Goldsmiths, University of London is a comparatively small, specialist higher education institution with approximately 9,800 students, located on a campus-

consultation with researchers, the Concordat strategic lead, and the Research & Enterprise Committee. A draft was then submitted to Vitae for feedback. Revisions and a final version were reviewed and approved by the Research & Enterprise Committee.

Governance Structure

Researcher Development Concordat are coordinated by the Research and Enterprise Committee. The committee is comprised of 14 members of research-active staff (including one R-Only, Postdoc Fellow) and 3 professional services staff (Director of Research & Knowledge Exchange, Director of the Library, and committee secretary). The committee is chaired by the Pro-Warden for Research and Knowledge Exchange, who is also the strategic lead for the implementation of the Concordat.

is collaboratively managed between the departments of Research and Knowledge Exchange and People & Organisational Development. The Research and Enterprise Committee reports to the Academic Board which has principal authority and leadership over academic and research activity at the College. The strategic lead for the implementation of the Concordat similarly progresses action plan activity through membership on the College Council, the senior governing body of the institution.

Work towards implementing the principles of the Researcher Development Concordat is integrated

Award, Race Equality Charter, Race Justice Strategy, and status as a Disability Confident Employer. This integration is coordinated at multiple levels from strategy, to engagement, to delivery. Staff (researcher) consultation, data sharing, and delivery collaboration is supported by monthly meetings between the Researche   s of EDI and Organisational Development, who administer these complementary awards and accreditations. The EDI team sit within the wider People & Organisational Development department, which co-administers the Concordat in collaboration with Research & Knowledge Exchange. The strategic lead for the

resourcing of these awards and accreditations through membership on the Senior Management Team and is responsible for research-

Key Achievements

The two-year period since the previous evaluation and submission has seen notable achievements in researcher development support and researcher engagement activity at Goldsmiths. As post-pandemic, hybrid working practices become new working-norms, we have t1(ve)wOidnave U3QRp8%,YX6A™

community. We have increased and standardised researcher feedback mechanisms, ensuring researcher voices actively guide and improve researcher development and wider policy activity in   are now highlighted at termly all staff inductions and at all centrally delivered researcher training events. Finally, Goldsmiths has contributed to sector-wide discussions towards improving the research culture at industry level and with the AHRC towards improving conditions for practice researchers.

Employment: All new research staff are now welcomed to Goldsmiths via a College-wide hybrid induction programme, introducing key policies, departments, and institutional leaders to support   the hiring process are now invited to fair and transparent recruitment and selection training, supporting research managers to recruit diverse and experienced researchers. All research managers in Head of Department roles are enrolled in this recruitment training before they begin recruiting in their roles. To build project management capacity among research staff, a research grant management training session was devised alongside a digital grant management induction guide. The session supported navigate the project management process in the context of institution-specific support and reporting

Increasing accessibility to researcher development activity through standardising the practice of making training recordings available via the RD hub and introducing cloud-based researcher training in researcher career development and research integrity [ECI5 / ECM2, PCDM1]

Improving researcher support infrastructure, simplifying complex processes, and prioritising building relationships to support the research community [ECI1, ECI2, ECI6, ECR1]

The Goldsmiths research community worked collaboratively to increase engagement and feedback on researcher development activity, managing an impressive 24.3% researcher response rate in CEDARS 2023. This notable increase of 20%, compared to the previous survey in 2021, was supported by a targeted effort over the period to improve researcher engagement channels and expand contact with the researcher development offer. That said, improving engagement with researchers on research-only contracts through survey-based feedback mechanisms progressed at a slower rate than the rest of the research community. R-only staff engagement was more effective through the lens of Early Career Researcher Network activity or thematic focus groups convened to feed into concrete research culture initiatives. When isolating CEDARS results by researcher contract type, the response rate for those voluntarily identifying their contract type as R-Only was 10%, compared to a nearly 25% rate for those contracted to do research at large. The forward action plan seeks to address this engagement disparity through:

Researcher development embedded into research project activity, building relationships with research teams and incoming research fellows from project inception [EI2, ER4]

Prioritising a practice of direct communications to R-only staff, avoiding the practice of

Piloting a researcher induction event, building in-
researchers and the staff who support the research endeavour [EI2]

A third challenge in the reporting period has been the desire (and external pressure) to match the ever-
points out in her recent article spotlighting the increasing movement towards research culture as an

[1]

Current funding allocation models for research culture based solely on institution size reinforce

of an increased weighting of research culture activity in REF 2028, research environment and culture become solidified as another site of increasing competition as institutions seek to increase (or at minimum maintain) their allocations of QR funding. This disparity affects capacity and resource towards the development of tailored, innovative programmes to support researchers working in small research institution contexts. The forward action plan seeks to address this challenge through:

Actively participating in sector-wide, practice sharing opportunities   positioning research culture as a place of collaboration over competition; sharing development and innovation time-investment across institutions [PCDI5]

Actively bidding for external resource to support investment in researcher development to increase development opportunities for researchers [PCDI3]

Maximising the potential for research community and culture development at relatively small institutions, prioritising relationship-building, and the capacity for 1:1 support with researchers [ECI2, ECI6, ECR1, ER4]

Strategy for 2023-2026

Guided by lessons learned from the challenges of the preceding years, the generous contributions of our research community, the institutional and wider environmental contexts, and our ambition to

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[1] Gadd, E. (2023) My research culture is better than yours | Woours |n

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become a research culture innovator, Goldsmiths seeks to further develop the structural support and creative solutions necessary to sustain a thriving research culture and the careers of our researchers. Drawing on institutional strengths of interdisciplinary collaboration, critical thinking, and creativity, we will develop innovative ways to adapt and implement ever-evolving industry best-practices, while collaborating internally to experiment with creative solutions to the challenges that arise within our unique research environment. The ambition of this strategy is championed in the -year Research and Knowledge Exchange Strategy, which articulates and diversifying

.

We have identified distinct strands of activity as priorities towards the realisation of this vision. Building on the developments of the preceding period, we seek to further increase the quantity and quality of researcher engagement to ensure researcher perspectives lead our support strategy. We will generate innovative infrastructure to support researcher careers, prioritising equality, diversity, and inclusion as fundamental to our vision of a thriving research culture. We will embed research culture and researcher development into the research project infrastructure using unique approaches and engagement at multiple levels. Finally, as a relatively small, specialist institution, (a perspective often absent from research culture industry-wide forums) we will build upon the strengths of our unique context and diverse community to innovate and share our successes and challenges both internally and with the industry at large.

1. **Engaged researchers driving strategy and research culture priorities**
    Developing innovative engagement mechanisms directly with researchers, where researcher-perspectives effectively influence institutional activities. [ECI1, ECI2, ECI6, ECR1, ECI3, EI7]
    Increasing engagement with research culture development initiatives such as CEDARS and researcher development post-event feedback responses. [ECI6]

2. **Researcher development embedded in research project activity**
    managing researchers from the earliest stages of grant set-
    opportunities for research staff before recruitment commences. [EI2]
    EDI, and career development training. [EI2, EM3, EI4, EM4, PCDI3]
    Researcher Development Team supporting incoming research fellows to navigate the available support, relevant policies, and opportunities for engagement. [ER4, EI2]

3. **Innovative infrastructure to support researcher careers, prioritising equality, diversity and inclusion**
    Consulting researchers towards the development of workload allocation models, responsive to disciplinary practices and ringfencing time for research, mentoring, and professional development activity. [EI5]
    Situating EDI as fundamental to our research culture strategy; training to support PI incorporation of EDI best practices into research project structures; and developing opportunities to support the career development and promotion of a diverse research community. [EI3, PCDI1, PCDI3, ECI4, ECM1, ECR2]

4. **Research Culture as a collaborative act; practice-sharing both internally and sector-wide**
    Devising new and engaging mechanisms for sharing information about the Concordat, success stories, lessons learned and community activity. [ECI1, ECR1, EI7, PCDI5]
    Contributing to public policy dialogues through increased researcher engagement. [PCDR6]
    Contributing to sector-wide Research Culture practice-sharing opportunities, championing the unique experiences of practice researchers, and advocating for Research Culture as a space of collaboration and innovation. [PCDI5]