

RESEARCH STRATEGY 2015–2021

Research – defined in its simplest terms as the ‘process of investigation leading to new knowledge effectively shared’ – lies at the heart of the RCM’s philosophy of an enquiry-based approach to learning, artistic innovation, and the sharing of musical knowledge and experience. Seen in this way, the RCM can be understood as a crucible for individual and collective discovery, in which *everyone* at the College engaged in education – each student, teacher and member of professional staff – has the opportunity to develop fresh contributions to the fields of musical understanding and practice. Indeed, an environment that nourishes enquiry-led teaching and learning in harness with a dynamic programme of applied music research is critical to enabling the institution to fulfil its core mission both to provide **‘specialised musical education and professional training at the highest international level for performers and composers, within an environment that stimulates innovation and research’** and also to enable its students **‘to develop the musical skills, knowledge, understanding and resourcefulness which will equip them to contribute significantly to musical life in this country and internationally’**.

The RCM’s **Research Strategy 2015–2021** aims to further these aspirations by working to blur traditional institutional boundaries between ‘learning and teaching’ and ‘research’; to draw in and encourage an increasingly wide range of professors and students to participate in shaping a culture of critical reflection and investigation of musical knowledge; and by fostering an environment permeating all aspects of study and creative practice, in which questioning and experimentation are celebrated. The Strategy sets out ambitious objectives designed to provide all the RCM’s professorial, academic and other staff with the best resources to enable them to harness, develop and share the extraordinary wealth of often tacit knowledge that they already possess, through structured, relevant and worthwhile research activity. It also aims to support them to articulate and disseminate their knowledge both directly in their work as teachers and professional musical practitioners and, where relevant, in broader applications of musical knowledge to the benefit of society at large. Finally, the Strategy looks forward to the opportunities presented by the transformation of the RCM’s estate over the coming years, including the establishment of a dedicated RCM Research Hub, and it sets the course for achieving the longer-term aspiration of establishing the RCM as one of the world’s leading centres for applied music research by 2027.

The Research Strategy 2015–2021 has the following principal aims:

1. To ensure an environment that supports the development of all RCM staff and students to engage in enquiry leading to the creation of new knowledge
2. Substantially raise the RCM’s national and international research profile
3. Maximise the impact and dissemination of RCM research and knowledge resources to the widest range of beneficiaries both within and beyond the institution
4. Establish a dedicated RCM Research Hub within the College estate, including adequate working spaces for staff and students
5. Achieve sustainable growth of RCM research degrees programmes

The Research Strategy is a dynamic document: progress will be reviewed annually by the Research Committee, and its objectives and associated projects or tasks modified in the light of any changes to the College’s overriding objectives (for example, a new ten-year RCM Strategic Plan starting in 2017), and new opportunities and developments that arise.

Summary of Aims and Objectives

1. To ensure an environment that supports the development of all RCM staff and students to engage in enquiry leading to the creation of new knowledge.
 - Create a professional Research and Knowledge Exchange Management infrastructure
 - Support staff contracted to engage in research and professional activity
 - Support staff new to research
 - Strengthen connections between learning and teaching, research and the artistic programme
2. Substantially raise the RCM's national and international research profile.
 - Increase the volume of high-quality, well-funded research projects and outputs across all areas of RCM research activity
 - Prepare and make a submission to REF2020 that improves significantly on REF2014
 - Ensure that, where relevant, RCM professorial teaching and relevant professional staff are research active
 - In the light of the Courtyard project (opening in 2018/19) develop the research dimensions of the Museum and Library Collections
3. Maximise the impact and dissemination of RCM research and knowledge resources to the widest range of beneficiaries both within and beyond the institution
 - Integrate knowledge exchange within all RCM research projects
 - Develop an on-line environment that both represents RCM Research and provides extensive resources for a wide range of public engagement and research activity
 - Disseminate and share research in progress between RCM students and staff, RCM and external researchers, and other music practitioners and the wider public
4. Establish a dedicated RCM Research Hub within the College estate, including adequate working spaces for staff and students
 - Create flexible working spaces in a dedicated Research Hub
 - Create new research posts
5. Achieve sustainable growth of RCM research degrees programmes
 - Attract and recruit excellent doctoral research students engaging in projects spanning the full range of RCM research interests and staff expertise.
 - Broaden and develop the RCM supervisor pool
 - Ensure appropriate supporting infrastructure for research students

Action Plan

1. To ensure an environment that supports the development of all RCM staff and students to engage in enquiry leading to the creation of new knowledge

Create a professional Research and Knowledge Exchange Management infrastructure

| Project / Task | Measure | Target date | Status |
|---|---------|--------------------|----------|
| Establish a RCM Research and Knowledge Exchange Management Office (RKEMO) in 2015/16. The RKEMO will provide a range of services, including: <ul style="list-style-type: none"> ▪ Supporting development of new projects and collaborations ▪ Identifying funding opportunities ▪ Advising researchers on the formulation of funding applications ▪ Management of pre- and post-award processes ▪ Coordination of collaborative projects with other institutions and partners ▪ Overseeing internal research seed-funding support ▪ Managing the RCM's Research Ethics procedures ▪ Coordinating research events, including conferences and symposia ▪ Supporting research dissemination and knowledge exchange ▪ Coordinating maintenance of impact data collection ▪ Maintaining RCM Research web-pages and e-learning platform areas ▪ Producing the RCM Online Research Bulletin | | Sept. 2015 | Complete |
| Appoint a full-time Research and Knowledge Exchange Manager | | Sept. 2015 | Complete |
| Appoint an Administrative Assistant as resources allow with particular responsibility for pre/post financial award management | | as resources allow | |

Supporting staff contracted to engage in research

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| Increase the number of staff engaging in research that leads to outputs classifiable as at least 'internationally excellent' at REF2020 | Min. 18 FTE | 2018/19 | |
| Instigate a system of annual Research Planning and Appraisal for all salaried academic and professorial staff | Annual process | From Jan. 2016 | |
| Develop systems for managing staff work-loading, including flexible arrangements for enabling research and professional practice and ensure that adequate periods of time free of teaching and administration are | Annual Research | AY 2016/17 | |

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| available to allow staff to achieve research goals | Planning | | |
| Instigate a RCM Research Leave Policy for salaried and hourly-paid staff active in research and associated professional activity | Change to contracts | | |
| Replace 'professional development' funding for research activities with an RCM Research Fund, overseen by Research Committee, for supporting staff research expenses such as presentation at conferences and other presentations; knowledge exchange and other dissemination costs | New application process | Sept. 2015 | Complete |
| Provide funding support to selected hourly-paid staff to undertake research that will be of major importance to the RCM's REF2020 submission | Annual Research Planning | AY 2016/17 | |

Supporting staff new to research

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| Organise regular internal informal seminar/discussion series for the presentation of student and staff research projects and the incubation of new ideas (RFinPP/RKEM) | Min. 1 event per term | AY 2015/2016 | in progress |
| Scope and validate a new PhD/DMus programme by publication for RCM performance and composition professors (<i>see below, Aim 5</i>) | Validation 2017/18 | Launch 2018/19 | |
| Incentivise participation in doctoral supervision training (<i>see below, Aim 5</i>) | Annually | 2016/17 | |
| Develop and institute a Level 7 research skills training course specifically for part-time professorial and other staff, delivered through a mix of intensive one-day seminars and on-line supervision as a preparatory qualification for doctoral study | Scope through PGPC | Launch 2017/18 | |

Strengthen connections between learning and teaching, and the artistic programme

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| Link artistic planning to appropriate research projects and use this to stimulate fresh directions in practice-based research | Cooperation through APC | 2015/16 | |
| Ensure enquiry-led learning and teaching is central to all new programmes, programme reviews and interim redesigns; monitor, and where possible increase, the variety and number of research-based options in UG and PGT programmes | Cooperation: Programme Committees, SEC, etc. | 2015/16 | |
| Develop and inaugurate a new research-based Masters in Music and Education (MMusEd) programme | validation 2016/17 | Launch: 2017/18 | |
| Develop and inaugurate a new Masters in Research (MRes) in Performance Science | validation 2017/18 | Launch: 2018/19 | |
| Develop new research projects based in RCM outreach and public engagement centres such as RCM Creative Careers Centre; RCM Sparks; etc. | | 2015/16 | Ongoing |

2. Substantially raise the RCM's national and international research profile

Increase the volume of high-quality, well-funded research projects and outputs across all areas of RCM research activity

Set minimum annual targets for large-scale (<£1m); medium scale (<£200K) and small-scale (<£50K) external research grants that are underway at any one time, as follows:

| Number of projects | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-2021 | Totals |
|--|--|----------|----------|----------|----------|-----------|---------------------------------------|
| Large | 1 | 1 | 1 | 1 | 1 | 1 | |
| Medium | 1 | 2 | 2 | 3 | 3 | 3 | |
| Small | 1 | 2 | 2 | 3 | 3 | 3 | |
| Putative involvement of existing RCM staff: | | | | | | | |
| Large project | PI: Gr. 9 Gr. Pt. 42 0.2FTE (DA); CI: Gr. 9 Gr. Pt. 42 0.4FTE (DA) ; RA: GR.8 Gr. Pt 33 1.0FTE (DI) ¹ | | | | | | |
| Medium project | PI: Gr. 9 Gr. Pt. 42 0.2FTE (DA); CI: Gr. 9 Gr. Pt. 42 0.4FTE (DA) | | | | | | |
| Small project | PI: Gr. 9 Gr. Pt. 42 0.2FTE (DA) | | | | | | |
| Research Income² | | | | | | | |
| <i>Total income (100%)</i> | £232,812 | £314,926 | £314,926 | £397,041 | £397,041 | £397,041 | £1,656,747 ³ £2,053,788 |
| <i>Total Income (80% FEC costs)</i> | £186,429 | £251,941 | £251,941 | £317,633 | £317,633 | £317,633 | £1,325,398 £1,723,031 |
| Progress | Complete | Complete | | | | | |

¹ DA = Directly allocated; DI = Directly incurred

² NB: Figures based on salary rates in 2014–15

³ 2008–2013 total: £466K

| Project / Task | Measure | Target Date | Status |
|--|------------------------|-------------|-------------|
| Actively encourage, promote and support the status of practice-based artistic research in performance and composition at the highest level, recognising the unique creative leadership of RCM staff and students in this area of RCM research activity | Data census | Annual | |
| Develop a range of collaborative research projects with existing and new partners, including the new RCM/Imperial Centre for Performance Science, national and international HEIs, and non-HE institutions and organisations | Data census | Annual | |
| Develop new, and strengthen existing collaborative research and knowledge exchange partnerships across the Albertopolis campus | Participation in ARDG* | Annual | In progress |
| Develop existing expertise and activity in the area of music education and community music research through new academic appointments; recruitment of doctoral students; and development of a range of | Various | Annual | |

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| externally-funded research projects, based both exclusively around the RCM's own staff and student resources, and also in strategic collaborations with other institutions | | | |
| Increase number of research presentations by RCM staff at major national and international events | Data census | Annual | Established 2014/15 |

*Albertopolis Research Directors' Group

Prepare and make a submission to REF2020 that significantly improves on REF2014¹

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| Measures: a) Increase staff submission from 14.40 FTE (2014) to a minimum of 18.00 FTE (2020) b) Increase overall quality profile to 80% 3*+4* (2014: 73%) c) Increase 4* outputs percentage to minimum 30% (2014: 25%) and 4*+3* outputs to 75% (2014: 63.2%) d) Improve Environment score to at least 40% 4* (2014: 0%) e) Maintain or improve Impact score (2014: 90% 4*) ¹ depends on criteria set for REF2020 | | REF outcome 2021 | |
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Ensure that, where relevant, RCM professorial teaching and relevant professional staff are research active

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| Maintain accurate and up-to-date records of research outputs, projects and knowledge exchange activities in respect of all salaried and research-active hourly-paid academic and professorial staff through web profile system | Set up systems | 2015/16 | |
| Ensure that recruitment of new teaching staff includes due attention to the research record and potential of candidates where appropriate | Liaison with HR | Annual | |
| Ensure that job-descriptions and contracts clearly represent expectations of research, professional practice where relevant, and knowledge exchange activities, including reference to annual appraisal | Liaison with HR | Annual | |
| Ensure that staff whose research may be considered for inclusion in REF are identified in a timely manner and suitably contracted | REF Advisory Panel | 2017-20 | |

In the light of the Courtyard project (opening in 2018/19) develop the research dimensions of the Museum and Library Collections

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| Develop a range of digitisation projects that enhance the accessibility and distribution of the RCM Collections | Funding Applications | 2015/16 | Ongoing |
| Develop a Collections-specific research programme to sit within the Research Strategy | Collections Research Strategy | 2016/17 | In progress |
| Develop research, editing and associated publication of significant musical sources in the collections in | | 2015/16 | Ongoing |

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| both modern and facsimile editions | | | |
| Establish a RCM Collections Post-doctoral Research Fellowship, and one or more Doctoral Research Studentships based in the Collections | Seek funding | 2017/18 | |
| Include members of Collections staff engaged in producing outputs suitable for REF submission in research support schemes | | 2015 | Completed |

3. Maximise the impact and dissemination of RCM Research to the widest range of beneficiaries both within and beyond the institution

Integrate knowledge exchange within all RCM research projects

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| Absorb Knowledge Exchange and the responsibilities of the former RCM Knowledge Exchange Committee within remit of Research Committee | ToR and Membership | 2015/16 | Completed |
| Create a review process for all new projects, whether externally or internally funded, that set out credible plans for knowledge exchange and other forms of dissemination | Annual Research Planning / pre-award | 2016/17 | |
| Record quantitative and qualitative impact data, where relevant | Set up system in RKEMO | 2015/16 | |
| Draw on the resources of the College's extensive knowledge exchange and outreach resources in the design of research projects, including Artistic Programming, Studios, RCM Sparks, the RCM Creative Careers Centre, etc. | RKEMO pre-award process | 2016/17 | |
| Draw on the full range of the RCM's extensive cultural industries connections for advice and support in maximising the impact of research; include non-academic advisors or partners in medium and large-scale research projects | RKEMO pre-award process | 2016/17 | |

Develop an on-line environment that both represents RCM Research and provides extensive resources for a wide range of public engagement and research activity

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| Working together with MarComms and other partners engaged in the re-design of the RCM website, develop a variety of Research and Knowledge Exchange content, including: <ul style="list-style-type: none"> Project areas for all significant research projects containing regularly-updated reports on content, progress and outcomes; knowledge exchange and evidence of research impact; links to publications, etc. Full research profiles for all research-active staff, including a system for self-updating through the e-Learning platform | RKEM leads | 2016 | |
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| <ul style="list-style-type: none"> • Profiles of all doctoral students and their projects, including self-managed area for each student to create features and updates on projects, presentations, outputs, collaborations, etc. • News and features section (Research Bulletin), including blog and other means for public interaction and the dissemination of information about the research environment • Links to open access repository • Access to public lectures, performances and other video and audio streaming and archives • Link to RCM Publications (hosted by Faber Music) that facilitates on-line payment and download system | | | |
| <p>Create and maintain research areas within MUSE, transferring to the RCM e-Learning platform when it is in service, including:</p> <ul style="list-style-type: none"> • Rolling directory of forthcoming conferences, calls for papers, funding opportunities, competitions, etc., with associated information about how to get support for developing project bids • Information and access to Research Ethics clearance procedures • Directory of protocols, resources and costings for planning conferences, seminars, etc. • Archive of internal staff/student research forum (see below) presentations • Staff research skills training module materials | | 2016/17 | |
| In collaboration with Artistic Director and Head of Studios, scope feasibility and develop business plan for creating a download-only RCM Recordings label | | 2018/19 | |

Disseminate and share research in progress between RCM students and staff, RCM and external researchers, and other music practitioners and the wider public

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| Inaugurate and further develop the regular public presentation and discussion series, 'Music and Ideas' | Review audience feedback | 2015/16 | Ongoing |
| Maintain the organisation and hosting of a range of conferences and seminars that provide platforms for the international contextualisation of RCM research | Strategic planning | Annual | Ongoing |
| Video-record all public presentations and conferences and make available through RCM Youtube channel, RCMStream, etc. | Liaise with Studios | 2015/16 | |
| Set up and maintain an RCM research repository with full open access for relevant outputs | IT/Library RKEMO | Apr. 2016 | |

4. Establish a dedicated RCM Research Hub within the College estate, including adequate working spaces for staff and students

Create a flexible series of spaces in dedicated Research Hub

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| Including: <ul style="list-style-type: none"> Fully equipped open-plan office space for researchers R and KE Management Office large conference and seminar room with video conferencing equipment Two equipped CPS laboratory spaces – (including 'Fit to Perform'; performance simulator; etc.) a dedicated doctoral students' workroom, etc. | Set up working group of RC. Seek major funders (with Development) | 2016/17 Facilities due to open 2018/19 | |
| Establish two RCM post-doctoral Associate Research Fellowships | | 2017/18 | |
| Ensure that the resources of the new Courtyard development are also available and equipped for research and its dissemination, including: <ul style="list-style-type: none"> Recital Halls Recording studios Museum Archives and Collections store | ?same working group | 2016/17 Facilities due to open in 2018/19 | |

Create new research-based posts

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| Establish two RCM 2-year Associate Research Fellowships | Secure Development funding | 2017/18 + 2018/19 | |
| Strengthen Music Education research through new p-t appointment(s) for MMusEd | | 2017/18 | |
| Establish an endowed Professorship in Musical Practice | Secure Development funding | 2020 | |

5. Ensure sustainable growth of the RCM Research Degrees Programme

Attract and recruit excellent doctoral research students engaging in projects spanning the full range of RCM research interests.

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| Regularly review and enhance the PGR programme marketing strategy (HoPG) | Liaison with MarComms | Annual | |
| Working together with Development, establish a number of fully-funded RCM Research Studentships | 1 new or match funded- per year from 2016/17 | | Ongoing |
| Ensure that RCM is a partner in the next round of the AHRC doctoral training partnerships within consortium of appropriate institutions | Make appropriate partnership | 2016/17 DTPs run 2018-23 | |

Broaden and develop the RCM supervisor pool

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| Institute a supervisor training programme with at least one training session per year for refreshing understanding of processes and sharing best practice among existing supervisors; and for training new supervisors, particularly professors. | Supervisor training workshops (see above) | 2015/16 | |
| Scope and validate a new PhD/DMus programme by publication for RCM professors | Validation 2016/17 | Launch 2018/19 | |

Ensure appropriate supporting infrastructure for research students

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|---|--------------------------------|--------------|-----------|
| Ensure adequate financial and other support for PGR students to disseminate their work within and beyond the RCM at conferences, public performances, digital and broadcast media, and through appropriate educational and business opportunities | Increase doctoral student fund | From 2015/16 | Completed |
| Ensure that every PGR student has the opportunity for at least one term's Graduate Teaching experience during the course of their studies | | 2017/18 | |
| Set-up a regular informal internal research forum series for staff and students to share work in progress (see above) – preferably run by doctoral students | Set-up twice termly events | 2015/16 | |