

UCL's Research Community Steering Group (CSG) Embedding inclusive cultural change through community voice

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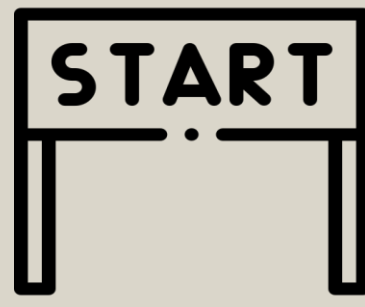


UCL has developed a Research Culture (RC) Community Steering Group (CSG)

Designed to embed inclusivity, belonging and diverse community voices at the heart of cultural transformation.

Research community volunteers as change Champions play an integral role, to support the delivery of UCL's Research Culture 10-year Roadmap.

01. CREATING OUR CSG COMMUNITY

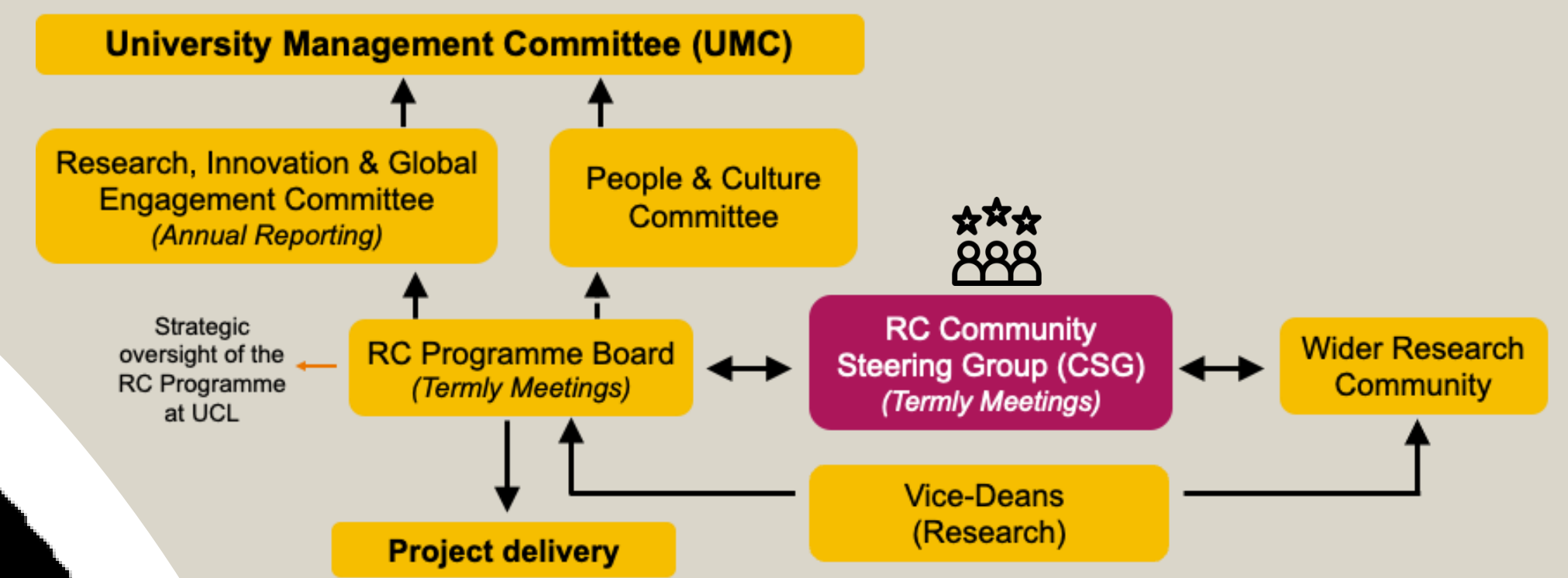


Established in 2024 forming UCL's Research Culture Community Steering Group (CSG). Following an open call, an unprecedented 200+ self-nominated Champion applications from across UCL's Research Community were received.

- 1 CSG Chair selected from the research community.
- 22 Core Champions selected to represent a diverse cross-section of researcher roles, committed to attend termly meetings and input to RC initiatives.
- 190 Pool Champions retained for broad and flexible involvement in activities & specialist topics.

03. INCLUDING RESEARCHERS' VOICES

Governance: The CSG connects Champions' insights directly with Vice-Deans (Research) (VDRs) and UCL's Research Culture Programme, extending the Programme's reach and maintaining alignment with research community needs.



Supported by the RC Programme, RC Change Manager + active and visible RC Sponsors.

02. A DIVERSE NETWORK

RC CSG Core and Pool Champions represent all x 11 UCL faculties and research-relevant Vice-Provost (VP) Offices, different roles, grades, and disciplines; to embed diverse perspectives and lived experience into cultural change.



Core Champions connect with their local Pool Champions, forming local Research Culture Change Agent Networks across UCL.

Embedding community voice and lived experience at the heart of cultural change in research.

The Community Steering Group connects researcher voices with institutional strategy – surfacing systemic barriers and co-creating projects, KPIs, and success measures.

04. CHAMPIONS' ROLE

1. **SHAPE PROJECTS:** Input ideas and feedback on RC priorities using lived experience and disciplinary expertise.
2. **COMMUNICATE:** Disseminate RC initiatives to the research community.
3. **REPRESENT VOICES:** Alert leaders to local barriers as "Ears on the Ground".
4. **ACT AS CHAMPIONS:** Support local RC engagement with researchers, Pool Champions & VDRs for wider success.

Connections in action (CSG first year 2024-25)

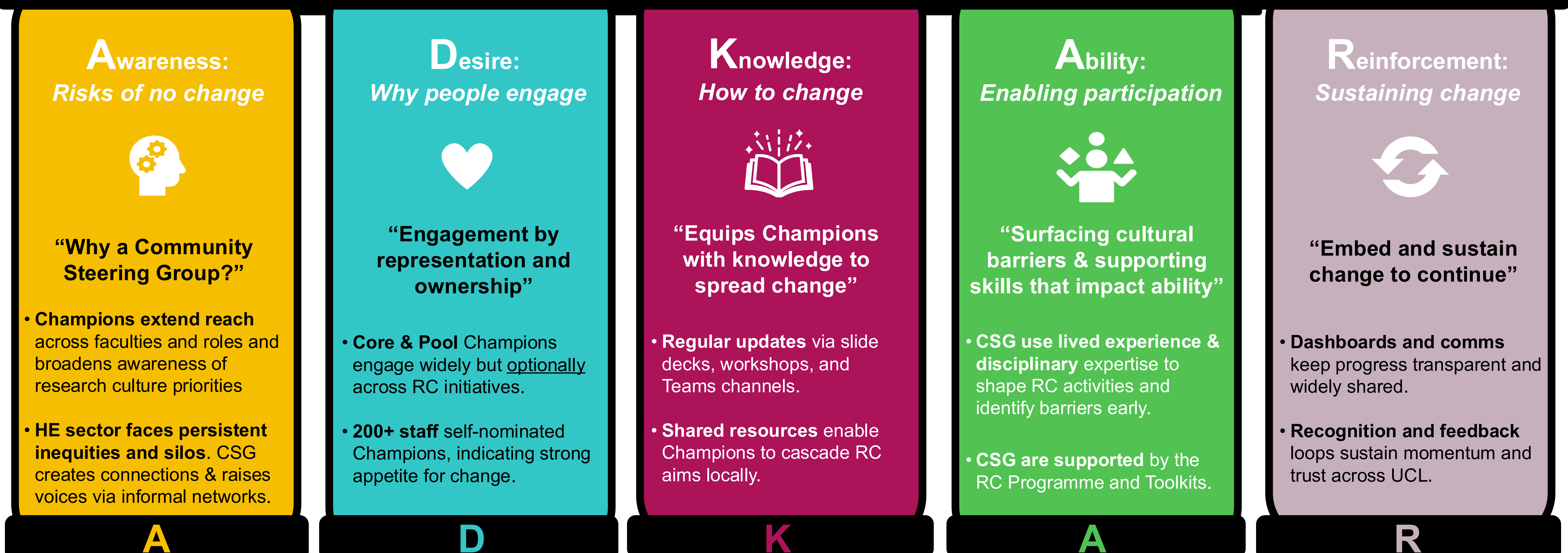
High engagement → 5+ CSG Termly meetings, 20+ 1-to-1 change management interviews, and CSG supporting materials.

Active involvement → voluntary Champion participation in 9+ RC initiatives, shaping KPIs, projects, local dashboards, strengthening trust & engagement.

Critical issues & feedback → 20+ barriers identified, including inequities, wellbeing concerns, and themes impacting researchers.

Insights directly informed → Faculty dashboards, shaped activities, and fed into UCL's RC Phase 2 Plan 2025 - 2028.

Change management methodologies such as ADKAR¹ underpin our culture change approach:



Benefits realisation of CSG ★

- ✓ **Real-time insight** → Champions act as a live survey, surfacing continuous feedback.
- ✓ **Reduced resistance** → early testing anticipates reactions for change to land effectively.
- ✓ **Embedded inclusion** → diverse voices across roles & faculties shape fairer outcomes.
- ✓ **Amplified engagement** → ownership through CSG builds awareness and commitment.
- ✓ **Stronger connectivity** → networks link faculties & functions in a large organisation.

Next CSG Phase 2026 ➡

- **Governance** → strengthen oversight, clarify roles, increase with faculties.
- **Strategy** → support and feed into UCL's RC Phase 2 Plan 2025 - 2028.
- **Engagement** → expand roles for Pool Champions seeking deeper involvement.
- **External collaboration** → share lessons with other HEIs and learn from peers.
- **Evolution** → shape the next phase with senior stakeholder engagement.

Let's connect

How are you embedding inclusive cultural change in your HEI?

✉ **Contact us & share your experiences:** researchculture@ucl.ac.uk.

✉ Scan the QR code to find out more about Research Culture at UCL



¹ The 'Prosci ADKAR Model' is a key Change Management methodology, an acronym of the five outcomes individuals need to achieve change success (Awareness, Desire, Knowledge, Ability & Reinforcement).