



Åpen forskning og
forskningskultur

**Cultivating better
research cultures
through exploration,
transformation, &
evaluation**

Ny hverdag, ny fremtid



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Loughborough
University

Research Culture: what it is and why should we care?

Dr Elizabeth Gadd @lizziegadd



Overview

- Research culture
 - What is it?
 - What is going wrong?
 - How to fix it?

Research Culture

- Research culture encompasses the behaviours, values, expectations, attitudes and norms of our research communities. It influences career paths and determines the way that research is conducted and communicated.

(Adapted from The Royal Society).



Who are our research communities?

- We are
- Research-active & research-enabling staff



Research culture framework

How research is managed and undertaken

- Effective research governance and management
- Achieving the highest levels of research integrity
- Actively promoting sustainability



How people are supported

- Employment and conditions
- Recognition and assessment
- Embedding professional and career development
- Ensuring inclusive and healthy working environments



How research ensures value

- Taking an open approach to research
- Communicating research
- Realising impact

How individuals engage with others

- Providing effective leadership and management
- Empowering individuals
- Building collegiality



Adapted from Shift Insight, Vitae and UKRN, Research Culture Initiatives in the UK (2023), commissioned by UK Research and Innovation, and used under CC BY 4.0.



Loughborough
University

.....
#InspiringWinners since 1909

Your turn! Slido

- How would you describe your IDEAL research & innovation culture?

Your turn! Slido

- How would you describe your CURRENT research & innovation culture?

Wellcome Trust Research Culture Survey

Figure 1:

Words that researchers would use to describe research culture

Survey, n = 2839 – research community, UK and international.



Investigating different perspectives on research culture
What Researchers Think About the Culture They Work In | 7

How research is managed & undertaken

How research is managed and undertaken

- Effective research governance and management
- Achieving the highest levels of research integrity
- Actively promoting sustainability



- One in five junior researchers and students have **felt pressured by their supervisor** to produce a particular result.
- 75% of researchers believe **creativity is currently being stifled**.

Source: Wellcome Trust, 2020

How people are supported

How people are supported

- Employment and conditions
- Recognition and assessment
- Embedding professional and career development
- Ensuring inclusive and healthy working environments



- Only **29% feel secure** pursuing a research career.
- 78% of researchers think that **high levels of competition** have created unkind and aggressive conditions.
- Only 14% of researchers agree that **current metrics** have had a positive impact on research culture

Source: Wellcome Trust, 2020

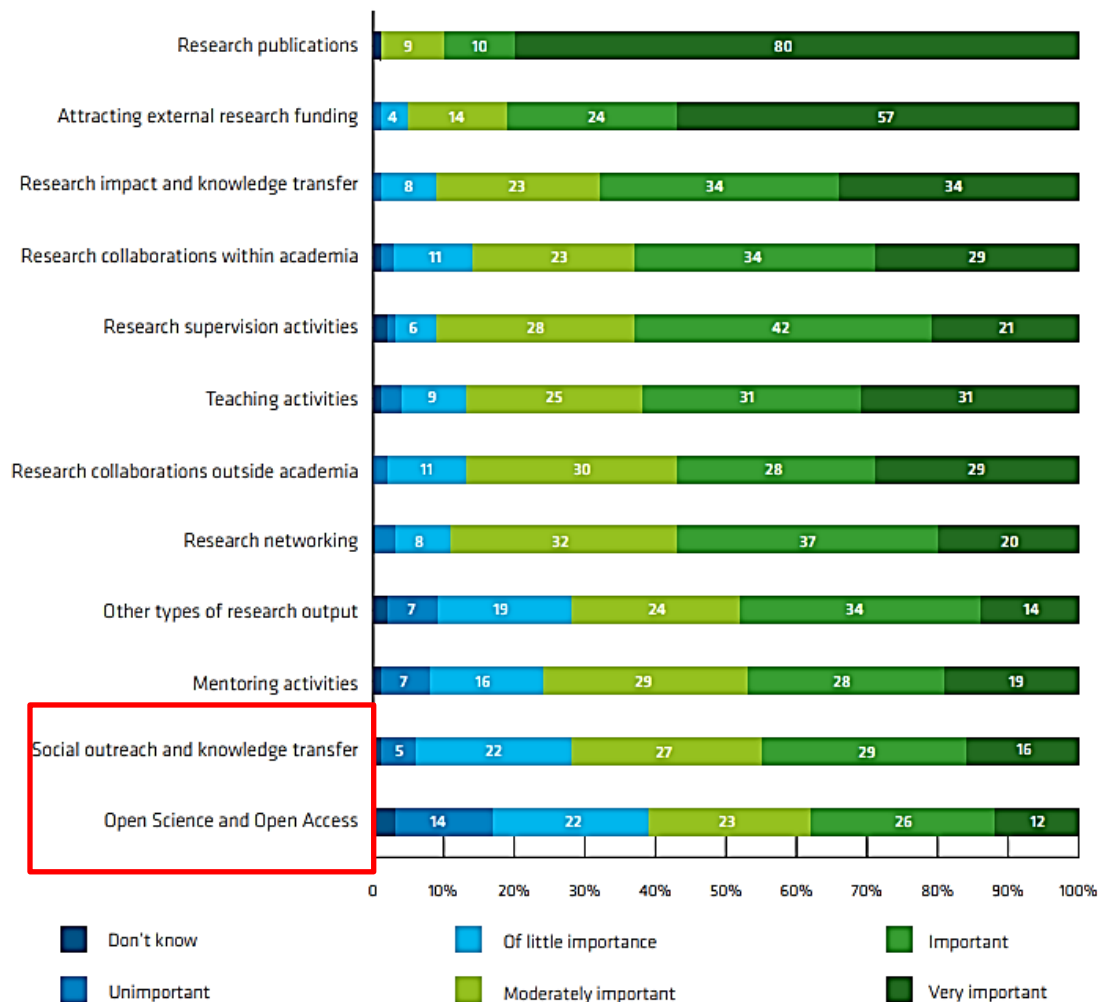
How research ensures value



Importance of academic activities for careers

Figure 9 – Importance of academic activities for research careers

Based on survey question 7, ranking question (cf. Annex 1). Number of respondents: 191-195/197



<https://eua.eu/downloads/publications/research%20assessment%20in%20the%20transition%20to%20open%20science.pdf>

How individuals engage with others

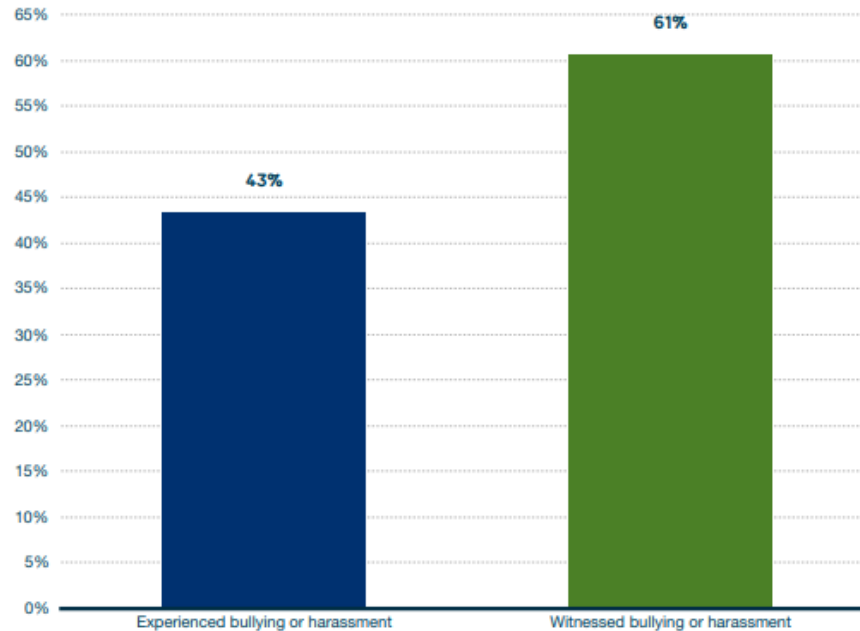


How individuals engage with others

- Providing effective leadership and management
- Empowering individuals
- Building collegiality

Figure 11: Researchers who have witnessed or experienced bullying or harassment

Survey, n = 4167-4169 – research community, UK and international.



Source: Wellcome Trust, 2020

**Research culture is defined by
the worst behaviour you are
prepared to tolerate.**

How to fix it



Who needs to fix it?



Who we employ

- 'Middle managers'

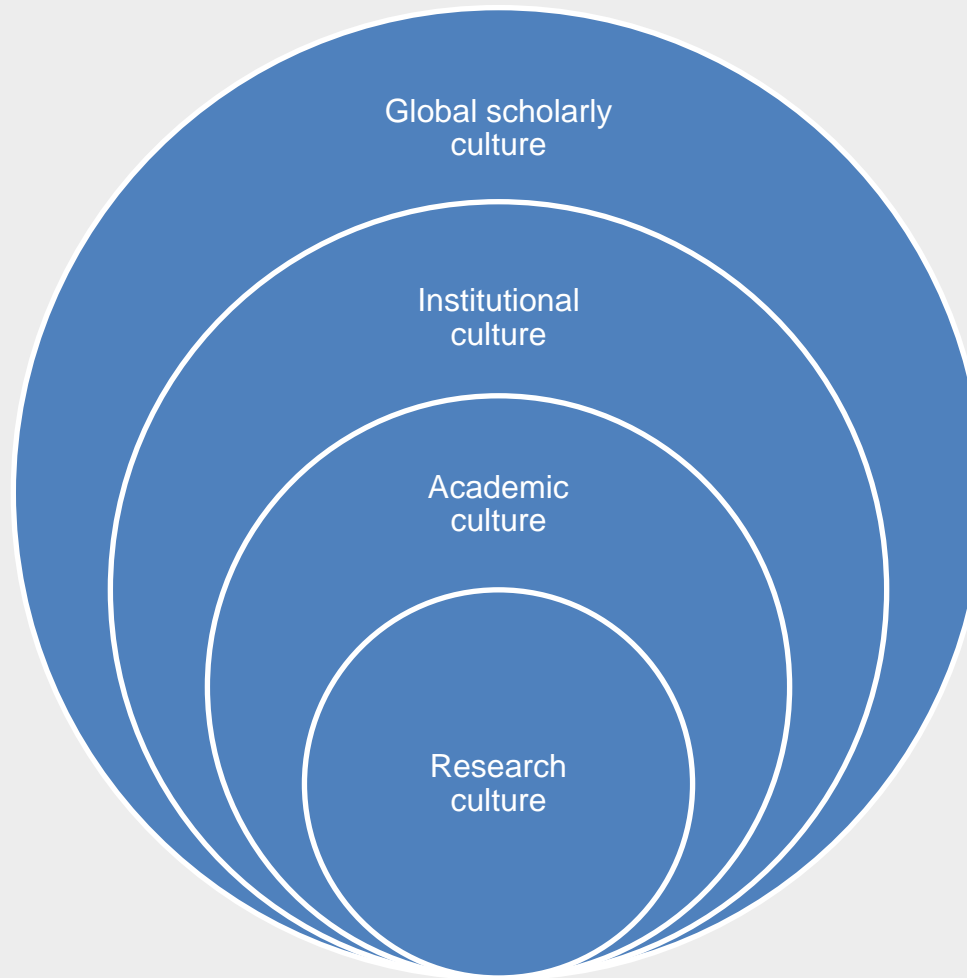
Who has the power

- Institutional research leaders

Who needs to fix it?

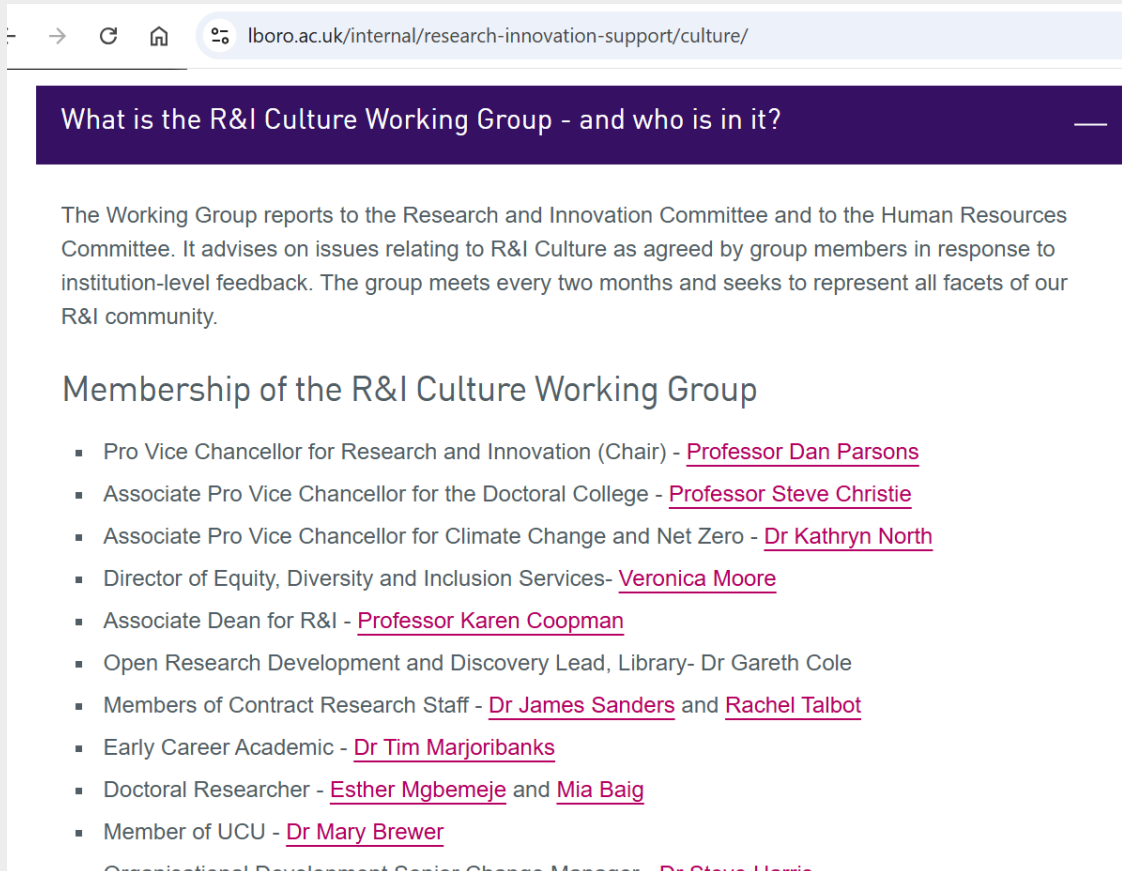
- Everyone. Particularly:
 - Institutional/ Research Leaders
 - Research Managers & Administrators
 - Researcher developers
 - Open research & Research Integrity staff
 - Dedicated research culture staff
 - Human Resources

The biggest institutional research culture issues aren't institutional research culture issues



Building relationships & infrastructures

- Research Culture Working Groups

A screenshot of a web browser showing the Loughborough University internal page for the Research and Innovation Culture Working Group. The browser's address bar shows the URL 'lboro.ac.uk/internal/research-innovation-support/culture/'. The page has a dark blue header with the title 'What is the R&I Culture Working Group - and who is in it?'. Below the header, the text describes the group's role in reporting to the Research and Innovation Committee and the Human Resources Committee, advising on R&I culture issues, and meeting every two months. A section titled 'Membership of the R&I Culture Working Group' lists the following members:

- Pro Vice Chancellor for Research and Innovation (Chair) - [Professor Dan Parsons](#)
- Associate Pro Vice Chancellor for the Doctoral College - [Professor Steve Christie](#)
- Associate Pro Vice Chancellor for Climate Change and Net Zero - [Dr Kathryn North](#)
- Director of Equity, Diversity and Inclusion Services- [Veronica Moore](#)
- Associate Dean for R&I - [Professor Karen Coopman](#)
- Open Research Development and Discovery Lead, Library- Dr Gareth Cole
- Members of Contract Research Staff - [Dr James Sanders](#) and [Rachel Talbot](#)
- Early Career Academic - [Dr Tim Marjoribanks](#)
- Doctoral Researcher - [Esther Mgbemeje](#) and [Mia Baig](#)
- Member of UCU - [Dr Mary Brewer](#)
- Organisational Development Senior Change Manager - [Dr Steve Harris](#)

We yearn for frictionless,
technological solutions. But
people talking to people is still
the way norms and standards
change.

Atul Gawande


How to fix research culture?

- Understand the issues
 - Wellcome Trust Café Culture Toolkit

Wellcome Trust Café Culture workshops

wellcome.org/what-we-do/our-work/research-culture/hosting-your-cafe-culture-discussion

Home / What we do / Our work / Research culture / Hosting your Café Culture discussion



On this page

- [Download the Café Culture toolkit](#)
- [How to set up your discussion](#)
- [Make your voice heard](#)

Hosting your Café Culture discussion





Café Culture Workshops for Research Enabling Professionals Sample Slide-pack

#ReimagineResearch



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How to fix research culture?

- Understand the issues
 - Wellcome Trust Café Culture Toolkit
- Plan to improve
 - What, who, by when?

R&I Culture?

Our work to support a thriving R&I Culture is a long-standing commitment.

It is underpinned by a wide range of external concordats, agreements, and services to which we are signatory – alongside many internal supporting infrastructures.

Projects and initiatives to make life better for our research and innovation communities take many forms and are delivered both by Professional Services and Academic Schools.

Here are some examples of each:

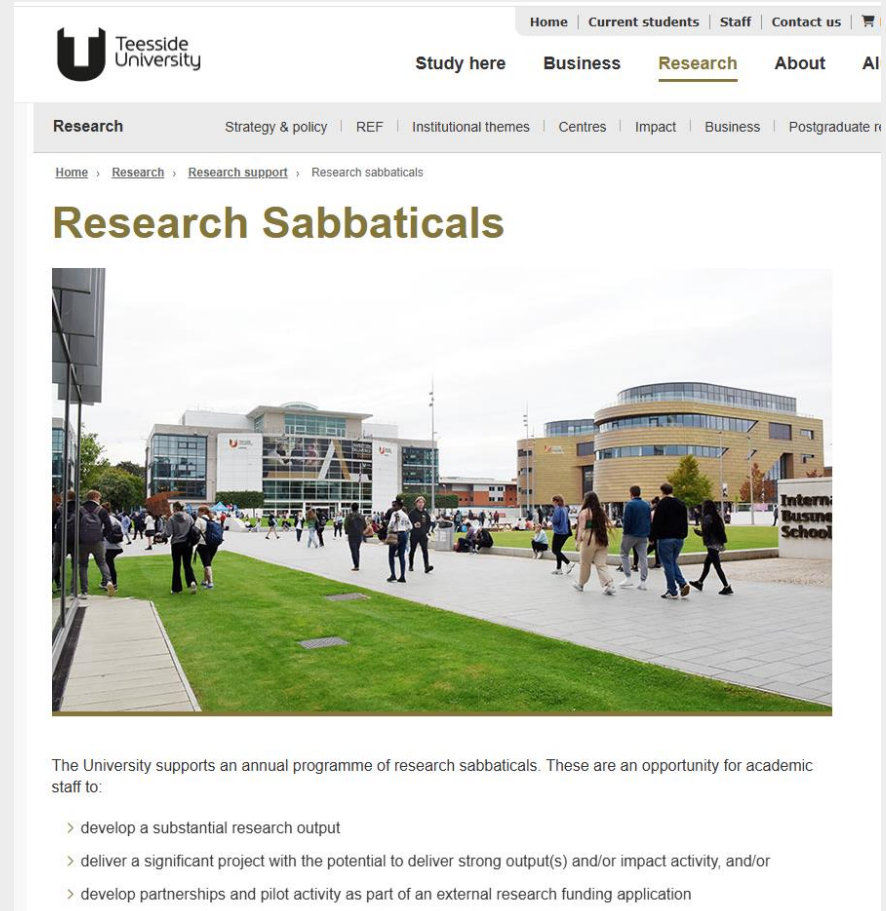
Monitoring R&I Cultures	+
Creating capacity for R&I	+
Building our R&I communities	+
Broadening R&I career pathways	+
Prioritising Research Integrity	+
Prizing equity, diversity and inclusion	+
Recognising and rewarding responsibly	+
Centring collegiality	+
Working in partnership	+



Creating capacity for research

“Provide dedicated research time with enough flexibility to enable all to succeed.” (LU Ambition)

- More asymmetric RTE roles
- Shortening the teaching year
- Research sabbaticals



The screenshot shows the Teesside University website's 'Research Sabbaticals' page. The header includes the university logo and navigation links: Home, Current students, Staff, Contact us, Study here, Business, Research (highlighted), About, and AI. A secondary navigation bar for 'Research' lists Strategy & policy, REF, Institutional themes, Centres, Impact, Business, and Postgraduate research. The main content area features a breadcrumb trail: Home > Research > Research support > Research sabbaticals, followed by the title 'Research Sabbaticals'. Below the title is a photograph of a modern university building with a large glass facade and a curved section, surrounded by a paved plaza and green lawn with people walking. The text below the image states: 'The University supports an annual programme of research sabbaticals. These are an opportunity for academic staff to:' followed by three bullet points: '> develop a substantial research output', '> deliver a significant project with the potential to deliver strong output(s) and/or impact activity, and/or', and '> develop partnerships and pilot activity as part of an external research funding application'.

Building R&I communities

“Provide time and space to develop authentic, collegial, inclusive and collaborative relationships.” LU ambition



The screenshot shows a Sway presentation slide. At the top, the URL 'sway.cloud.microsoft/9drZIE9aWZHvx08E' is visible. The main title 'The UofG Research Culture Commons' is in orange. Below it, a section header 'Who is the Research Culture Commons for?' is also in orange. The body text explains that all members of the research ecosystem at the University of Glasgow are invited to join the Research Culture Commons, which aims to provide support, development, and recognition to build a positive research culture. It mentions a community-owned model and a collective of ~6500 members.

1 sway.cloud.microsoft/9drZIE9aWZHvx08E

The UofG Research Culture Commons

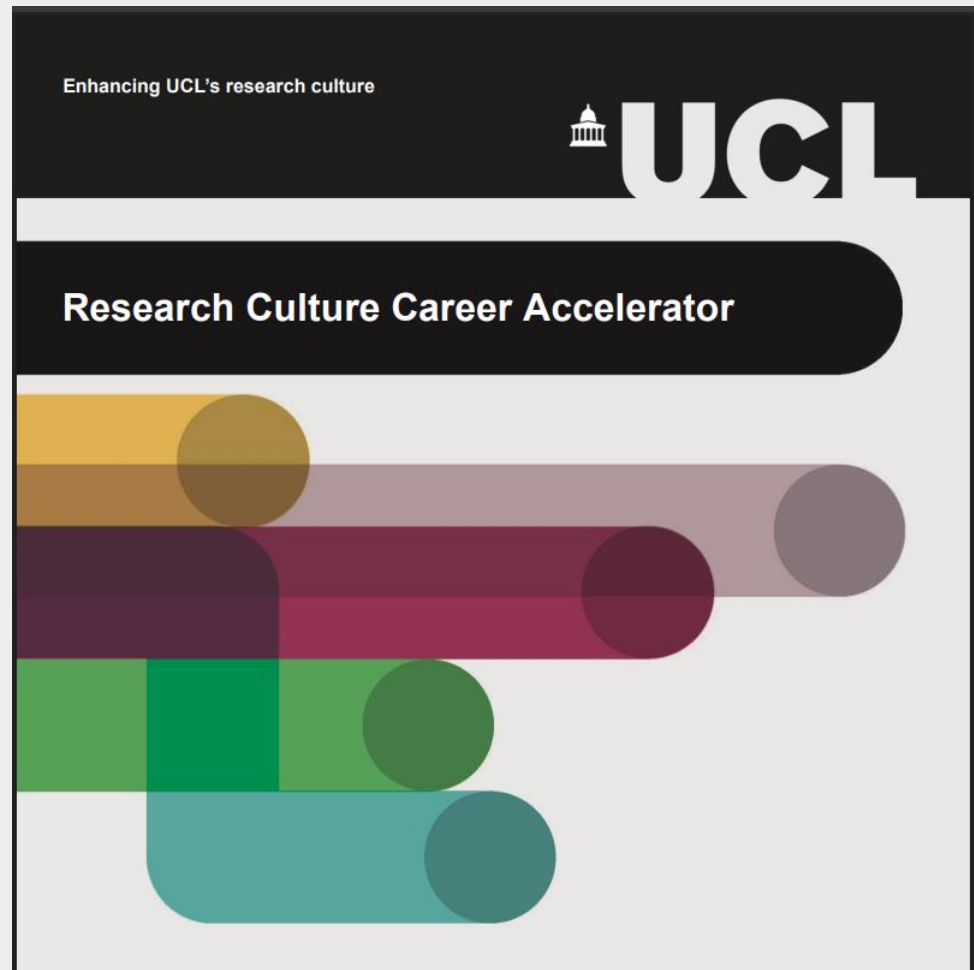
Who is the Research Culture Commons for?

All members of the research ecosystem at the University of Glasgow are invited to join the Research Culture Commons. What any given person may need to thrive within their research culture, or to make an incremental change to this (be it guidance, opportunity, knowledge, ideas, skills, tools, templates or resources, an ally, a career conversation, or simple reassurance) often already exists within our collective ~6500 member research community.

Recognising this, we seek to broaden, and to democratise how we support, develop and recognise achievements to build a positive UofG Research Culture, by taking a whole community approach. Our community-owned model recognises that all members of the research ecosystem can contribute positively to culture change, and that small contributions all add up to a greater whole when focus and priorities are defined, and when we work towards a shared goals.


Broadening career pathways

“Recognise and accommodate flexible career pathways for individuals.” LU ambition



Prioritising research integrity

“Create safe spaces for honest discussions on difficult topics and foster a culture of learning from setbacks.” LU ambition



The screenshot shows the UKRIO (Research Integrity Office) website. The URL in the browser is ukrio.org/news/new-guidance-research-integrity-champions-leads-advisers/. The page features a blue header with the UKRIO logo and a navigation menu. A prominent blue banner at the top of the main content area reads 'New guidance: Research Integrity Champions, Leads & Advisers'. Below this, a breadcrumb trail shows 'Home > News > New guidance: Research Integrity Champions, Leads & Advisers'. The page is divided into two columns. The left column, titled 'Latest News', contains a list of recent updates, each preceded by a red arrow icon. The right column contains the main article text, which discusses the importance of research integrity and the role of Research Integrity Champions, Leads, and Advisers. It mentions that UKRIO has published new guidance on setting up these networks to support good research practice. The article also highlights the challenges of research integrity and the need for a supportive environment. At the bottom of the page, there is a section for downloading the guidance document, with a link to 'Good practice in research: Research Integrity Champions, Leads & Advisers V1 2021'.

ukrio.org/news/new-guidance-research-integrity-champions-leads-advisers/

UKRIO
RESEARCH INTEGRITY OFFICE

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How we help ▾ Research Integrity ▾ Resources ▾ Events & Training ▾

New guidance: Research Integrity Champions, Leads & Advisers

Home > News > New guidance: Research Integrity Champions, Leads & Advisers

Latest News

- UKRIO to Launch New Research Integrity Online Training Course in Spring 2025
- UKRIO Honours the Legacy of David Carpenter
- Deadline Extended: Join our Workshops on Improving Authorship Practices
- UKRIO is hiring: Business Development Manager
- UKRIO CEO and Trustee publish new blog: 'Destigmatising the search and correction of research errors'
- UKRIO launches new collaborative project to promote good authorship practices in research

UKRIO has published **new guidance** on setting up networks of Research Integrity Champions, Leads and Advisers at research organisations – peer support to safeguard and enhance good research practice within an institution.

Improving research integrity and research culture is a complex and multifaceted endeavour. It is also an essential one. **Research** highlights how the quality and ethical standards of research, and the effectiveness and wellbeing of researchers, can be negatively impacted by the culture and systems of their research environment and by the incentives and pressures which researchers face.

There is no single solution to these challenges but establishing a system of **local research integrity champions** can play a key part. Creating informal channels to discuss openly issues of good research practice and the challenges faced by researchers, helps to establish a dialogue around research integrity and culture. It can foster community ownership of problems and help develop solutions, as well as creating an environment which enhances collegiality and mutual support.

Our new **guidance** discusses how to establish such support networks and includes illustrative examples of they can work in practice, as well discussion of other options for providing support, guidance, and advice. To support our guidance, we have also worked with a variety of UK institutions to produce case studies showing how they have successfully created and supported implemented a model of local research integrity champions.

Download our guidance on Research Integrity Champions, Leads & Advisers:

- **Good practice in research: Research Integrity Champions, Leads & Advisers V1 2021**

Prizing EDI

“Embed Equity, Diversity, and Inclusion (EDI) considerations into all research proposals and planning.” LU ambition

- EDI objectives in all annual appraisals
- Expectations around Equality Impact Assessments
- EDI Leads in all Schools & Professional Services

The screenshot shows the Loughborough University website's 'Equity, Diversity and Inclusion' section. At the top, the university logo and navigation links 'Study' and 'Research and Innovation' are visible. Below the header, the title 'Equity, Diversity and Inclusion' is displayed. The main heading is 'Equality Impact Assessments'. The text explains that as an institution, one of the strategic aims is to become a more diverse, equitable, and inclusive organization, and that Equality Impact Assessments (EIA) are a useful tool to help achieve this. It further states that an EIA helps the University ensure its policies, procedures, and practices do what they are intended to do and are inclusive for staff, students, and visitors. It also mentions that EIA is a form of quality assurance, making sure the University is a fully inclusive environment. Finally, it notes that EIAs allow the University to look for opportunities to promote equality that may have previously been missed or could be better used, as well as negative or adverse impacts that can be removed or mitigated, where possible. At the bottom, there are four purple buttons with white text and right-pointing arrows: 'Scope and boundaries', 'Responsibilities', 'Public Sector Equality Duty', and 'How to complete an EIA'.

Loughborough University

Study Research and Innovation

Equity, Diversity and Inclusion

Equality Impact Assessments

As an institution one of our strategic aims is to become a more diverse, equitable and inclusive organisation and Equality Impact Assessments (EIA) are a useful tool in helping us to do this.

An EIA helps the University make sure our policies, procedures and practices do what they are intended to do and are inclusive for staff, students and visitors. They also enable us to provide an audit trail that we have met our legal obligations.

It is useful to think of an EIA as a form of quality assurance, making sure that the University is a fully inclusive environment. As such, in addition to our legal duties, there is also a compelling business case for carrying them out.

EIAs allow us to look for opportunities to promote equality that may have previously been missed or could be better used, as well as negative or adverse impacts that can be removed or mitigated, where possible.

Scope and boundaries →

Responsibilities →

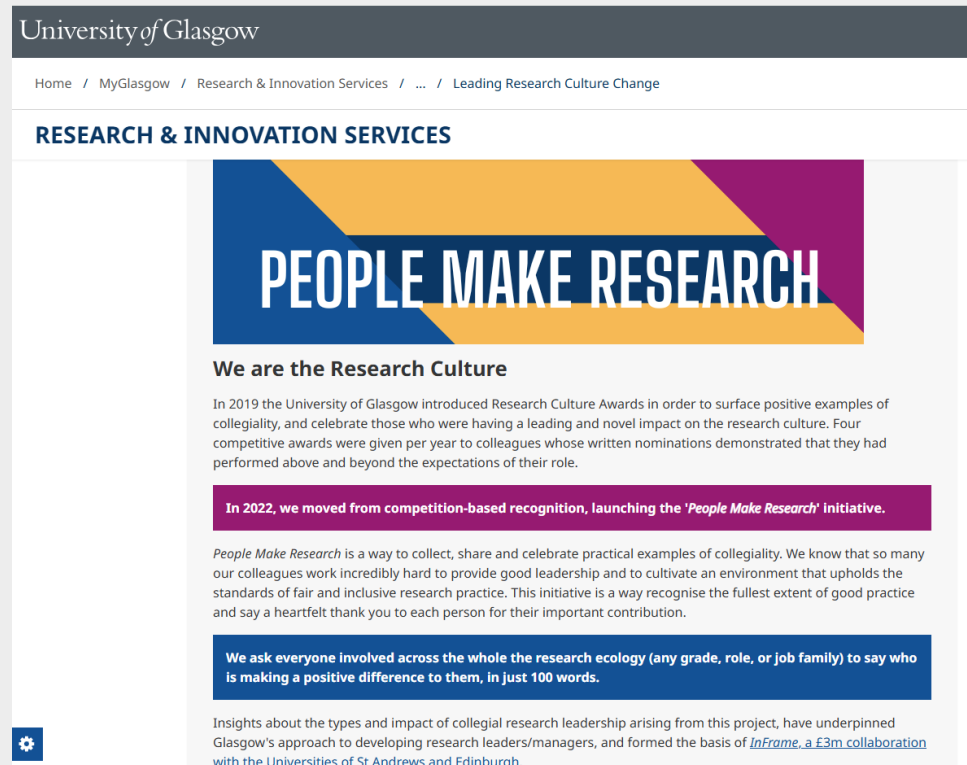
Public Sector Equality Duty →

How to complete an EIA →

Recognition & reward

“Improve parity of esteem between research-active and research-enabling colleagues.”

- Diversifying promotion pathways
- Inclusive recognition schemes (UofG)



University of Glasgow

Home / MyGlasgow / Research & Innovation Services / ... / Leading Research Culture Change

RESEARCH & INNOVATION SERVICES

PEOPLE MAKE RESEARCH

We are the Research Culture

In 2019 the University of Glasgow introduced Research Culture Awards in order to surface positive examples of collegiality, and celebrate those who were having a leading and novel impact on the research culture. Four competitive awards were given per year to colleagues whose written nominations demonstrated that they had performed above and beyond the expectations of their role.

In 2022, we moved from competition-based recognition, launching the 'People Make Research' initiative.

People Make Research is a way to collect, share and celebrate practical examples of collegiality. We know that so many of our colleagues work incredibly hard to provide good leadership and to cultivate an environment that upholds the standards of fair and inclusive research practice. This initiative is a way to recognise the fullest extent of good practice and say a heartfelt thank you to each person for their important contribution.

We ask everyone involved across the whole the research ecology (any grade, role, or job family) to say who is making a positive difference to them, in just 100 words.

Insights about the types and impact of collegial research leadership arising from this project, have underpinned Glasgow's approach to developing research leaders/managers, and formed the basis of [InFrame, a £3m collaboration with the Universities of St Andrews and Edinburgh](#).

How to fix research culture?

- Understand the issues
 - Wellcome Trust Café Culture Toolkit
- Plan to improve
 - What, who, by when?
- Monitor your progress
 - SCOPE Framework for responsible research assessment

How to *motivate* HEIs to fix research culture?

REF 2021

By element		
Impact	ICS	25%
Env't	DLS	15%
Outputs	Outputs	60%

* Estimate based on 40+ individuals

REF 2029

By element		
E&I	DLS	5%
	ICS	20%
PCE	ILS	5%
	DLS	20%
CTK	DLS	5%
	Outputs	45%

REF 2029
Research Excellence Framework

Elements

PCE= People Culture & Environment
CTK= Contribution to Knowledge & Understanding
E&I= Engagement & Impact

Submission types

ILS= Institution-level Statement
DLS= Disciplinary-level Statement
ICS= Impact Case Studies
Outputs

REF 2029 People, Culture and Environment Indicators project[REF PCE Indicators project – Transparency Statement](#)[Sustainable Careers for research empowerment \(SECURE\)](#)[Coalition for Advancing Research Assessment \(CoARA\)](#)[The Research Culture Framework](#)[Culture, Employment and](#)

REF 2029 People, Culture and Environment Indicators project

Sector workshops, May-October 2024

Expressions of interest are now closed. If you would like to feed into the project in another way, Technopolis UK are running a survey that complements the workshops. You can find out more and [access the survey via the Technopolis UK website](#).

What are the workshops?

We are running 14 online workshops in May-October 2024 to co-develop indicators on research culture and environment. The workshops are divided into three phases, allowing for reflection and

PCE Pilot Assessment Framework

Enablers

The proposed assessment framework has been structured around five factors which **enable** positive research culture. These are:

- **Strategy**: Having robust, effective and meaningful plans to manage and enhance the vitality and sustainability of the research culture and environment.
- **Responsibility**: Upholding the highest standards of research integrity and ethics, enabling transparency and accountability in all aspects of research.
- **Connectivity**: Enabling inter-disciplinary and cross-disciplinary approaches both within and between institutions, fostering co-creation and engagement with research users and society, and recognizing and supporting open research practices.
- **Inclusivity**: Ensuring the research environment is accessible, inclusive, and collegial. Enabling equity for under-represented and minoritised groups.
- **Development**: Recognising and valuing the breadth of activities, practices and roles involved in research, building and sustaining relevant and accessible career pathways for all staff and research students, providing effective support and people-centred line management and supervision, supporting porosity and embedding professional and career development at all levels and across all roles.

Pilot submissions

- At institutional and discipline level
- 1-4 indicators per 'enabler'
- HEIs to return qualitative & quantitative evidence + contextual information across all indicators
- 1,000 words per 'enabler'
- Up to ten sources per 'enabler'

Example: responsibility

- Staff and research students pursue research, assessment and engagement activities responsibly, with integrity and to the highest standards
- Institution/unit demonstrates socially responsible leadership of research, research infrastructure and facilities.

Quantitative evidence	Qualitative evidence and contextual information
<ul style="list-style-type: none"> • Learning and training data, such as feedback on effectiveness. • Quantitative data on, for example, the impact of participation in cross-sector initiatives linked to responsible research. • Carbon emissions data, or estimates of such data, including through cross-references to Standardised Carbon Emissions Framework (SCEF) reporting. 	<ul style="list-style-type: none"> • Documented changes in research standards or behaviours. • Pre- and post-training assessments (e.g. on research integrity, data management, for staff conducting research misconduct investigations). • Conformity of measures with the Concordat to Support Research Integrity, including through cross-references to annual reporting. • Documented evidence that membership of relevant committees or involvement in other relevant academic citizenship activities is appropriately recognised (e.g. in workloads or promotion criteria). • Documented evidence of participation in relevant networks, events and initiatives leading to changes in policy and practice. • Documented evidence that the infrastructure, processes and mechanisms in place are working effectively (e.g. to safeguard and promote research integrity, to ensure research is conducted according to appropriate ethical, legal and professional frameworks, obligations and standards). • Unit-level mechanisms for supporting the reproducibility of research, where relevant to the disciplinary area.



What would you fix? Slido

- What one thing would improve the research culture in which you work?

Thank you for listening

Dr Elizabeth Gadd

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Vice-Chair, CoARA

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The assessment criteria

Panels will be asked to evaluate each of the submissions assessing against the draft criteria outlined below. Criteria may be refined during or following the pilot, but *our starting criteria are:*

- **Vitality**: which will be understood as the extent to which the institution fosters a thriving and inclusive research culture for all staff and research students. This includes the presence of a clearly articulated strategy for empowering individuals to succeed and engage in the highest quality research outcomes.
- **Sustainability**: which will be understood as the extent to which the research environment ensures the health, diversity, wellbeing and wider contribution of the unit and the discipline(s), including investment in people and in infrastructure, effective and responsible use of resources, and the ability to adapt to evolving needs and challenges.
- **Rigour**: which will be understood as the extent to which the institution has robust, effective, and meaningful mechanisms and processes for supporting the highest quality research outcomes, and empowering all staff and research students. This includes the sharing of good practices and learning, embracing innovation, robust evaluation and honest reflection demonstrating a willingness to learn from experiences.

The assessment ratings

4 star: Provides robust evidence of a culture and environment conducive to producing research of **world-leading quality** and enabling outstanding engagement and impact, in terms of their vitality, sustainability, and rigour. There is evidence that the policies and measures in place at the institution are having a positive impact on PCE within the institution, **and furthermore collaboration and sharing of good practice and learning mean that that there is also influence outside the institution.**

3 star: Provides robust evidence of a culture and environment conducive to producing research of **internationally excellent quality** and enabling outstanding engagement and impact, in terms of their vitality, sustainability, and rigour. There is evidence that the policies and measures in place at the institution are having a positive impact on PCE within the institution.

2 star: Provides robust evidence of a culture and environment conducive to producing research of **internationally recognised quality** and enabling outstanding engagement and impact, in terms of their vitality, sustainability, and rigour. There is evidence that the policies and measures in place to positively influence PCE at the institution are being adhered to.

1 star: Provides robust evidence of a culture and environment conducive to producing research of **nationally recognised quality** and enabling outstanding engagement and impact, in terms of their vitality, sustainability, and rigour. There is evidence that policies and measures are in place which are intended to have a positive impact on PCE at the institution.

Unclassified: Evidence provided is not robust, or evidence suggests a culture and environment conducive to producing research falling below nationally recognised standards.

Research culture themes at LU

Theme	Definition
Capacity for R&I	Securing time, space and support for R&I activities.
Community & Collegiality	Fostering R&I communities that invest in each other's careers and wellbeing.
Professional & Career Development	Ensuring all R&I colleagues have opportunities to pursue the careers they want, both within and beyond academia.
Research Integrity & Openness	Working to the highest possible standards of ethical practices and transparency in research to ensure reliability, reproducibility, and public trust.
Role Models & Leadership	Demonstrating exemplary behaviour and guiding others in research through authentic, ethical and visionary leadership
Recognition & Reward	Assessing and acknowledging contributions to R&I fairly and ethically, while rewarding and incentivising positive behaviours
Working in Partnership	Collaborating with colleagues and stakeholders—within academia, industry, governments and the public—to enhance the impact and reach of our R&I activities.