

# 1 UofG Research Culture Annual Statement 2024-2025

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 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/researcherdevelopment/forresearchstaff/concordat/#readouractionplanandannualreports>

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| <b>Web address of institutional Research Culture webpage</b>      | <a href="https://www.gla.ac.uk/myglasgow/ris/researchculture/">https://www.gla.ac.uk/myglasgow/ris/researchculture/</a>  |
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## Table of Contents

|       |  |   |
|-------|--|---|
| 1     | UofG Research Culture Annual Statement 2024-2025 .....                         | 1 |
| 2     | Research Culture at the University of Glasgow .....                            | 3 |
| 2.1   | The University of Glasgow's Approach to Research Culture .....                 | 3 |
| 2.2   | Research Culture Strategic Position in 2024/2025 .....                         | 3 |
| 2.2.1 | Research Culture and Researcher Development Portfolio .....                    | 3 |
| 2.2.2 | Academic Leads in Good Research Practice and Inclusive Research Practice ..... | 4 |
| 2.2.3 | Lab for Academic Culture .....   | 4 |
| 2.2.4 | Influencing Research Culture at Sector-level .....                             | 5 |
| 3     | Research Recognition, Collegiality and Career Development – 2024/2025 .....    | 5 |
| 3.1   | Workstream 1 - Pathfinder: Career Destinations .....                           | 5 |
| 3.2   | Workstream 2 - Research Leaders and Principal Investigators Development .....  | 7 |
| 3.3   | Workstream 3 - Research Professional Staff Development .....                   | 7 |
| 3.4   | Workstream 4 - Engagement, Representation and Recognition .....                | 8 |
| 3.5   | InFrame – Wellcome Funded Project .....  | 8 |
| 4     | REF: People, Culture and Environment .....                                     | 9 |
| 5     | Future Focus - Research Culture Action Plan 2026-2030 .....                    | 9 |

## 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 been operationalised through [the UofG Research Strategy \(2020\)](#) under five-research culture prioritise: **Career Development, Collegiality, Open Research, Research Integrity, and Research Recognition.**

We have set out the University's five Research Culture Priorities as statements of intention for the way research is done: A positive culture is one in which:

- 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 to succeed (**Collegiality**).
- We engage with and produce research that meets the highest standards of integrity (**Research Integrity**).
- We are committed to openness, transparency, rigour, and reproducibility (**Open Research**).
- 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 careers. This report details our 2024/2025 progress for the three research culture priorities lead by the Research Culture Team – **Research Recognition, Collegiality and Career Development.**

- The Research Culture Annual Statement for 2023/2024 can be found [here](#).
- The [Research Integrity Team](#) lead on the research culture priority – **Research Integrity**. Please refer to the [Annual Statement on Research Integrity](#) for more on this.
- The [Research Information Management Team \(Open Research\)](#) lead on the culture priority – **Open Research**. Please refer to the [UofG Library Annual Report](#) for more on this.

Further our institutional stance '[What is Research Culture](#)' and '[Our partnership approach to working](#)' describe the remit for Glasgow's culture development work, and the people who collaborate to achieve impact. We recognise and value the breadth of contributions to research culture enhancement from across the University; our Schools, Colleges and University Services.

### 2.2 Research Culture Strategic Position in 2024/2025

This section provides an overview of strategic developments that have enabled and informed progress in research culture enhancement at the University of Glasgow in 2024/2025.

#### 2.2.1 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](#). The [Research Culture](#) and the [Researcher Development](#) web pages provide an overview of initiatives and the underpinning

approach to collaborative working. [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.

In 2024/2025 the RC&RD team have:

- Focused on increasing the understanding of the **interconnection between culture and development**. We have purposefully combined these teams recognising that our work to support a thriving research culture represents a learning and development process.
- **Launched the Wellcome funded InFrame Project in collaboration with the universities of Edinburgh and St Andrews** and awarded £1M funding to Culture Catalyst projects (see Section 3.5).
- Welcomed a new **Fellowships Development Manager** leading on the development of a new Fellowships Framework which describes Glasgow's strategic approach to Fellowship success through developing our aspiring and current Fellows.
- **Increased visibility** of the RC&RD portfolio through our [LinkedIn page](#) which continues to be a key engagement space (3,155 followers – increase of 1,523 since 2023/2024). With visitors to the site commonly in roles in research, education, community and business development, and geographically spanning the UK, Europe (Netherlands, Germany, France, Turkey), India, Canada and Australia.
- **Led on the REF 2029 People, Culture and Environment (PCE) pilot exercise** (see Section 4)

### 2.2.2 Academic Leads in Good Research Practice and Inclusive Research Practice

In 2024, Professor Doris Ruth Eikhof and Professor Lisa DeBruine were appointed as academic leads in Inclusive Research and Good Research Practice (respectively) emphasising Glasgow's commitments to research quality enhancement, and people-centred development.

- **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. Glasgow's guide to inclusive research practice, led by Prof Eikhof, is designed for local, everyday implementation: [Inclusive Research Practice at UofG – Our Approach](#).
- **Good Research Practice** is realized 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 refresh and launch of the Good Research Practice Network (Champions and Advisors) supports this at a pan-university level. Glasgow's DORA Working Group is setting the direction for responsible research evaluation. Prof. DeBruine is the Institutional Lead for the UK Reproducibility Network and the institutional champion for Open Science, Team Science and Reproducibility.

### 2.2.3 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). The 2025 terms of reference (linked above) detail the external and internal drivers for the Lab's activities. 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 2024/2025 programme has included:

- Working with new Researcher Reps to the Lab (both Research Staff and PGRs) who have led short consultation projects that have informed the members about the experiences of researchers in relation to the Research Culture priorities.
- Community discussion on hot topics such as: Research Staff Induction, PGR Experience, The Research Professional Staff Network, the activities of the Research Funded Employment Working Group, Inclusive Research, DORA, REF2029 People, Culture and Environment, The InFrame project.
- Expanding the [Lab's Working Groups](#), adding a new Research Professional Staff Network WG to feed into pan-university projects arising from the Network (Section 3.3).
- The University of Glasgow has contributed to sector learning both national and internationally, through 10 panels, guest lectures, and keynote presentations, adding to the Lab's [Outputs, Awards and Impact which can be explored here](#).

#### 2.2.4 Influencing Research Culture at Sector-level

In addition to the final point above in Section 2.2.3, in 2024/2025 we have engaged in significant sector conversations related to research culture enhancement including:

- REF People, Culture and Environment (PCE) Pilot. Development of the Indicators through consultation events, and participation in the pilot.
- The renewal of the [Researcher Development Framework](#) through input into national consultation events.
- The exploration of developing a [Good Practice Exchange for research culture](#) through input into national consultation events.

### 3 Research Recognition, Collegiality and Career Development – 2024/2025

This section provides an overview of the progress made across the three research culture priorities **Research Recognition, Collegiality and Career Development**, presented under four workstreams, taking a project focused approach. Note that some initiatives are delivering progress against multiple culture priorities.

- Workstream 1: Pathfinder: Career Destinations
- Workstream 2: Research Leaders and Principal Investigators Development
- Workstream 3: Research Professional Staff Development
- Workstream 4: Engagement, Representation and Recognition

#### 3.1 Workstream 1 - Pathfinder: Career Destinations

Pathfinder is the name for all [University of Glasgow initiatives supporting researchers with career awareness, options, planning, and transition](#). We take every opportunity to partner with careers experts in Careers, Employability & Opportunity to deliver high-value initiatives. In 2024/2025 we have delivered:

**The Pathfinder Symposium:** the first [full day Pathfinder Symposium](#) took place in April 2025. The event began with an opening motivational welcome and a keynote presentation. The subsequent panel sessions provided an opportunity for guest speakers to reflect on their career journeys and offer insights and perspectives to the audience.

**Mock Interview Panels:** Pathfinder Mock Interviews offers all researchers [a preparatory mock interview](#). A pool of members of the UofG community have been trained to serve as mock interview panelists, bringing benefits across the community. In 2024/2025 we developed collaborative working with the newly appointed Fellowships Development Manager to provide in depth support for Fellowships. Candidates and panellists have commented on how participating in the mock interview process has strengthened their confidence and sense of preparedness for future interviews in their career progression

**Careers Coworking:** Careers Coworking launched in February 2025. These sessions run monthly and provide an opportunity for PGRs, Research Staff, and Research Professional Staff to engage in personal career development activities (e.g. Job applications, CV refresh, professional development/recognition, researching roles) in a supportive community atmosphere. Attendees have shared the benefit of peer support and the indirect career conversations and exploration that the coworking has provided.

**Discover Designing Your Life:** We hosted Fiona Reith to run a Designing Your Life workshop. Developed at Stanford University the method has been used worldwide to bring design thinking and creative exploration to career development.

**Career Conversations Toolkit:** developed through the [Talent Lab Flourish](#) programme (see this [summary of Flourish on the Auditorium blog](#)), a new Career Conversations Toolkit has been launched in to support Researchers and their PIs to have effective career conversations. The toolkit has been published as an openly available resource (CC license) and was presented at the International Research Culture Conference 2025. Researchers who have engaged with the toolkit shared that the toolkit made them feel more empowered in their career journey.

#### **Career Narratives:**

- Pathfinder Narratives are weekly [career stories from PhD holders](#), who are succeeding in a range of careers. In 2024/2025 published Pathfinder Career Narratives have reached 66 with >10,858 views (an increase of 4,178 views since 2023/2024).
- [A summary blog post here](#) spotlights themes and trends emerging from the growing archive of Career Narratives posts.
- A Career Narratives Panel event in month 2025 invited 3 Narratives authors to share their career journeys in more depth.

**Pathfinder LinkedIn:** The [Pathfinder LinkedIn](#) page shares sector views and updates, new articles and resources on research careers and has accrued >1,647 followers from 32 countries. Examples of top-performing posts include links to resources on topics such as [informational interviews](#) and [effective cover letters](#) showing appetite for practical support as well as for career empowerment and reflection.

**Workshops:** In 2024/2025 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](#) to support researchers, research professional staff and reviewers of narrative CVs has been developed with colleagues from Research Services, Careers, Employability & Opportunity, and Glasgow's four Colleges. Plus:

- We have now refined a suite of workshops to support Researchers *and Research Professional Staff* to write Narrative CVs.
- A 5-min quick start guide: [Article – 'Making Narrative CVs work for your Researchers'](#) is in the top three read blog posts on the Auditorium and a new post [Are narrative CVs better?](#) details the available evidence for Narrative CVs at sector-level.

### 3.2 Workstream 2 - Research Leaders and Principal Investigators Development

This section details the progress made in supporting the success of our Research Leaders and Principal Investigators, who have a high degree of responsibility for building a positive, collegial and engaging research culture. In 2024/2025 we have delivered:

**Thesis Mentoring:** To date we have launched seven successful cycles of Thesis Mentoring. We have a trained mentor pool of 335 mentors and there have been 464 matched pairs across the completed cycles comprising over 4,000 hours of 1:1 PGR writing support, delivered by skilled Research Staff. The eight-round launched in 2025 with 68 matched pairs. Thesis Mentoring Information pages [for Mentees](#) and [for Mentors](#).

**Catalyst Mentoring:** To date we have run three cycles of Catalyst Mentoring. We have trained 70 Academic Staff as mentors and there has been a total of 88 matched pairs across the three complete cycles comprising over 350 hours of personalised career mentoring for our Research Staff. The fourth-round launched in 2025 with 28 pairs. Catalyst Mentoring Information pages [for Mentees](#) and [for Mentors](#).

**Research Leaders workshop series:** 2024/2025 saw sustained high engagement with the [Research Leaders Workshop Series](#). The evidence-led series included sessions on: leading across cultures and contexts, providing feedback, supervisory relationship, utilising Narrative CV and being a reflective supervisor. [An Auditorium blog archive accompanies the workshop series](#).

**Research Culture embedded in research grant applications:** 2024/2025 has continued to see an increase in bespoke support for (potential) PIs with regard to the 'research culture' and/or 'research environment' components of their grant applications e.g. for MRC Centre of Research Excellence bids and Wellcome Discovery Awards.

### 3.3 Workstream 3 - Research Professional Staff Development

This section details our progress as we build connection, recognition, visibility and career development for University of Glasgow research professionals.

**Research Professional Staff Network (RPSN):** The RPSN connects Research Professionals across UofG 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 ~450. This Auditorium article [summarises the progress of the network to date](#). In 2024/2025 RPSN delivered:

- A series of popular community Networking Events was hosted, including Research Professional Coffee Connect (randomly paired informal meet ups)
- Elected Communication Leads have developed a communications strategy.



- A survey of RPS Induction practices has informed a developing a suite of resources.
- A blog series featuring career journeys was launched (read the [series to date](#)).

### 3.4 Workstream 4 - Engagement, Representation and Recognition

This section details our progress to create opportunities for consultation, agency and feedback through enabling structured communities and platforms. In 2024/2025 we have delivered:

**Research Culture Action Plan Consultation:** in 2025 we focused on a period of consultation in preparation for the renewal of our research culture action plan in 2026. The consultation focused on the ‘How’ and the ‘Who’ in our research culture landscape, asking participants and contributors to consider what actions will foster a positive, supportive and thriving research culture and how to further increase engagement, sustainability and accountability for progress at the local level.

**Student Experience Interns:** We invested in three PGR Interns to focus on community projects enabling a deep dive into the cultural experiences of PGRs who use English as an Additional Language (EAL), Part-Time PGRs and Late Career / Early Career PGRs.

**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. Over 100 co-leads contribute to the building of a thriving community, raise awareness of the Research Culture Commons, and encourage members to engage with the opportunities it offers. Current membership of the Culture Commons is >375 and growing.

**The Research Culture Roadshow:** We partnered with the Research Enhancement Team to be part of the 2024/2025 REF Roadshow, which ran in 2025. We collectively visited all Schools, and this provided the Research Culture team with the opportunity to engage with all Schools and share key updates on research culture enhancement work at UofG.

**The Research Culture Round Up:** ‘Rounds Ups’ provide a regular mechanism of communication with the different members of the research ecosystem. We publish a tailored monthly round up to our PGR, Research Staff and Research Professional Staff communities.

**Networks and Communities:** A new [communities-focused webpage](#) was published in 2025 that details the RC&RD led community groups.

**Walk / Talk / Run:** 2024-2-25 saw high engagement with Walk / Talk / Run. This is a project that brings together opportunities for our Researcher and Research Professional Communities to actively connect. Walk Talk Connect is a monthly lunchtime walk and Run Talk Run is a weekly 5km run.

### 3.5 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. Launching in September 2024, the [InFrame project](#) aims 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 2024/2025 InFrame delivered:

**The Culture Catalyst Fund:** 27 Culture Catalyst Projects were funded (valuing £1m). Read about the projects funded in [Round 1](#), and in [Round 2](#).



**Communication and Knowledge Exchange:** The InFrame project team have hosted Wellcome IFRC Project Knowledge Exchange Days – sharing learning, achievements, reflections and challenges. Collectively the InFrame project team have presented at 11 conferences and sector meetings to share findings.

**The InFrame LinkedIn Page** totaling 737 followers. This page shares progress and updates about InFrame objectives and builds community sector-wide.

**Surfacing good practice:** Three recognition projects have been launched. The data collected will be utilised to inform the development of the Framework for Collegial Research Leadership:

- University of Glasgow: [People Make Research](#) – 495 nominations.
- University of Edinburgh: [Seek, Find, Celebrate](#) – 115 nominations.
- University of St Andrews: Together, Research Excels – 82 nominations.

The People Make Research initiative highlights the vital contributions made by every part of our research ecosystem all of whom help to shape the positive research culture that defines the University of Glasgow. More than just a celebration the project also provides an important opportunity to share best practice and insights. Here is the [reflective post on PMR 2025](#).

## 4 REF: People, Culture and Environment

The University of Glasgow made a significant investment in engaging with the REF2029 People Culture and Environment (PCE) pilot exercise, noting that the overall experience of being a PCE pilot participant has been an extremely valuable reflective exercise. As pilot participants we submitted an institutional submission and five UoA submissions (5, 7, 17, 28, 33). This involved contributions from colleagues across the university.

We have shared our experience of being pilot participants with the wider sector via Scottish Funding Council 1:1 meetings, at a National (Scottish) PCE Consultation meeting, and at the International Research Culture Conference 2025 (poster on Practice Makes Perfect).

In addition, we conducted an internal evaluation of the experience. The PCE Evaluation collected a range of data to assess participant experiences which shows that the pilot has brought a positive attention to research culture work at Glasgow and fostered new conversations across central teams, at the College and School level. Through the process we have also established closer working relationships between the Research Culture Team and Research Enhancement Team. Our experiences will feed directly into our forthcoming Research Culture Action Plan, building awareness and understanding of research culture through greater connectivity across the research ecosystem.

## 5 Future Focus - Research Culture Action Plan 2026-2030

The University of Glasgow's second Research Culture Action Plan is due for launch in early 2026. Since our first Research Culture Action Plan was launched in early 2020 there has been significant change and development locally (at the University of Glasgow) and externally (sector wide). The Research Culture Team in partnership with the Research Integrity and Open Research Leads will take a co-created and consultative approach to developing the next 5-year Action Plan drawing in:

- Agency and accountability across the research ecosystem to support positive research culture at the individual, collective and organisational level.
- Greater connectivity across the university both horizontally and vertically and exploring barriers to progress.
- Learning from InFrame and other Wellcome funded culture initiatives to adopt best practice both locally and sector wide.
- New ways to explore culture enhancement and sharing on the national scale.

Aligned with the institutional development of our 10-year Research Strategy, we will continue to take a people-centered focus to our commitment to ensure that through our policies and practice we promote and enable inclusive and good research practice, collegiality with a focus on teams, careers and fostering talent.