

Research Culture at Bath

Putting people and practice at the heart of research.

- Excellent culture and environments
- Excellent careers
- Excellent research



Launched December 2024

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Introduction

Research, and achieving real world impacts, sits at the very heart of what we do and who we are as a University.

The culture in which we pursue our research shapes the extent to which we can achieve our best, most innovative work. We can only achieve excellence individually, and as a whole, when we:

- develop and recognise our people
- create enabling and collegiate environments; and
- conduct our research with robust design, ethical practice, transparency and integrity.

Research culture is shaped by our attitudes, behaviours, expectations, norms and values and has a tremendous impact on the quality and excellence of our work, and on the people who deliver it. This means we all have a part to play – whether academic, technician, research enabler or doctoral student – to improve our culture.

In part, this is achieved through the collective impact of individual action. But importantly, culture is also shaped by 'invisible' factors, such as structures, policies or reward systems that convey values and influence behaviours. This means we also have an institutional responsibility to ensure these factors enable and encourage the behaviours and actions we want to see.

For over a decade, we have been investing in our research culture – from signing the Concordat to Support Research Integrity and the Manifesto for Public Engagement in 2012, developing a promotion track for research staff in 2015, to signing the Technician Commitment in 2019.

But we know there is more to do. We are proud to be pushing further.

This document covers:

1. Our shared, long term aims for research culture at Bath.
2. Our commitment to the core actions that reflect the most critical areas for change you shared with us, to be embarked on over the next three years.

Please take the time to read through our action plan and consider any local actions you can take to help us deliver on our objectives.

We will continue to keep you updated and involved as we move forward.

Professor Sarah Hainsworth
PVC Research and Enterprise



Research culture at Bath

Excellent research culture **enables** excellent research. **It also (re)defines excellent research** - challenging previously exclusionary definitions, and ensuring we value diversity, openness, transparency, integrity, and collegiality.

At Bath, our approach is to **acknowledge, choose and support** the research related **behaviours and actions** we want to see **transmitted and shared and in place**, across the institution.

Previous consultations saw the development of six pillars our community considered essential components of Bath's research culture. These define areas where we're looking to make progress, and form the focus of our aims and action plan. They are:



"If [we] care about the excellence of research, [we] should care about the culture in which that research is generated." **Royal Soc. 2018**

Shaping our research culture strategy

At the beginning of 2024 we ran an in-depth consultation involving colleagues from across each job family, to establish the key priorities for our research culture going forward.

The purpose of our consultation process was to set out specific aims, objectives and indicators of success for research culture.

We listened closely to the 130 recommendations you shared with us throughout the process. Each of these has been documented in a [broader consultation summary](#).

We have used these recommendations to define our long term aims and an immediate Action Plan of 21 critical priorities across the six core pillars of our research culture strategy.

We hope you will feel the plan responds to the needs and hopes you shared with us and invite you to continue the dialogue as we move to action.



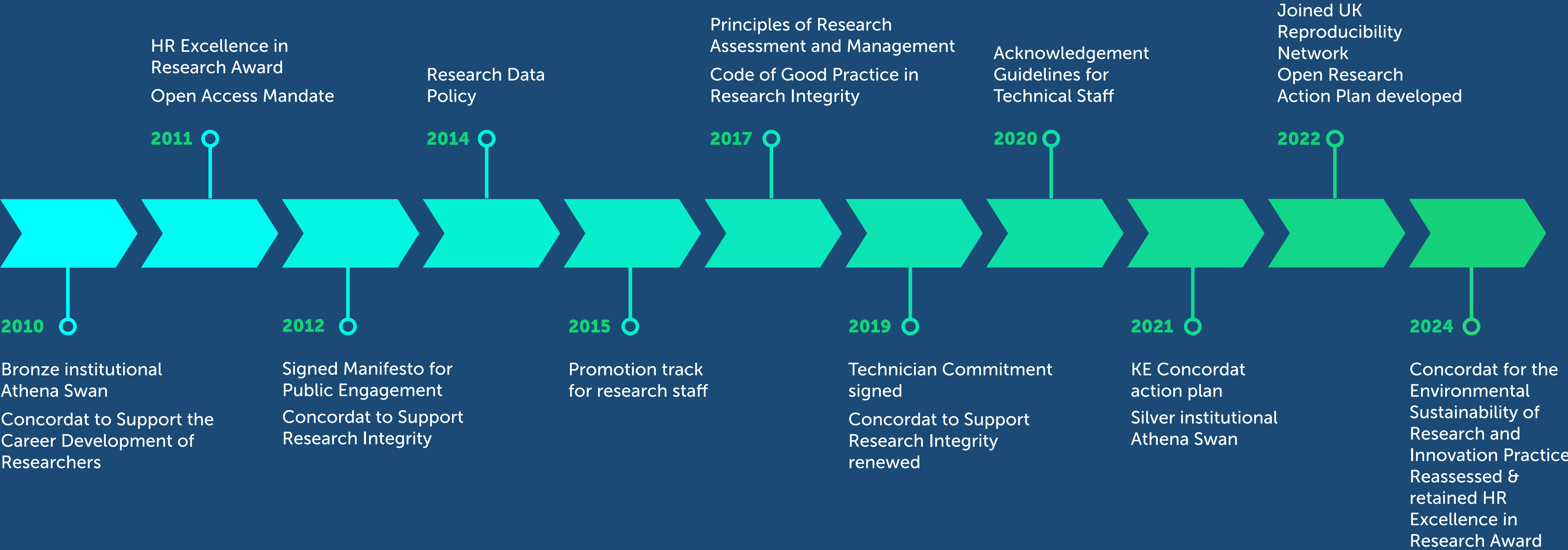
Hayley Shaw
Research Culture Manager



Professor Julie Barnett
Associate PVC Research



Our journey so far



How principles informed the development of this strategy

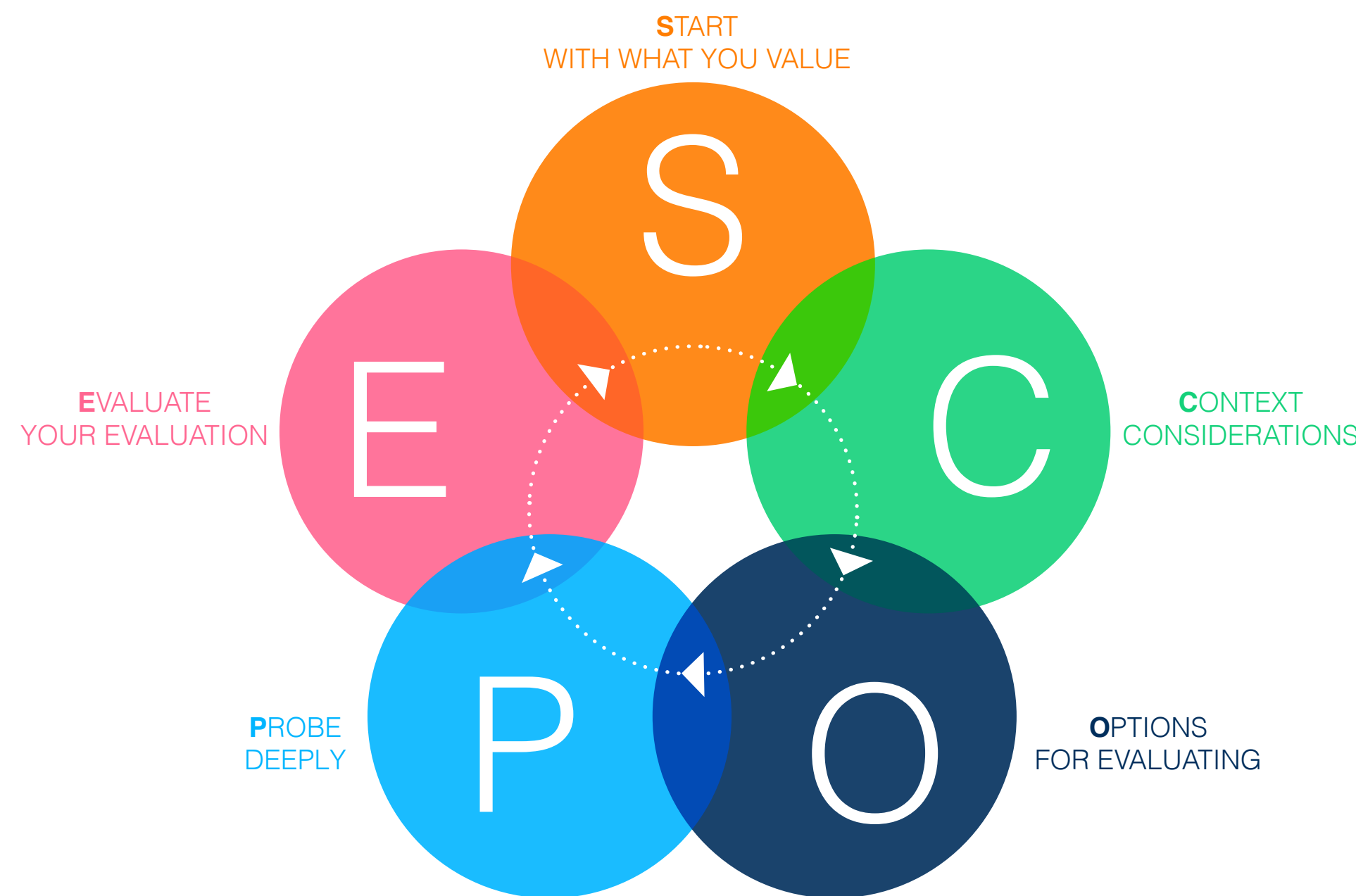
*"I am, because we are.
We are, because I am."*

At a Developing University Culture event, November 2023, doctoral student George Gumisiriza spoke about the African Philosophy of Ubuntu. Ubuntu is an ancient African word meaning humanity to others.

"Certain authors, speaking of their works, say: "My book," "My commentary," "My history," etc. They would do better to say: "Our book," "Our commentary," "Our history," etc., because there is in them usually more of other people's than their own."

Blaise Pascal, French mathematician, physicist, inventor and philosopher.

The quotes above outline key principles underpinning the development of our strategy – to always recognise the **collective nature of research**, and the circularity of cause and effect in research culture. We shape, and are shaped by, the research environments we work within.



INORMS (2023)

We made as much material as **open, accessible and as transparent** as possible throughout the consultation, while ensuring this would be a safe space for people to openly share concerns without fear of repercussion. All background evidence, outputs of discovery sessions, and recommendations are accessible on our internal [SharePoint site](#). To support transparency outside the institution, we've documented the process here.

Every strategy must be assessed for its effectiveness. In the context of research culture, the way we assess progress matters greatly. We adopted at the outset a commitment to **responsible** assessment of research culture as set out by the [SCOPE process](#) developed by the International Network of Research Management Societies (INORMS) Research Evaluation Group (REG). SCOPE is being used widely across the sector as a best-practice framework through which to develop research culture evaluation indicators.

Finally, it was important to us that there was an explicit **acknowledgement** of the contribution of everyone directly involved in the development of the strategy. We extend a huge thanks to all listed on page 24 and those who opted out of the formal acknowledgements in equal measure. Many took time out of their jobs or studies to support the collective ambition of the work, for which we are hugely grateful.

Our strategy - from aims to action



Collegiality:

Creating an environment in which colleagues support each other to succeed.

We consider:

A collegiate environment is one which enables research, and those who conduct it, to thrive. We recognise that each of us shape, and are shaped by, this environment – and we make conscious choices about the behaviours, spaces and resources feeding into it.

This means having clear mechanisms to reward collegiality, as well as to robustly prevent and challenge behaviours which run counter to our values.

Our aims

- We have a thriving and connected research environment where the exchange of ideas and resources is commonplace.
- We adopt a 'culture of care' as a policy and practice.
- We take radical approaches to inclusion and offer practical and proactive support to minoritised communities.
- Citizenship and generous leadership are valued.
- Decision makers, and decision-making processes, are accessible, transparent and visible to research-related staff and research students at all levels.
- There is parity of esteem and respect for all job families.



"What could be more important to collective success in our research than collegiality, generous leadership and immersive inclusion? Our success depends on these powerful and transformative behavioural principles. So wonderful to see them emphasised."

Professor Tim Ibell, Dean
Faculty of Engineering and Design



Initial actions on collegiality

Action	Ownership	Timeline
<p>Update the #Bethechange Tackling Harassment training module and our Support and Report tool so people know how to report and what to expect throughout the process of reporting.</p> <p>Enhance communications to ensure a wider uptake of staff and students complete the training.</p> <p>Monitor changes to cases and case resolution for staff and doctoral students through the reporting tool.</p>	Human Resources, Pro-Vice-Chancellor (Student Experience)	2023-25
<p>Feed 'care' as a principle into workload reviews. Our new review process will identify colleagues who are consistently over-committed, to establish where support is required. Consistently high workloads will be flagged to Head of Departments (HoDs), division heads and line managers.</p> <p>Equip HoDs, division heads and line managers with clear frameworks to discuss workload and help resolve issues.</p>	Heads of Departments, Human Resources	2024-25
<p>Improve co-development, inclusion and costing of technical staff on grant applications.</p> <p>Improve information on potential workload for technical teams (such as grant pipelines) to support planning.</p>	Research and Innovation Services (RIS)	2024-25
<p>Develop our physical spaces on campus, and digital spaces online to enhance and promote collaboration opportunities within our community.</p> <p>This will include:</p> <ul style="list-style-type: none"> identifying the specific types of spaces required by research-related staff and students for connectivity and collaboration thinking innovatively around opportunities to achieve these reviewing and acting on accessibility identifying suitable spaces to host external collaborators improving digital comms for connectivity and discoverability. 	Chief Operating Officer	2025-27
Review the extent to which the membership of research-related governance structures at Bath are representative of the community they serve.	Research Culture Manager	2024-25
Ensure minutes from the Research and Knowledge Exchange Committee (RKEC) are available to view online, to improve transparency.	Research Culture Manager	2024-25
Adopt a policy to ensure gender and ethnic diversity in multi-speaker events.	Research Culture Manager	2025-26

Critical actions
Quick wins / in progress

Career development:

Supporting colleagues to achieve their chosen career paths.

We consider:

Students and staff of all job families make invaluable contributions to quality research. We consider how to ensure everyone delivering/ supporting research (or who might aspire to) is supported in an equitable, transparent, and open way to perform in their chosen career.

Why? Because excellent career development leads to excellent and motivated people, which leads to excellent research and better retention. We consider all the ways in which these career goals might be achieved (e.g., enriching people's experience of their current roles, developing new skills, changing career track inside or outside of the higher education institutions environment, supporting flexible working, or progressing formally). We consider the barriers and enablers to career progression in different roles, and for those with protected characteristics.

Our aims

- Everyone with a current research-related post (or who aspires to a research-related post) is supported equitably to identify and pursue their chosen career goals in line with a clear business need/ institutional research strategy.
- We significantly reduce identified pay gaps across key groups e.g. the gender pay gap, the ethnicity pay gap and the disability pay gap.
- We reduce precarity.



"I believe that our work with research groups shows that contractual certainty, enhanced with quality leadership, creates psychological safety. This sets the conditions to release peoples' creativity for research and their own careers."

Ed Webster

Deputy Director of Workforce Development



Initial actions on career development

Action	Ownership	Timeline
Support career development for postdoctoral staff, research associates and fellows by establishing a new Academy for early career researchers.	RIS (Researcher Development Manager, Research Culture Manager), Assistant Pro-Vice-Chancellor (Research)	2024-25
Develop clear progression pathway frameworks and example role descriptors for all job families (to include teaching, technical, and professional services).	Human Resources	2023-25 (Technical staff) 2025-27 (Management, Specialist & Administration staff)
Develop clear and transparent guidance for fixed term and non-Education & Research (E&R) staff to co-lead, lead, or be included on grants. All job families will be made aware of relevant funding opportunities and encouraged to apply for them.	RIS	2024-25
Review and update the core processes and development opportunities which support people to progress up and between career pathways, ensuring they are transparent and readily accessible. This will include Staff Development and Performance Reviews (SDPR), Continuous Professional Development (CPD) days and mentoring.	Human Resources, Academic Staff Committee	2025-27
Continue to develop, promote, deliver and review the effectiveness of specific leadership development schemes for minoritised staff of all job families (including Technical, Management, Specialist & Administration (MSA), Research, Education & Research (E&R) and teaching).	Human Resources	2023-24
Support high quality line management relationships, career and performance discussions by updating line management structures for all job families, to reduce the number of direct reports per manager.	Deans, Human Resources	2025-27
Review and consider our reliance on Hourly Paid workers for research.	Research Culture Manager	2024-25
Consider developing a talent bank of casual workers for multiple job families.	Research Culture Manager	2024-25
Expand our Returning Parents and Carers Support Fund to include the Management, Specialist & Administration, Technical and Experimental and Operational and Facilities Support job families.	Human Resources	2024-25
Review current contract requirements for 'education only' to consider changing to 'education focused/specialist'.	Research Culture Manager	2024-25

Critical actions
 Quick wins / in progress

Research recognition:

Recognising and celebrating the widest range of inputs to our excellent research.

We consider:

- Recognising and celebrating the behaviours and actions that contribute to a thriving and excellent research environment, capable of delivering high-quality, impactful, open and ethical research with integrity.
- Recognising* and taking action on behaviours and actions that work against this aim.
- Recognising* and celebrating the widest range of inputs to, and outcomes of, excellent research.

Our aims:

- Recognised and rewarded people.
- Resilient, 'can do' learning culture.

**"Recognising" in this context is used to describe the range of ways people are acknowledged and/or rewarded for their work – from being celebrated, to making contributions visible through workload models or development and performance reviews, to securing promotion, to financial or other rewards (e.g., sabbatical).*



"Recognising and celebrating the breadth of contributions to our research enriches our culture, supporting integrity, resilience, and inclusivity that empower high quality, impactful research and help us cultivate an environment of shared success."

Chevaughn Higgins
Co-Chair, Research Enablers Network
Impact (Evidence & Evaluation)
Coordinator



Initial actions on research recognition

Action	Ownership	Timeline
Ensure all colleagues, including technical staff, professional services and doctoral students in research outputs are appropriately acknowledged with our new Guidelines for Authorship & Acknowledgement.	RIS (Research Development Manager, Research Culture Manager), Assistant Pro-Vice-Chancellor (Research)	2023-25
Review responsible research assessment (RRA) policies and practices and reward a broader definition of research excellence (to include diverse output types and behaviours), and learning from peer institutions. Consider the value of becoming a member/signatory to an internationally recognised research assessment standard.	RIS (Research Development Manager), Assistant Pro-Vice-Chancellor (Research)	2023-25
Update our promotions criteria and processes in light of the RRA review.	Human Resources	2024-26
We'll ensure our conventions of reporting (such as promotions packs) adhere to our agreed RRA practices, enabling effective and responsible discussions on promotion cases.	Human Resources, RIS, Library	2024-26
Ensure decision making on promotions is consistent, transparent and delivered with care.	Academic Staff Committee	2025-26
Celebrate the achievements, skills and contribution of our technical staff via our #TeamTechBath campaign.	Research Culture Manager	2024-25
Develop our support for setbacks (for example grant application rejection).	Research Culture Manager	2024-25
Reduce risk through providing seed funding and pilot schemes.	Research Culture Manager	2025-26

Critical
 Quick wins / in progress

Research design:

Supporting excellent, flexible and appropriate research design.

We consider:

The extent to which the way we design our research (and research-enabling processes/practices) enables or hinders high quality, trusted, responsible, sustainable and impactful research.

Our aims:

- Diversity of knowledge in the research process is highly valued.
- We have a mature capability for engaged and collaborative research and are recognised as a trusted and respectful collaborator.
- We have a mature capability for Responsible Research and Innovation and embed it in processes.
- Improved research design contributes heavily to our commitment to Net Zero Carbon by 2040 in Scope 1, 2 and 3 emissions.



"I am incredibly excited about our Research Design pillar. The value of involving people from outside of academia cannot be underestimated for how it can help shape our research questions, practice, and impact."

Helen Featherstone
Head of Public Engagement



Initial actions on research design

Action	Ownership	Timeline
Develop and share a research design resource that comprehensively signposts to opportunities to incorporate positive research culture into all stages of the research lifecycle, as well as other practical help and support.	RIS	2025-27
Reconfirm senior sign off and support for a whole-institution approach to achieving the University-wide targets on Net Zero, and develop a strategy for attainment of Net Zero research.	Climate Action and Sustainability Team	2024-25
Consider making care an allowable cost, to further support overseas stays that may be extended due to sustainable travel options.	Research Culture Manager Climate Action and Sustainability Team	2025-26

■ Critical actions
 Quick wins / in progress



Research ethics and integrity:

Supporting research that is conducted to the highest standards of academic rigour.

We consider:

Upholding the highest standards of rigour, integrity and ethical scrutiny in all aspects of research.

This requires meeting professional standards in honesty, transparency, accountability, rigour, care and respect. (UKRIO, 2023; UKCORI, 2024)

Our aims:

- Our research is trusted as it upholds the highest ethical standards and we are recognised as thought leaders in this field.
- Research ethics and integrity is everyone's responsibility.
- We focus on practice, not process.
- Consistent advice and support are available.
- There is clarity on, and improved literacy around research ethics, integrity, responsible research and innovation and academic freedom, freedom of speech and how they relate to one another.
- We develop simple guidance, training, processes and policies that support and foster high quality and innovative research design.
- We safeguard all those engaged in research that has the potential to cause for physical or psychological harm, and accountability for this is clear.



"A thriving research culture, rooted in integrity and ethics, builds trust, accountability, and honesty, fosters a supportive environment where we collaborate to reflect on and advance research practices for the common good."

Filipa Vance

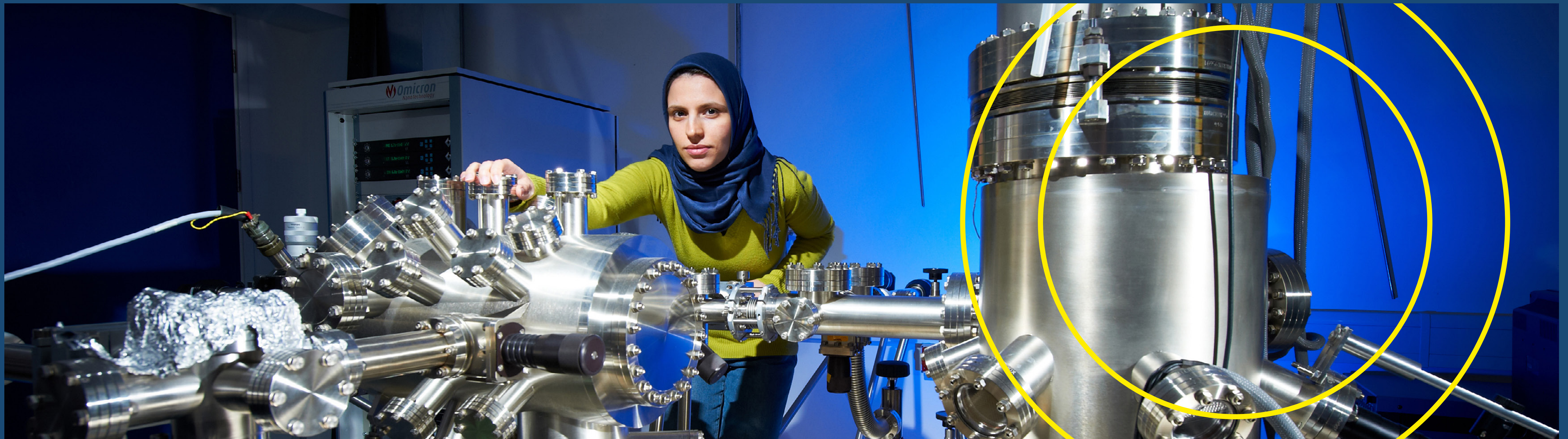
Head of Research Governance and Compliance



Initial actions on research ethics and integrity

Action	Ownership	Timeline
<p>Continue to develop and embed research policies that enable high-quality, ethical research that uphold principles of the concordat.</p> <p>Enable adoption through communication, training and support and conduct regulatory compliance checks.</p>	Head of Research Governance and Compliance	2023-26
<p>Ensure clear accountability for risk assessments, to be completed by all staff conducting research or adjacent processes (including non-physical harm).</p>	Research Culture Manager	2024-25
<p>Update our policy on Academic Freedom.</p>	Research Culture Manager	2025-26

Critical actions
 Quick wins / in progress



Open research:

Supporting transparency, rigour, and reproducibility of research and valuing different research output types.

We consider:

Making research transparent, accessible, verifiable, and reproducible, all of which improve the integrity and quality of research.

Our aims:

- All staff and research students are aware of, comfortable with, and using a range of open research practices where appropriate for their discipline.
- Open research practices improve transparency, integrity and trust in our research, and greater academic and societal impact.
- We develop leadership in open research, and are perceived as an exemplar of good practice and reward.



“Adopting open research practices ensures transparency, verifiability, and accessibility, enhancing the integrity of our work. By empowering staff and students to lead in these practices, we’re increasing trust, impact, and academic excellence.”

Katherine Button

Local Lead, UK Reproducibility Network
Senior Lecturer,
Department of Psychology



Initial actions on open research

Action	Ownership	Timeline
Building on the Rights Retention Pilot, we will work to apply a non-exclusive, irrevocable, worldwide Creative Commons attribution license (CC-BY) on all author accepted manuscripts, mitigating oversubscription for Institutional Open Access funds.	Library	2023-25
Develop our current 'one stop shop' web page and communications campaign for open research. This will include Faculty and Departmental support to identify open research practices of benefit to their discipline.	Open Research Steering Group	2024-26
Better record and report on open research practices by reviewing opportunities to update systems (such as PURE).	Library	2025-27
Support five or more people annually to undertake open research training.	Research Culture Manager	2024-25
Pilot the use of Octopus open access record.	Library	2025-26

■ Critical actions
 Quick wins / in progress



Putting our plans into practice

Our aims and ambitions are long term, but our journey towards them will be a process of learning and continuous consultation. We've committed to three years of action, but with an ambition to review progress annually to ensure we can flex to emerging needs, risks, or indeed evidence and learn about what is and isn't working.

We hope you'll feel this represents your views and priorities. In the spirit of an open and inclusive research culture, we welcome [feedback and challenge](#).

Changing culture is a long-term project, and we won't always get it right. But with the diverse insights, experience and expertise of our community, we can and will continue to forge a positive path forward.

How you can get involved

Approach with curiosity

Which aspects of our plans resonate with you? What might you be able to support locally? Explore experiences and ideas with colleagues.

Engage

Bring your experiences, knowledge and insight to help us achieve these aims. You can flag an interest in being consulted in each action.

Share

Ensure your teams are aware, and help us embed new policies and practices.

Help us be more radical

The plans share ambitions to be radically inclusive and to take more risks. If you see opportunities for innovation, tell us, and consider applying for research culture funding.

What might it mean for your role?

	Example benefits of the action plan	Example ways you can contribute
Early career researcher	New Academy for early career researchers to provide development, resources and advocacy. Pilot on open ended contracts.	Engage with the Academy. Advocate for sustainability in your labs/ depts.
Research enablers	A commitment to explore templated JDs and career frameworks. Clearer guidance on inclusion on grants.	Encourage engagement in open research, ethics, integrity amongst your peers.
Technicians	New guidelines for authorship and acknowledgement. Career frameworks. Clearer guidance on inclusion on grants.	Consider engagement with open research practices and Octopus as a means to share your data/ code/ methods.
Mid career academics	Support after setbacks. Updated promotions criteria.	Help stimulate a thriving and connected environment where sharing ideas is commonplace.
Late career academics	Inclusion of 'care' as a principle in workload reviews. Improved line management structures.	Explore opportunities for generous leadership. Complete training on bullying and harrasment and be active champions for the support and report tool.

- [Website](#)
- [SharePoint site](#)
- [Join the MS Teams Group to share knowledge and experience](#)
- [Feedback online](#)
- Research-culture@bath.ac.uk

Evaluation and governance

How we'll evaluate success

Using the SCOPE framework (page 7), our strategy development has:

- 1) Started with what we value (not what external drivers dictate) by establishing clear aims and outcomes.
- 2) Identified the 'Context' and purpose of our evaluations – which in this case is to understand our institutional/ departmental position and progress on the things we value, and to inform our next steps.
- 3) Discussed the 'Options' for evaluation. Workshops to date have highlighted over 60 potential qualitative and quantitative 'indicators' of progress against our aims. However, as we interrogated these options with our Research Culture Steering Group, it became clear that some indicators might give a reasonable view of progress for individual 'actions', while others were broader indicators of change that might be difficult to attribute directly to a single action.

In light of this, we are developing a theory of change model that incorporates 'action' level early indicators, as well as broader (and likely longer term) indicators that help us identify whether our overall aims are being met. In order to attend to this robustly (and Probe deeply for each indicator), we will update this document in Spring 2025 to reflect the selected indicators, with an accompanying blog.

Governance structures

This action plan has been signed off by both Research and Knowledge Exchange Committee and University Executive Board (UEB). Both will receive regular updates on progress against the plan.

The Associate PVC Research, and the Research Culture Manager are responsible for managing and overseeing the delivery of the Research Culture Action Plan, reporting to the PVC Research and Enterprise and University Executive Board.

The Research Culture Steering Group will advise on and steer projects as they progress, and feed issues or concerns to Research Advisory Group.

Individual actions in the plan will be managed by 'Owners' listed in the table from across the University, with the support of the Research Culture Manager and Associate PVC Research, who will ensure timely delivery of the actions laid out.



Thank you

We thank the members of Research and Knowledge Exchange Committee and University Executive Board for their support of both the consultation process and this action plan.

We express particular thanks to members of the Research Culture Steering Group, who have been so expert, engaged, and informative in early discover sessions (1) the writing (2), editing and reviewing (3) of the Action Plan. We are extremely lucky to have the benefit of your insight and expertise. These colleagues include:

Poornika Ananth¹
Lecturer

Caroline Ang¹
IMI Director of Operations

Annali Bamber-Jones^{1,3}
Researcher Development Manager

Julie Barnett^{1,2,3}
Professor and A-PVC Research

Katherine Button³
Senior Lecturer

Susie Douglas^{1,3}
Co-Director of the CDT in SAMBa and University CDT Lead

David Ellis^{1,3}
Professor

Helen Featherstone^{1,3}
Head of Public Engagement

Luke Fletcher^{1,3}
Senior Lecturer

Kirsty Grainger³
Deputy Director of RIS

Sarah Hainsworth³
PVC-Research

Marianne Harkins³
Technical Manager

Simon Inger^{1,3}
Organisational Development Consultant

Rachael Kotarski^{1,3}
former Head of Library Research Services

Fi Lang¹
Marketing Communications Manager

Charles Larkin³
IPR Director of Research

Anneke Lubben^{1,3}
Director of Research Infrastructure and Facilities

Alice Motes^{1,3}
Senior Data Librarian

Despina Moschou^{1,3}
Senior Lecturer

Abi Phillips^{1,3}
Deputy Director – Culture and Inclusion

Carl Sangan¹
Professor & Director of Research

Oli Schofield¹
Doctoral Skills Manager

Michael Stimmelmayer^{1,3}
Senior Lecturer & Director of Research

Hayley Shaw^{1,2,3}
Research Culture Manager

Filipa Vance^{1,2,3}
Head of Research Governance and Compliance

Rachel Willis^{1,3}
Research Manager

Laura Wisby^{1,3}
Research Development Manager

Finally, a huge thank you to everyone who took part in our Research Culture consultations. Your input has been invaluable in helping us identify and shape the actions we need to take to continue to improve our Research Culture at Bath.

We have already made significant progress in developing a positive Research Culture, but with your help, we can continue to drive positive change.

Jimena Alamo
Caroline Ang
Rachel Arnold
Yvonne Ascott
Fran Baber
Paul Bain
Annali Bamber-Jones
Shan Bradley-Cong
Lucinda Brook
Andy Burrows
Steph Calley
Emma Carmel
Kate Charles
Joanna Clifton-Sprigg
Rob Cooper
Ioannis Costas Battle
Aline Courtois
Jo Cranwell
Amanda Crowe
Ghislaine Dell
Matt Dickson
Peter Eley
David Ellis
Elizabeth Emelue
Ioannis Georgilas

Emma Gibbard
Fiona Gillison
Lorenzo Giunta
Kirsty Grainger
Monica Greco
Francesca Guiso Gallisai
Parveen Gul
Neil Hindley Hindley
Rosemary Hiscock
Jan Hofman
Lizzie Hope-Dyer
Aoife Houlihan Wiberg
Neil Howard
Pamela Jacobsen
Patrick Keogh
Leigh Knowles
Ajeet Kumar
Helena Lake
Fi Lang
Banafshe Larijani
Tess Legg
Xin Lei
Mike Linham
Siyi Liu
Fareena Noor Malhi

Susanna Martin
Anita McGrogan
Katy Mcken
Jamie Mclauchlan
Denise Mifsud
Davide Moltisanti
Alice Motes
Murat Mustafa
Sanjay Nagarajan
Kenneth Nai
John Nightingale
Jessica Ohren
Sarah Parry
Shyeni Paul
Abigail Phillips
Eirini Porfyraiki
Charareh Pourzand
Annayah Prosser
Natalie Radcliffe
Mohammad Mustafa Raheal
Katerina Ray
Nathan Roberts
Tim Rogers
Graham Room
Alison Ryan

Junjie Shen
Ozgur Simsek
Tina Skinner
Amber Snary
Varvara Sokol
Juliet Somma
Caron Staley
Michael Stimmelmayer
Sharon Street
Dale Topley
Mark Townsend
Chloe Turner
Filipa Vance
Dean Veall
Carolyn Villforth
Shimin Wang
Qingping Wang
Stephen Ward
Ed Webster
Joe Wilcox
Amanda Willmott
Geof Wood

Annex: Process



Step 1

Consultation approach approved by Research and Knowledge Exchange Committee (RKEC) and University Executive Board (UEB)



Step 2

Discovery sessions with sub-groups of Research Culture Steering Group (RCSG) for each pillar



Step 3

First drafts of each pillar, supported by background evidence



Step 4

Drafts reviewed by subgroup



Step 5

Second drafts reviewed by whole of RCSG



Step 6

Third drafts reviewed by Acting Director of RIS, A-PVC Research, PVC Research



Step 7

Fourth drafts shared with Faculties & Schools for initial review



Step 8

Final consultation drafts reviewed by VC standing committee and approved for distribution



Step 9

Released for consultation



Step 10

Major workshop in February '24



Step 11

Individual workshops (e.g. technicians, research enablers network, drop-ins)



Step 12

Outcomes reviewed by RCSG



Step 13

Outcomes reviewed by Acting Director of RIS, A-PVC Research, PVC Research for review & re-edited



Step 14

Final reviewed and approved by UEB



Step 15

Final reviewed and approved by RKEC



Step 16

Published

**Stay up to date with our latest developments and find out
how you can get involved in future discussions at:**

www.bath.ac.uk/topics/research-culture



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