

## HR EXCELLENCE IN RESEARCH AWARD – GOLDSMITHS’ 4 YEAR REPORT

This report summarises the progress made against actions in the period 2014-2016 and sets out the new strategy and priorities for the period 2016-2018, addressing the current challenges facing the UK’s HEIs and Goldsmiths, in particular. This report builds on the information in the interim report (2014), the original action plan (2012-2014), and the interim action plan (2014-2016).

### THE WIDER CONTEXT OF UK HIGHER EDUCATION: POST-BREXIT, STERN AND THE HIGHER EDUCATION BILL

“Brexit”, the UK Government White Paper (Higher Education and Research Bill)<sup>1</sup> and Stern Report (REF review)<sup>2</sup> all raise questions about the sustainability of university research in its current form: how it will be, and who will be, funded; and what effect will the requirements for greater public accountability have on the sector?

The Chancellor’s statement that universities should continue to bid for EU funding and that the UK and European science communities will remain closely connected is welcome. Also helpful is his commitment that “(t)he Treasury will underwrite the payment of such awards, even when specific projects continue beyond the UK’s departure from the EU.”<sup>3</sup> 60% of our research funding is from the EU funded schemes<sup>4</sup>. Limitations of movements of workers, depending on level/category of reduced numbers, is likely to affect the constituency of our staff: 242 staff come from EU member states<sup>5</sup>, of these 161 are academic members of staff – out of 381 (42%) academic staff.

**Changes in Dual Funding:** QR Funding allocation from REF2014 is limited to research rated as 3-star quality or higher directly reducing Goldsmiths’ QR income by 25% in the next spending period 2016-2020. UK research funding priorities present opportunities for a generation of research leaders and networks while the reduction of small grants schemes (for projects, travel and conference attendance) do represent limitation in the likely number of grant holders<sup>6</sup>.

**PGT/PGR Loans Schemes:** The Education (Postgraduate Master’s Degree Loans) Regulations commenced in June 2016 increasing applications for our master programmes leading to (potentially) more PhD candidates in the future. Doctoral loans, introduced in the UK Budget in March 2016, for UK domiciled applicants unable to secure RCUK-funded stipends, of up to £25,000 (anticipated cost to Treasury of £5m pa) will be introduced from 2018-19.

### GOLDSMITHS: CREATING A VIBRANT RESEARCH ENVIRONMENT AND FACING FINANCIAL CHALLENGES

Despite reductions in income streams, increases in expenditure, and changes effected by an exit from the EU, Goldsmiths is required to do more with less to provide strong support for our non-UK domiciled staff and students, consolidate a role internationally and remain an attractive employer in the sector.

**Our financial challenges** are a reduction in QR income from 2016/17. In terms of attracting new funding, the reduction in, and increased competition for, external funding opportunities in the arts, humanities and social science (specialist disciplines for Goldsmiths), has reduced the income stream for 2016/17 (research income accounts for

<sup>1</sup> <https://www.gov.uk/government/collections/higher-education-and-research-bill>

<sup>2</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/500114/ind-16-1-ref-review-call-for-evidence.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/500114/ind-16-1-ref-review-call-for-evidence.pdf)

<sup>3</sup>

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/545767/CST\\_letter\\_to\\_SoS\\_for\\_DEx\\_EU\\_August\\_2016.PDF](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/545767/CST_letter_to_SoS_for_DEx_EU_August_2016.PDF)

<sup>4</sup> Page 32, Annual Report & Accounts 2014/15, <http://www.gold.ac.uk/media/documents-by-section/about-us/governance/Financial-Statements-2014-15---Final.pdf>

<sup>5</sup> An institutional statement was posted on [www.gold.ac.uk](http://www.gold.ac.uk), <http://www.gold.ac.uk/news/referendum-announcement/>, to set out Goldsmiths’ position as at 24 June, 2016.

<sup>6</sup> In RCUK’s Strategic Priorities and Spending Plan 2016-20, <http://www.rcuk.ac.uk/documents/documents/strategicprioritiesandspendingplan2016/>, AHRC and ESRC, two key funders for Goldsmiths’ research, explicitly prioritize the development of early career researchers. However AHRC’s and ESRC’s plans are to fund 10 and 14 DTPs (larger networks) in the period, a significant reduction from the current 18 and 21 DTPs.

approximately 7% of the Goldsmiths' income in 2014/15). As a result the number of early career researchers on fixed term contracts, and those having funded-PhDs, is likely to fall across the sector in the immediate period to 2018.

### **Meeting the Challenges: *Sustaining Goldsmiths***

In academic session 2015/16, to address these financial pressures, Goldsmiths' Senior Management Team [SMT] invested in reviews and analysis of our university's strengths and weaknesses in terms of supporting and developing research, teaching, and enterprise. SMT has created a variety of initiatives, "***Sustaining Goldsmiths***", to improve our position and streamline our internal processes (see "Management of the Concordat" section below).

**Research environment & administrative support:** Aligned with "Sustaining Goldsmiths", a new research and enterprise strategy was launched in spring 2016 to address the specific issues of how to: generate more grant income, promote Goldsmiths' role as a sector leader in practice research, and maintain an attractive research environment for students and staff at all levels. The strategy has been derived from reviews in the last academic session of our research centres/units (centres and units are seen as key to creating diversity in the research and have potential to produce high quality research)<sup>7</sup>, practice research in departments (including a day review panel with external experts), Departmental REF reviews (with external panel members) and the development of working groups in practice research, public engagement, impact strategy, and open access/metrics, working alongside the existing Concordat Implementation Group [CIG].

There has been investment in key personnel to enact the strategy with part-time appointments for an Academic Director: Research Policy (Professor Simon McVeigh) and Academic Lead: Early Career Researchers (Professor Janis Jefferies) as well as a re-structure including new roles in the Research and Enterprise Office for a Director, Knowledge Exchange and Impact Officer, and Research Policy Manager (overall 1.7 FTE increase in total).

**Academic/research staff salaries:** using the annual Times Higher Pay Survey for 2015<sup>8</sup> (which analysed salary data from HESA staff record for 2013/14) a comparison with 20 other universities in London and (close) southeast England showed Goldsmiths' rates of pay to be in the upper quartile. For non-senior academic staff the average academic salary was £48,848 with women being paid 2% more than men (average including senior academic/professorial staff was £53,203 with men being paid 3% more than women).

### **MANAGEMENT OF CONCORDAT, DEPARTMENTAL SUPPORT AND STAFF DEVELOPMENT PLANNING**

Governance and implementation arrangements remain as described in our Interim Report<sup>9</sup>. CIG manages the implementation of the Concordat. The membership of the group has evolved since its formation in 2010 according to the needs of implementation. The group has had 34 members<sup>10</sup> in total during 2012-2016. Of the 34<sup>11</sup>, 15(44%) are Professional Services Staff, including Graduate School; 9(26%) Senior academic staff; 7(21%) Early Career Researchers; 2(6%) Departmental Administration; and 1(3%) Goldsmiths' Students' Union. The group also has 3 members (9%) with PhDs working in Professional Services bring the total number of ECRs to 10 (30%).

Two developments of note are:

(1) the enhancement of the Departmental research administration by appointing formal representatives for research ethics and integrity, impact, public engagement, open access, and postgraduate matters to each Departmental Research and Enterprise Committee [DREC].

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<sup>7</sup> p14, <http://www.universitiesuk.ac.uk/policy-and-analysis/reports/Documents/2010/the-future-of-research.pdf> (Effect of department/unit size on quality of research)

<sup>8</sup> <https://www.timeshighereducation.com/features/times-higher-education-pay-survey-2015/2019360.article>

<sup>9</sup> [http://www.gold.ac.uk/media/documents-by-section/research-and-enterprise/Goldsmiths\\_HR-Excellence-in-Research-Award\\_interim\\_FINAL\\_rev4\\_210115.pdf](http://www.gold.ac.uk/media/documents-by-section/research-and-enterprise/Goldsmiths_HR-Excellence-in-Research-Award_interim_FINAL_rev4_210115.pdf)

<sup>10</sup> There are currently 25 serving members.

<sup>11</sup> The membership has been increased/re-focussed according to priorities during the implementation periods and in response to staff departures; this will be continued in the next period.

(2) A Staff Learning and Development Review, conducted as part of *Sustaining Goldsmiths*, led jointly by SMT members, HR Director, and Pro-Warden (Learning, Teaching and Enhancement)<sup>12</sup>. The priorities proposed in the Review were approved by management committees at the highest levels<sup>13</sup> (SMT; Human Resources; and Equalities Committees) and align with our own actions in regard to the importance of PDRs ([action 48](#); [Concordat Principle \[CP\] 3.5](#)), creation of a network of training providers ([actions 25/26](#); [CP 3.5, 3.7](#)), establishment of a mentoring framework ([action 51: CP 4.13](#)) for research staff, and offering e-learning or short sessions to allow more people to undertake training and learning ([action 46](#); [CP 3.5](#)).

### EVALUATION PROCESS & TIMELINE TO SUBMISSION

Review of the action plan is a standing agenda item at each CIG meeting. The updated plan is posted on the staff intranet, *Goldmine*.<sup>14</sup> The evaluation process for submission of this report/action plan has been as follows:

Indicative Dates	Actions
<b>22 June</b>	Short survey sent out to collate responses from researchers to add further validation priority actions for our 2016/18 action plan. 23 respondents – 30% had mentors; 43% had had 1 or more PDRs; publications/lectures were by far the most likely research output; 78% felt part of departmental culture and the second choice network (52%) was external/disciplinary (respondents could choose more than 1).
<b>June</b>	Report/actions plan was reviewed and compiled by CIG Chair and Co-ordinator.
<b>6 July</b>	The draft report/action plan was presented to a CIG meeting.
<b>July</b>	Review phase - CIG has been divided into 3 teams to review/edit the draft report according to 3 perspectives: ECR, Academic/Manager, Departmental and Professional Services. -Executive reviews by Kath Clarke, Director of HR, and Anna Spragg, Equalities and Diversity Adviser, to incorporate staff development, contractual and E&D perspectives.
<b>wc 1 August</b>	-Draft report and plan to Jen Reynolds, Vitae, for review. -Executive review by Tracy Banton, Director of Research (commenced 1.9.16).
<b>1-4 September</b>	-Posting plan and report on <a href="http://www.gold.ac.uk/research/researchstaff/">http://www.gold.ac.uk/research/researchstaff/</a> . -Submission of link to Vitae.

### PROGRESS OF ACTIONS BY CONCORDAT PRINCIPLES AND MANAGEMENT OF CONCORDAT

Our action plan consists of **65 actions** from the original action plan (actions 1-35), interim action plan (actions 36-61) and 4 new actions (62-65). 26 are carried into 2016-18 as actions to be developed and a further 27 to be monitored regularly to ensure they remain practice; CIG will manage these 53 actions in 2016-2018. Completed action and those marked “no further action” will require ad hoc monitoring in case of changes of circumstance.

No. of actions, percentage // Status of action	New/ Incomplete	Practice	Completed/ No further action
65 actions	26	27	12
100%	39%	42%	19%

### GOOD PRACTICE – HIGHLIGHTS

- **Equality and Diversity [E&D] strategy** ([action 5](#); [CP 1.4, 5](#)): Goldsmiths’ equality and diversity strategy, 5-years’ action plan and visual identity (with its strapline “Together we are different”)<sup>15</sup> were all launched in 2015 and, in May 2016, SMT and Council endorsed inclusion of E&D as a standing item on the agenda of all Goldsmiths’ formal committees (both professional services and academic).

- **The first Annual Warden’s Public Engagement [PE] funding competition** was held, with Established Researcher, ECR and Postgraduate researcher categories<sup>16</sup>. £2,000 (total) was awarded to 2 ECR/PG projects (and 3 were commended). All of the projects were publicised in detail in a brochure and the awards event held directly the Annual Researchers’ Day on 13 May.

<sup>12</sup> <http://www.gold.ac.uk/our-people/smt/>

<sup>13</sup> <http://www.gold.ac.uk/governance/committees/>

<sup>14</sup> <https://goldmine.gold.ac.uk/AdviceInformation/pages-researcher-development-and-support-cig> (staff intranet)

<sup>15</sup> <http://www.gold.ac.uk/equality-diversity/>

<sup>16</sup> <http://www.gold.ac.uk/research/about/public-engagement/awards/>

- **Graduate School Inductions:** ECRs are now leading Practice Research induction in the Graduate School and included in ethics and integrity training for PGRs.

#### KEY ACHIEVEMENTS: 2014-2016

- **Visual Identity for Goldsmiths' Researchers** ([action 58](#); CP: Management): a competition for ECRs in Design, with prize of £500, to create a visual identity for CIG's events was run. The new identity will be used to advertise our events, used as a web banner and for other online or print documentation.

- **Annual Researchers' Day 2015, 2016 as an established annual event** ([action 45](#); CP 3.3): on the final day of Goldsmiths' Graduate Festival, 35-40 attendees heard/debated with 5 speaker panels with keynote presentations by established external scholars.

- **Grants for ECR/internal funding schemes** ([action 60](#); CP 3.7): two new schemes became available to ECRs in 2015/16. CIG made 16 awards to ECRs in 2015/16 totalling nearly £6,000 to develop research culture, create networking events, development bids for research grants, and attend specialised training courses or conferences. As noted previously Public Engagement [PE] funding competition awarded £2,000 (total) to 2 ECR projects. The Graduate School made 84 awards, totalling £36,141. The REC annual funding competition awarded £7,750, of £20,000, to 4 ECR-led projects (out of 11 awards).<sup>17</sup> Additionally, in May 2016, the Pro Warden (R&E) announced an award of £1,000 of his special funds to be awarded as bursaries for ECRs to develop writing about practice research with academic staff members who undertake practice research (project will take place in February/March 2017). In 2015/16, £51,891 was awarded to 106 ECR-led projects.

#### PRIORITIES IN 2016-2018 AND KEY ACTIONS

Since 2012 progress in implementation has been largely embedded in the academic culture and practice at Goldsmiths. Given the challenges described earlier, our priorities now are to enable ECRs to develop stronger CVs, resilient approaches and skills to build lasting and rewarding careers in research. Our 4 key actions, the success of each to be validated by evidence collection from responses to surveys and data collection exercises ([actions 12, 15, 40](#); CP 2.1, 2.3, Management) are:

**(1) Mentoring pilot** ([action 51](#); CP 4.13): this pilot, in partnership with HR and Communications teams, will identify and merge existing current good practices with the first standard university-wide mentoring programme available to all staff. The pilot, with ECRs in the School of Culture and Society, aims to pair 10-15 mentor/mentees in academic session 2016/17 (from October 2016) and review the scheme for roll-out in October 2017/18.

**(2) Networking Grants scheme** ([action 60](#); CP 3.7): we aim to make a case for this to become one of Goldsmiths' standard internal schemes creating a business case for REC meeting on 11 November, 2016. We will continue to develop links with other funding schemes to provide a co-ordinated and varied range of pump-priming funding opportunities for ECRs.

**(3) Athena SWAN application** ([action 27](#); CP 3.7): Goldsmiths is proposing to submit an application for the institutional level bronze award in the academic year 2016/17. Computing and Psychology, the first of our departments, have begun preparations for making departmental bronze applications on Goldsmiths being awarded an institutional bronze award.

**(4) Greater participation in PDRs** ([actions 18,48,50](#); CP 2.5, 3.5, 3.6): the PDR is an important mechanism supporting career management/support. Whilst not compulsory at Goldsmiths, our aim is that there is aim is for >75% take-up by 2019/20.

#### CONCLUSION

Fully embedding the careers management of our ECRs in our culture and practices is fundamental both for the academic health of our institution and the creation of excellent research. In particular, our emerging researchers spearhead developments in practice research putting ECRs' career development firmly at the heart of the university's research strategy.<sup>18</sup>

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<sup>17</sup> The Graduate School has also been awarded £50,000 from AHRC's Cultural Engagement Fund to provide broader development opportunities to support ECRs researchers in the arts and humanities.

<sup>18</sup> Our new R&E strategy, published in 2016, acknowledges that "Practice research, which forms a large proportion of our research activities, is a concept not universally understood or accepted."