up Guardians)
- World Economic Forum -
- FREP panel - Future Research Environment Panel
- Research staff representatives
- Professional services roles/Research enabling staff
- HR personnel (eg UCEA)
- Unions
- ARMA SIG

♡ 0 🗨 0

↩ **Need to know what the conversation will be**

- Could be many different conversations, with many groups
- Need to know target end point
- 'If you build it, they will come' - make sure it is visible to enable people to know and get involved (if not invited)

♡ 0 🗨 0

↩ **Principles to consider**

- Ensure people with certain protected characteristics, live experience, backgrounds etc
- Diverse involvement
- Mapping and gap analysis

♡ 0 🗨 0

Online Room 2

↩ **Owners of the ...**

... concordats, frameworks etc that have all been listed previously.

♡ 0 🗨 0

↩ **Researcher representatives**

♡ 0 🗨 1

Ged Hall 7/16/24 12:21PM

The communities being represented need to trust those who are representing them

↩ **University leaders**

♡ 0 🗨 1

Ged Hall 7/16/24 12:16PM

Deans of Research Culture

↩ **For research culture managers...**

... this thing could become their representative body.

♡ 0 🗨 0

Online Room 3

↩ **Dr Tanita Casci**

♡ 0 🗨 0

↩ **UKRIO team**

Link to website, Team

♡ 0 🗨 1

Emily Goodall 7/16/24 12:20PM

James Parry, Chief Innovation Officer

↩ **UK-ITSS**

♡ 0 🗨 0

↩ **Research funders need to be represented**

♡ 0 🗨 1

Emily Goodall 7/16/24 12:22PM

Funders need to stop enabling poor culture - how to we go about it.

↩ **Leaders in EDI**

♡ 0 🗨 1

Anonymous 7/16/24 12:28PM

Reps from Athena Swan, Race Equality Charter..

↩ **Observation**

Gender balance between people working in research culture spaces and the people who are the subject of REF impact cases...

♡ 0 🗨 0

↩ **CoARA**

Links to CoARA steering group to learn about the model

♡ 0 🗨 0

↩ **Research Pools**

A model to learn from:

♡ 0 ◻ 0

↩ **Research culture a Technicians Lens**

♡ 0 ◻ 0

↩ **Vitae team members - an existing network**

♡ 0 ◻ 0

↩ **The UKRN team**

♡ 0 ◻ 0

↩ **The Association of Heads of University
Administration (AHUA) representative
body - as a gateway to this group**

♡ 0 ◻ 0

