RESEARCH STRATEGY
2020-2027

ROYAL

COLLEGE

OF MUSIC

London

Introduction

The Strategic Statement, RCM in 2027 – A Ten-year Plan for the RCM encourages all members of the RCM to 'engage in critical enquiry leading to the creation of new knowledge across theory and practice, effectively and openly shared with the wider world'. The Plan commits to and is driven by the idea that 'research makes further indivisible connections between learning, teaching and the artistic programme, based on a dynamic sharing of both explicit and tacit knowledge between staff and students.' Consequently, RCM Research is focused on fostering innovative and fruitful interactions between all of the institution's knowledge communities and principal spheres of activity: performance, composition and professional training; programming and musical activity inside and beyond the RCM; education and outreach; health science research; collecting, curating and interpreting the material heritage of music; generating and broadcasting cutting-edge ideas on music and culture in sound, theatre, written, spoken and digital forms; sharing knowledge and research insights with the wider world.

Building on the considerable expansion of research activity at the RCM since REF 2014, this Strategy sets out the College's commitments for the next seven years for achieving an ever more dynamic research culture that will infuse all areas of teaching and learning across the College, produce valuable research that benefits the cultural well-being of society, and place the RCM at the forefront of music-research institutions worldwide.

The RCM is well placed to take a lead in conservatoire-based research: since 2014, it has nurtured an increasing number of performance and composition-based researchers, while also investing in the development of traditional areas of RCM research strength (performance practice and cultural history of western music; music composition; source and organology studies; music science) the number of active and productive researchers across all RCM research areas has increased by ca. 50 % (RCM will submit c. 35 members of staff to REF2021 compared with 23 in 2014). New areas such as music education have been successfully introduced to complement traditional strengths in artistic practice, musicology and performance science. A substantial increase both in the number and variety of projects being undertaken by RCM researchers has been matched by a considerable increase in external research grant income, from funders including the UKRI, British Academy, Leverhulme Trust, European Union, and UK and international charitable foundations.

Investment in the College's research infrastructure since 2014 includes creation of a dedicated Research Office, staffed by a Research and Knowledge Exchange Manager and a Research Finance and Administration Officer, who work closely with the Director of Research to oversee all aspects of research management. These include supporting researchers to identify funding opportunities and to craft competitive applications; assuring a robust and supportive process for managing the various stages of bidding for and administering external research funds, from developing seminal ideas through to post-award management; enabling effective internal and external knowledge exchange, including management of the online open-access research repository (RCM Research Online); curating, supporting and coordinating research events across the RCM's different departments; and managing communication about research so as to maximise its beneficial impacts far beyond the College. A CPS Projects Administrator supports coordination of the activities of the Centre for Performance Science, a collaboration between RCM and Imperial College.

As a result of recent reviews of all of the RCM's teaching programmes, the ethos of curriculum design has been radically overhauled in order to orientate it more towards innovation and enquiry led learning at all levels by teaching principles and

skills of research, boosted by the expansion of resources in new areas, including digital innovation. New facilities for exploiting the RCM's world-class material Collections, including the Wolfson Research Centre, part of the new RCM interactive museum, and new performance spaces equipped for professional-quality audio and video recording and broadcast, will open in 2020; lab space for performance research involving live music-making, such as its innovative performance simulator will be enhanced as part of the establishment of a dedicated centre for RCM Research and associated staff in the new RCM Jay Mews complex, also opening in 2020.

The RCM can be understood as a crucible for individual and collective discovery, in which everyone at the College engaged in musical activity – each student, teacher and member of professional staff – has the chance to develop fresh contributions to the fields of musical understanding and practice. This Strategy looks forward to the opportunities presented by the transformation of the RCM's physical and online infrastructure, and the hugely increased public reach that this enables. It sets the course for achieving the aspiration of establishing the RCM as one of the world's leading centres for interdisciplinary research in music by 2030.

The present Strategy supports these aspirations by setting a series of ambitious aims that will enable world-class research in creative practice, musicology (including organology and material history), performance science and music education.

Aims

1. Provide an environment that supports the development of all RCM staff and students to engage in enquiry about the creation, performance and experience of music, leading to the creation of new knowledge.

2. Integrate research and teaching activities at all levels of study, from undergraduate to post-doctoral and across all areas of college activity.

3. Substantially raise the RCM's national and international profile as a centre for interdisciplinary research in music and ensure the effective dissemination of its activities and achievements within and beyond higher education.

4. Maximise the beneficial impact of RCM research for the wider public good.

5. Harness and exploit the potential of the RCM's communities of musicians, educators, production professionals, public artistic programme, outreach work, etc. and its physical and digital resources (e.g., Collections, physical and virtual performance and recording spaces and facilities; online platforms) to support excellent research.

6. Ensure RCM research is conducted ethically and that all individuals involved in research can pursue their work in an atmosphere free from prejudice and harassment.

These aims are supported by a series of enabling strategies, distributed under the following headings:

Enabling strategies

1. Fields of Research

Over the next seven years, RCM Research will develop existing, new and emerging fields of research in any area that investigates the creation, performance, experience, material existence and reception of music, with particular attention given to the impact of performing arts activity – cultural, educational and in terms of health – on society. Within this overarching definition, RCM Research will explore the potential for developing new areas of music research based on the expertise of current and new staff, rooted in the opportunities created by the RCM's musical life, performance spaces, and digital infrastructure. With its newly transformed physical and virtual resources in place (enabled by the RCM's 'More Music' campaign), RCM Research will respond dynamically to changing priorities in the fields of music, education, science and technology, personal and public health, and cultural value in society. Specific plans include:

1. An increase in research projects that produce new collaborative work across the different concentrations of expertise at the RCM, above all, creative musical practice and historical, scientific, pedagogical, and cultural approaches to investigating the creation, performance and consumption of music, with a particular focus on practice-based and practice-led methodologies.[1]

2. A major expansion of research that brings practising musicians and scholars into closer dialogue through the stimulus of the RCM's Collections, building on the opportunities presented by the new performance spaces; the Wolfson Research Centre; the development of on-line access to their resources; and integration of research-driven engagement with the collections that are increasingly being built into all levels of the RCM taught curriculum. RCM Research will work to develop externally funded collaborative projects investigating the impact of tangible musical heritage on music performance and society in general, on its preservation and dissemination, and in relation to both historical and contemporary objects. Staff will be particularly encouraged to develop externally funded research projects investigating individual objects or collections of objects in the Museum and RCM Library Collections, for dissemination in physical and digital exhibitions, scholarly meetings and publications, and non-specialist cultural platforms.

3. Formation of new clusters of researchers working on related projects, either loosely or more formally constituted. Among the former are areas of recent research expansion, including music and health, music and material culture, and experiential learning, and music education in the community, each of which will become the focus of increased activity and growth. Among the latter, we plan to initiate a new Centre for Music and Migration dedicated to the study of music and musical practices of all kinds in the context of human migration, both contemporary and historical. Among its aims are to build productive relationships with other institutions, organisations and individuals worldwide working in the field; provide a focus for researchers both in the RCM and internationally in which to situate or affiliate their projects and share their research and experiences; and to expand the RCM's traditional fields of enquiry to embrace new methodological approaches, such as ethnomusicology. Among its aspirations is to encourage research that combines scholarly enquiry with live music-making as a means of maximising their combined potential for understanding and celebrating human and cultural mobility.

4. During the lifetime of this Strategy, RCM Research will build on the experience and relationships formed through recent projects involving collaborations with between the RCM and researchers in various developing countries, enabled by Global Development Challenge Fund seed-funding (QR GCRF). The RCM has well-established clusters of expertise in the investigation of the role of musical, curatorial, historical, and scientific practices and skills in a wide variety of health and welfare, cultural, heritage, and educational settings, all characterized by collaborative research with external partners. Many of these areas of expertise are reflected in ideas and plans set out in the RCM GCRF Strategy 2018–2021 (awarded a special commendation by Research England in 2019). The next stage of the RCM's GCRF Strategy will see the design of a series of major projects and associated funding bids that will develop projects involving RCM researchers and researchers in a range of ODA countries that lead to the sharing of knowledge and expertise, and the generation of mutually beneficial impacts.

2. Staffing

RCM Research will develop its current corpus of research through appointing well-qualified new researchers, supporting the development of ECRs and mid-career research staff, and by exploring and exploiting potential connections across its existing micro-communities. In particular, we will support members of the College's professorial staff who wish to become more involved in research activity with structured opportunities. RCM Research actively encourages and supports research collaborations and interactions between the RCM's various research communities, its students, its professorial staff and the RCM's different publics.

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[1] 'practice-based' research can be defined as 'original investigation undertaken in order to gain new knowledge partly by means of practice and the outcomes of that practice', while 'practice-led' research can be defined as being 'concerned with the nature of practice and leads to new knowledge that has operational significance for that practice. The main focus of [such] research is to advance knowledge about practice, or to advance knowledge within practice'. [https://www.creativityandcognition.com/research/practice-based-research/practice-related-research/].

1. To ensure that the RCM is optimally placed to fulfil the ambitions of its Research Strategy, which includes maintaining the highest quality of research and being able to secure external research funding, an essential requirement for all appointments to posts that are contracted as 'research' or 'teaching and research' ('Category A') is a record of research outputs likely to be scored as at least 'internationally excellent' (3*) in research exercises, or the potential to produce them.

2. Category A researchers are to be fully integrated into all aspects of the institution's learning and teaching programmes, supporting students and collaborating with professorial staff in critical enquiry and consequential reflection on their own and others' musical practices.

3. All RCM professors are encouraged and supported to develop innovative approaches to teaching, based on contemporary research. This is a joint initiative between RCM Research and Programmes

4. All the RCM's teaching staff have opportunities both to develop their basic research skills through structured study, and to undertake well-designed research projects relevant to their teaching, either as individuals, or in collaboration with colleagues. All teaching staff have access to resources such as the Internal Research Fund (see 6, below).

5. The RCM actively encourages all professorial staff to take up opportunities to develop their research skills, including working towards further formal qualifications. Staff may, by arrangement with the relevant tutors, enrol for up to 60 credits of Level 7 research training modules, successful completion of which provides the basis for an application either to complete one of the RCM's Masters' degrees (e.g., MSc in Performance Science or MEd in Music Education) or to apply for doctoral study. Staff enrolled on such courses may be eligible for financial support for tuition fees through the RCM's Professional Development scheme.

6. Any member of teaching staff may apply to the Internal Research Fund for support for the costs of seed-funding for the costs of preparation of major research funding bids; costs of preparing outputs for publication; and for presenting the fruits of their research at national and international conferences.

   In the light of climate crisis, RCM Research recognises the urgent necessity to cut down on air travel. Researchers will be encouraged to maximise the use of on-line resources, video conferencing, and, where travel is essential, to prioritise low carbon-emission transport where possible.

7. Professorial teaching staff will be supported through mentoring to harness their specialist knowledge and experience to become effective Masters' and doctoral degree supervisors.

3. Supporting Category A Staff

The RCM will attract and retain excellent staff by undertaking to support them to be effective and productive researchers, deliver outstanding research projects and produce world-leading research outputs. Support for early career, mid-career and senior researchers includes optimising workload balance, including offering opportunities for focused research time; investing in an appropriate infrastructure (especially library resources, space and digital support); providing seed-funding and other financial support for preparing grant applications and disseminating research outcomes. The RCM has adopted the principles of the Concordat to Support the Career Development of Researchers, published by the Vitae Careers Research and Advisory Centre (2019). Support includes the following:

1. Regular review of all Category A staff research plans and activities is undertaken by the Director of Research to ensure they have relevant resources and appropriate contractual status.

2. Category A staff are allocated a minimum of 20% of workload for research, subject to regular review of progress. Research time (equivalent to 35 days per year, pro rata) should normally be used outside term-time, although occasional research time during term-time may be negotiated with line managers.

3. Staff may, with the agreement of the Director of Research undertake periods of extended research leave to work on specific projects. Intensive periods of research are normally taken during vacation periods; however, where a case can be made, and subject to suitable alternative arrangements approved by the Director of Programmes, researchers can be given temporary relief from teaching and administration duties during term time for them to focus on a specific project; this includes external consultancy and knowledge exchange.

4. Hourly contracted professorial teaching staff may be allocated additional hours for research activity at the discretion of the Director of Research, depending on the availability of funding. They are subject to the same conditions of review as other RCM researchers.

5. The RCM will attract and support excellent Early Career Researchers through a) instigating RCM Post-doctoral Research Fellowships funded through grants and endowments and b) including Research Assistant posts at the RCM within large-scale external funding bids, whenever feasible.

6. ECRs and mid-career researchers receive mentoring by senior researchers, targeted professional development opportunities, and careful monitoring of workload balance.

7. Category A staff who secure major research grants that include salary or teaching replacement costs will be released from teaching and marking (with exception of doctoral supervision), and administration duties, pro rata for the fraction of their contract that is compensated by the grant. All applications for any external grant funding must first be approved by the Director of Research before bids are submitted, as part of RCM Research's standard external funding application process. All arrangements following award of a grant or Fellowship, that involve release or relief from teaching are subject to approval by the Director of Programmes.

8. The RCM Research Office ensures robust processes for the management of research bids including transparent approaches to costing and meeting application deadlines. Its specialised staff provide support to researchers in the preparation of funding bids and the post-award management of projects. The Research Office also oversees research governance, and it monitors all RCM research to ensure that it follows the RCM's Guidance on Best Practice in Research, producing internal and external reports as required.

9. Research funding provided directly to the RCM by Research England and other funding agencies (QR, GCRF, Strategic Priorities Fund, etc.) will be effectively, equitably and strategically routed to support the furtherance of the overall RCM Research Strategy.

10. Individuals or groups of RCM researchers are encouraged to put forward applications to the Knowledge Exchange Special Project fund, which provides grants on a competitive basis each year to fund small-scale public engagement initiatives.

11. Category A staff and professorial staff considering undertaking RCM supported research activities will have access to training in effective research project design and bid writing; research ethics and good conduct in research; knowledge exchange activity; publication strategy; etc. Where a good case can be made, specialist training by external professionals may be supported with Professional Development funding.

4. Professional Consultancy

In order to facilitate RCM research staff to exploit their expertise through knowledge exchange and transfer activities within the cultural economy, contributions to national and international policy and governance, and sustaining a flourishing research community, RCM Research will:

1. Support Category A staff to solicit and undertake relevant professional external consultancy work on a commercial basis, contracted through the RCM Research Office. A proportion of fees earned will be allocated exclusively to the staff member or team to be used to fund research or knowledge-exchange activities. The undertaking of any commercial consultancy work and the use of fees earned from it are subject the approval of the Director of Research and to satisfactory contractual arrangements being concluded and signed off before the commencement of any work.

2. Encourage and support staff to engage in voluntary professional consultancy and service, including executive membership of boards of learned societies, national and international research councils and higher education bodies; editorial boards of journals and book series; and advisory boards for charitable and governmental organisations that promote principles commensurate with the RCM's own.

3. Ensure that RCM research feeds into national and international strategic and policy decisions, though supporting RCM researchers to act as members of relevant committees, special interest groups, juries, external appointment and assessment panels.

5. Graduate Study Environment

The RCM sustains thriving doctoral and research Masters programmes (MSc and MEd), supporting excellent researchers in all the main areas of RCM research (composition, performance, musicology, music education and performance science). The development of Masters-level and doctoral researchers through effective supervision and the provision of opportunities to disseminate their research in professional arenas is central to the RCM's research training ethos and environment. Doctoral and Masters' researchers will receive engaged and relevant supervision of their projects; are supported by the RCM's student pastoral support services; have access to dedicated and adequate working spaces; self-managed peer-engagement forums will be enabled and encouraged. Students enrolled on research degree programmes (DMus, PhD, MSc, MEd) are supported in integrating with students on the RCM's performance and composition taught degree programmes. RCM Research will:

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

2. Provide pre-application support for applicants, as well as for referees for applicants to the AHRC London Arts and Humanities Partnership (LAHP) doctoral studentship competition.

3. Ensure high-quality supervision through the course of each student's research programme by appropriately constituted and competent supervision teams. Increasing student intake will be subject to the RCM's ability to ensure a consistently high standard of supervision and training for every student.

4. Ensure appropriate infrastructure for research students that encourages cohort-wide integration and collective identity. Similarly, promote the collaboration of doctoral researchers with other RCM students, for example, by undertaking collaborative projects including shared performance activities and research studies, and sharing of knowledge and expertise through informal and formal presentations of their work in progress.

5. Broaden and develop the RCM supervisor and viva panel-chairing pool. Organise annual informal supervisors' meetings and encourage peer-support across teams and disciplinary areas.

6. While continuing to provide the RCM's own doctoral training programme, make full use of the cross-institutional supervision and doctoral training opportunities provided by LAHP.

7. 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, to manage their on-line research profiles on the RCM website, and provide open access to their publications and e-theses through the RCM Research Repository.

8. Support bi-annual cross-College doctoral student workshops, conferences or other dissemination events for the sharing of research, organised by students.

9. Initiate an annual competition for funding for an internal collaborative doctoral research project or event.

10. Provide adequate and suitably equipped working spaces for doctoral students within the RCM campus. Provide each doctoral research student with dedicated space within the RCM Research webpages to present their projects and outputs.

11. Ensure that every PGR student is offered the opportunity to undertake at least one term's Graduate Teaching experience, supported with adequate mentoring during the course of their studies.

12. Regularly review and enhance the PGR programme marketing strategy.

13. Working together with Development and Alumni Engagement, increase the number of funded doctoral studentships and increase scholarships for the RCM's own 'feeder' research Masters programmes (e.g. MSc/MEd).

6. Collaborative Research and External Partnerships

The RCM will promote collaborations both within the College community across its various branches of activity, and between the College and external partners, to produce new, current, and relevant knowledge. The following strategies are

designed to maximise collaboration as a source of creativity and productivity within the RCM, and to develop and sustain collaborative research relationships with other national and international HEIs and non-HE organisations, and industries, including in the performing arts, health and social sciences, science and technology, fine and applied arts, and the other non-musical humanities.

1. RCM will actively seek collaborative research partnerships with external partners which not only help to build on existing knowledge specialisms within RCM, but which also expand the college's research interests and impact, using the encounter between RCM specialist knowledge and other fields of knowledge to foster innovative new directions for the articulation of the value of music to people and society.

2. Research will be integrated with the RCM performance programme at all levels. This includes ensuring that wherever possible, the performance programme reflects current research projects both within and beyond the College; RCM performers are involved in presentations of artistic and other research presentations and outputs that include recorded performance, when relevant.

3. Whole programme and individual module design (for example, as part of review and validation exercises) is consistently tested for its research-based approach and content; students are encouraged and rewarded at assessment for demonstrating values of independent and collaborative enquiry, experimentation, and evidence-based reflection.

4. The RCM's Digital and the Artistic programmes will be supported by the Director of Research and Artistic Director to work together to make best use of the opportunities offered by the new performance and recording spaces so as to develop research collaborations between different fields of research in the creation and performance of music.

5. Accessible and well-designed structures and mechanisms, both structural and technical, ensure that research and teaching staff and ECR students can share insights, collaborate and disseminate the fruits of their research. A variety of regular internal forums are organised in which researchers are invited to share work in progress among peers. These include the monthly Musicology Forum, weekly Composers' Seminar; tri-weekly Centre for Performance Science meeting, etc.

6. Where they are organized by RCM researchers or involve RCM performers with or without external collaborators, the costs of conference and seminar spaces, and access to audio and video resources for research dissemination on the RCM campus will be costed into external funding bids, where this is possible. Internally funded projects will have access to RCM spaces and resources free- of-charge, on the same basis as the performance or teaching programmes.

7. External Funding

We will respond to changing priorities, opportunities and technologies that foster a dynamic and innovative environment for collaborative research, and provide leadership, structures and administrative resources to enable the RCM to develop major projects in musical research that attract substantial external funding.

1. All Category A staff are encouraged to apply for external research grants through applicable schemes, and externally funded study leave will in principle be supported. Staff follow a set of protocols for progressing their ideas to the start of the formal funding application process, which begins with discussion with the Director Research or Head of Centre, and then moves to the opening of an Expression of Interest folder by the Research Office for each bid.

2. The decision about which bids to pursue is ultimately taken by the Director of Research, acting in consultation with relevant members of Research Committee, in order to ensure that individual projects are compatible with broader strategic aims of the RCM and to prioritise the limited management resources of the Research Office. No bids for any form of external funding will be sanctioned or supported unless they follow the protocols set out for external funding applications.

3. All external research funding bids are managed during the pre-award phases by the Research Office, which steers bids from inception to submission. When bids are successful, grants are likewise overseen to completion. Research Office staff work closely with applicants, identifying funders; scrutinizing award conditions and timescales; providing costings; ensuring that all the funder's requirements are addressed; overseeing submission and responses

to queries and letters from funding bodies according to deadlines; and overseeing the efficient management of grants during the post-award phase.

4. RCM Research will keep abreast of developments in national and international research policy by maintaining relationships with relevant organisations and ensuring RCM representation at relevant networking events. This will allow us to establish efficient processes for responding strategically to national and international funding opportunities.

5. The RCM will, from time to time, set goals for the value of external funding bids and closely monitor success rates; relevant key performance indicators (KPIs) for external research income are reported annually to Council.

1. Audited external research grant income projections (RCM share)							
Year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Target	£500k	£400k	£500k	£500k	£525k	£550k	£575k
Actual							

2. Projections of annual overall value of new external funding bids (including collaborative)							
Year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Target	£1m	£1.25m	£1.5m	£1.75m	£2m	£2.25m	£2.5m
Actual							

8. Knowledge Exchange and Research Impact

Disseminating RCM research internationally and maximising its impact on the widest possible range of beneficiaries is key to the RCM's Research Strategy and the importance of communicating the value of its research to the wider world informs project design at every stage. Evidence of the impact of RCM research is now widely distributed across many areas of society and made apparent thanks to a huge increase of exposure in national and international media, and the recognition of the achievements and esteem of research teams and individuals by national and international bodies. Above all, the RCM is now widely recognised for the excellence of its research into the impact of music and musical practice in a whole range of arenas, from the creation, analysis and performance of new and historical artistic work, and the social and cultural history of music, to advances in the areas of physical and mental health and wellbeing, and technologically assisted learning.

Knowledge Exchange

As set out in the UUK Concordat for the Advancement of Knowledge Exchange in Higher Education the RCM will develop and sustain a cross-institutional Public Engagement policy that ensures it provides innovation, leadership and high-quality support in a wide range of KE activities that enhance the communities and organisations it works with. The role of Research

in this work is acknowledged and is primarily delivered through having clear policies on the types of KE that we undertake working with staff, students, collaborators and beneficiaries so that KE policies are understood and operationalised.

1. The RCM will regularly monitor and review of our strengthening KE performance through regional, national or international benchmarks to inform the development and execution of a programme of continuous improvement so that it becomes more effective.

2. The Research and Knowledge Exchange Manager, working together with the Directors of Finance, Communications and the Artistic Director oversees the preparation of annual returns to HE-BCI in order to capture the full range of RCM Knowledge Exchange activity.

3. Working alongside the Director and Heads of Programmes and the Area Leader for Knowledge Exchange, the Research and Knowledge Exchange Manager is part of the team which will deliver periodic OfS Knowledge Exchange evaluation exercises.

Dissemination

The RCM supports a dynamic and innovative research dissemination and knowledge exchange infrastructure, effectively integrated with relevant internally and externally focused programmes and platforms, including Digital, Communications, and the public Artistic Programme. RCM Research will:

1. In close collaboration with MarComms, the Research Office will manage the dissemination of news about research activities and achievements in the press, broadcast media, and on-line, through platforms such as the RCM Research web pages (including areas devoted to Research Centres, externally funded research projects; RCM Collections, and RCM Museum), the VLE, RCM Research Online, and individual researcher project websites.

2. Ensure well-maintained and interactive external and internal online presence for RCM research projects and knowledge-exchange, including providing a platform for online open access research outputs.

3. Develop existing and initiate new forums for the sharing of ideas and research outcomes between researchers, professional staff and the wider academic community, encouraging cross-disciplinary discussion and the sharing of expertise.

4. Support its researchers in initiating and organising international open-call conferences and other research meetings on topics relevant to the College's research priorities, either alone or in collaboration with other institutions. RCM Research will promote a minimum of one major international conference at RCM every two years aiming to utilise the full range of resources available, including live performance in the RCM's physical spaces, on-line streaming, video conferencing and incorporation of the RCM Museum and Library Collections.

5. In the light of climate crisis, recognise the urgent necessity to cut down on air travel. It will facilitate and widely promote the delivery of contributions to overseas research events by video-link wherever feasible, including any research event held at RCM. Researchers will be encouraged to maximise the use of on-line resources, video conferencing, and, where travel is essential, to prioritise low carbon-emission transport where possible.

6. Provide cost-free access to RCM spaces and support departments (such as Performance and Programming; Box Office; Facilities and Digital) for research events that involve RCM staff and doctoral students on the same basis as the performance programme, and associated learning and teaching activities.

7. Ensure a discrete budget to support the effective dissemination of RCM research through online and other publication media.

8. Organise an annual public RCM Research Fair to showcase staff and doctoral research.

9. Develop a programme of temporary and digital exhibitions within the Museum and other RCM spaces based around original research which presents innovative perspectives through collaborative projects and external loans.

Assuring Impact

Maximising the beneficial impact of RCM research for the wider public good is integral to the Research Strategy. RCM Research will:

1. Build on the experience of successful RCM researchers, the opportunities for working together with partners in other HEIs, non-HE organisations, and other agencies with which the RCM has track records of effective research impact, to develop a knowledge base for developing a tool-kit for embedding sustainable impact into all research projects, however small and in whatever field.

2. Ensure that every research project supported within the College sets out the details of an integrated impact plan that is adequately resourced.

3. Ensure that potential individual and group beneficiaries of RCM research projects are identified, and involved at all stages of the research, including planning, rigorously following the RCM's ethical research procedures.

4. Ring-fence funding and adequate Research Assistant hours in the costings of funding applications to ensure the systematic collection and recording of impact data throughout the course of funded research projects.

5. Maintain a well-structured archive of impact data for individual projects, including professional and social media coverage.

6. Introduce an integrated research data management and preservation system to ensure that all relevant research data is available on open access.

7. Develop existing, and devise new, means for engaging with beneficiaries of RCM research that can influence project design and be applied as research projects evolve.

8. Use innovative methods (e.g., interactive online platforms) to ensure two-way communications between researchers and stakeholders.

9. Establish a Knowledge Exchange Group bringing together representatives of the principal research areas, Media and Communications, Digital, Performance Programme, and Commercial Hire teams. It will meet annually to develop and monitor an integrated RCM Knowledge Exchange Strategy that ensures that the RCM's Higher Education Innovation Fund (HEIF) and Commercial Strategies are fully integrated with one another. The RCM will develop an effective policy for managing the Knowledge Exchange Framework (KEF).

9. Ensuring an Ethical Working Environment

The RCM expects all members of staff and students to observe the highest ethical and professional standards in their research.

1. Research at the RCM spans a wide range of practice-based and non-practice-based activities that involve human participation. As signatories to The Concordat to Support Research Integrity (2019), the RCM is committed to ensuring that research is conducted according to appropriate ethical standards and that all their research is subject to active and appropriate consideration of ethical issues. To that end, the RCM Research Ethics Policy and the associated RCM Research Ethics Committee sets out basic principles and together they enable a clear ethical review process, training in ethics, and arrangements for advice and guidance on good practice in the conduct of research practices. The RCM acknowledges that research is governed by a range of ethical, legal and professional frameworks, obligations and standards which will change over time. The RCM will ensure that it has up-to-date knowledge of the frameworks, standards and obligations that apply to our work, reviewing this policy annually.

2. The RCM also adheres to the principles and guidance set out in the UK Research Integrity Office's Code of Practice for Research and Misconduct, Investigation Procedure. The RCM follows the RCUK Policy and Guidelines on the Governance of Good Research Conduct. All researchers, whether directly or indirectly funded by one or more of the UK Research Councils, are bound by this policy. As a member of Conservatoires UK (CUK), the RCM adheres to the Conservatoires UK Research Ethics Guidelines.

3. We provide training to student and staff researchers in ethical conduct, informed by the RCUK Policy and Guidelines on the Governance of Good Research Conduct, which are logged at https://www.rcm.ac.uk/media/CUK_Guidelines_on_Good_Research_Conduct_1617.pdf.

4. RCM researchers and any other participants and collaborators in RCM projects have the right to work in a safe, respectful and collegial environment, free from prejudice and harassment.

5. Under the terms of the RCM Equality, Diversity and Inclusion policy (adopted October 2020) the RCM is committed to not discriminating unfairly on the grounds of age, disability, sex, sexual orientation, gender reassignment, pregnancy and maternity, race (including colour, nationality and ethnic or national origin), religion or belief, marriage and civil partnership (all of which are 'protected characteristics' under the law); nor does it discriminate on the grounds of class or any other unjustifiable cause.   .

6. The RCM will actively seek to develop greater diversity among its research community (including research students) through working to counter obstacles to participation in research by those from communities currently under-represented both within conservatoires and the music profession at large, including women, black and other ethnic minorities, and those with disabilities.

7. By being adaptive to the needs of our diverse RCM research community, supporting flexible ways of learning and working that recognise potentially exclusionary factors in people's lives such as disability, caring responsibilities or economic disadvantage, We will ensure that we embed inclusive practice to support research excellence.

8. The RCM will investigate all incidences or allegations of research misconduct, following the RCM's Whistleblowing Policy and Procedure, and if necessary, the Staff Disciplinary Procedure; it will also protect researchers from malicious, mischievous or frivolous allegations.

9. All members of staff who are engaged in, or who wish to engage in research supported by the RCM, whether contracted to do so, or as a an hourly-paid professor without a specific contractual requirement to undertake research, will be afforded access to relevant resources on an equal basis, subject to satisfactory application.

Richard Wistreich
Director of Research