

***Taking
Responsible
Research
Assessment from
possible
to easy***



**University
of Glasgow**

**The San Francisco Declaration on Research
Assessment (DORA)**

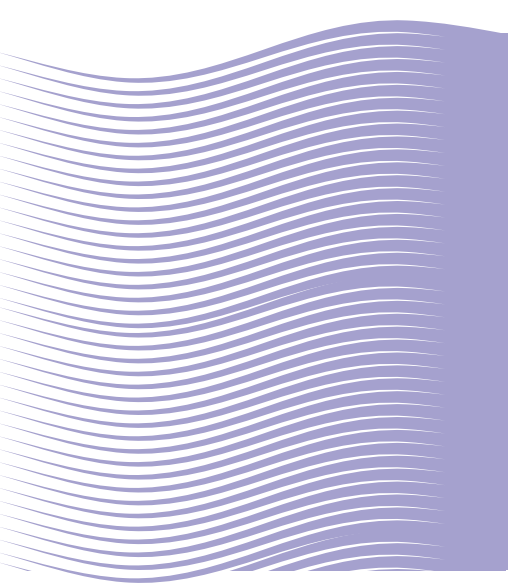
DORA Action Plan

2026 - 2029

Foreword from the Academic Lead for Good Research Practice

The University of Glasgow's four core values are Ambition & Excellence, Curiosity & Discovery, Integrity & Truth, and Inclusive Community. Living these values means that research assessment should fairly and inclusively reflect the quality and integrity of scholarship, not just the numbers attached to it. That's why we've committed to the principles of the San Francisco Declaration on Research Assessment (DORA). But signing our DORA commitment alone isn't enough—it takes action, reflection, and collaboration to ensure the recommendations are more than aspirational notions, and that they are actually reflected in the way we do things.

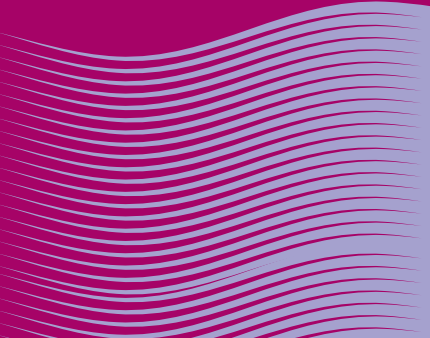
Professor Lisa DeBruine



The way we define, recognise, and reward research quality, innovation and impact has far-reaching influence on who we recognise and prioritise for funding, for support, sponsorship and mentoring, and ultimately for promotion, leadership and career success. DORA invites us to think critically about how we judge what 'excellent' looks like and gives us a more robust framework for recognising excellence through multiple methods and measures. This makes for a better and stronger research culture, an important priority for the university of Glasgow.

**Dr Kay Guccione,
Head of Research Culture & Researcher Development**

Principles of Responsible Reward and Recognition



Momentum for improved research assessment practices that better reflect research impact and integrity.

DORA highlights the urgent need for more accurate, equitable and meaningful ways to evaluate research outputs, moving beyond reliance on only journal-based metrics like the Journal Impact Factor (JIF). Originally designed to help librarians select journals, JIF is widely misused in research assessment despite its well-documented limitations, such as field-specific biases, susceptibility to manipulation, and lack of transparency. DORA calls on funding agencies, academic institutions, and researchers to assess research on its intrinsic quality rather than the prestige of the journal in which it is published. It additionally advocates for recognition of a broader range of research outputs, including datasets and software, and for greater use of online publishing innovations.

The principles championed by DORA intersect with the principles of the **University of Glasgow's Research Strategy 2036**, stating the value of research quality over quantity. Glasgow's guiding principles for research set expectations for research quality, how we work and how we enable our people and teams to succeed.

Our commitment to advancing responsible recognition and assessment as part of 'how we work' is embedded in our **Research Culture Action Plan 2026-2029**, anchored by Glasgow's five research culture priorities which include 'Research Recognition'. Our ambition through this priority is that all colleagues are valued for their varied contributions to a diverse range of research activities and outputs. While this commitment goes beyond simple adherence to the DORA recommendations, ensuring we are meeting our obligations as a signatory of DORA is one important step.

Responsible Research Assessment at the University of Glasgow

*Signing our DORA commitment
alone isn't enough - it takes action,
reflection, and collaboration.*

The University of Glasgow has been a signatory of the San Francisco Declaration on Research Assessment (DORA) since 2020. The DORA Action Plan was co-created, and is owned and monitored by the DORA Working Group of the Lab for Academic Culture.

Membership of the DORA Working Group

Prof Lisa DeBruine, Chair, University of Glasgow Academic Lead for Good Research Practice

Dr Rachel Herries, Research Culture Manager, Research Services

Kristy Bremner, Research Enhancement Manager, Research Services

Gordon Meiklejohn, Knowledge Exchange and Impact Manager, Research Services

Dr Rhoda Stefanatos, Fellowships Development Manager, Research Services

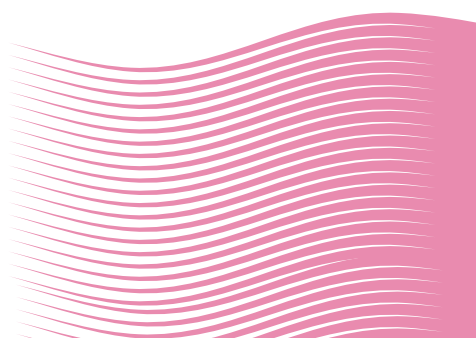
Dr Neil Findlay, Research Development Manager, College of Science and Engineering

Fiona Millar, People and Organisational Development Lead Business Partner (Reward)

Valerie McCutcheon, Research Information Manager, University Library

The DORA Action Plan was developed in consultation with Dr Kay Guccione (Head of Research Culture and Researcher Development), Dr Sumi David (Executive Director of Research Services) and Prof Chris Pearce (Vice Principal for Research and Knowledge Exchange).

Responsible Research Assessment at the University of Glasgow



We champion the adoption of good practices in research assessment framed by DORA's recommendations

The University of Glasgow's DORA Action Plan outlines our commitment to responsible research assessment, details our review of the seven recommendations of DORA that relate to researchers, research managers, and the institution.

For each recommendation we:

- describe the current status of implementation as 'no action', 'emerging', 'evolving' or 'sustained'
- classify priority for action as low, medium, or high
- identify and propose indicative activities and success measures for assessing institutional implementation of DORA. Stating our goal and associated action/s.

The ongoing delivery, monitoring and review of our progress and the actions outlined in our DORA Action Plan will be led by the Academic Lead for Good Research Practice and the DORA Working Group. Ongoing key delivery partners include but are not limited to Research Services Directorate, Library Research Information Management Team, People & Organisational Development and the Good Research Practice Network.

Our approach to delivery will:

- be guided by and aligned to sector best practice
- take a partnership approach
- commit to continual monitoring and review

Our approach to reporting will be:

- to report and consult on progress internally via the Lab for Academic Culture and RPSC
- to report on our progress openly (externally) via the UofG Research Culture Annual Statement

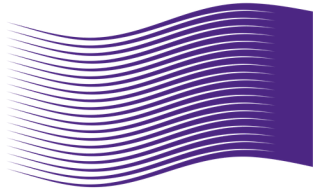
DORA

Recommendations for Researchers

DORA makes four recommendations that are relevant to all contributors to research (e.g., academic and research staff, postgraduate researchers, research professional staff) at the University of Glasgow:

1. Committee Decisions:	“When involved in committees making decisions about funding, hiring, tenure, or promotion, make assessments based on scientific content rather than publication metrics.”	Emerging / High priority for Glasgow
2. Primary Literature:	“Wherever appropriate, cite primary literature in which observations are first reported rather than reviews in order to give credit where credit is due.”	No action / Low priority for Glasgow
3. Personal Statements:	“Use a range of article metrics and indicators on personal/supporting statements, as evidence of the impact of individual published articles and other research outputs.”	Emerging / Medium priority for Glasgow
4. Challenging inappropriate practices:	“Challenge research assessment practices that rely inappropriately on Journal Impact Factors and promote and teach best practice that focuses on the value and influence of specific research outputs.”	Emerging / Medium priority for Glasgow

While the language of the declaration is heavily science-based, the principles of responsible research assessment apply to all disciplines.



Recommendations for Researchers

In response we will...

1.1 All committee guidance materials (for applicants and reviewers) have an explicit policy about use of metrics and recommendations for panel members

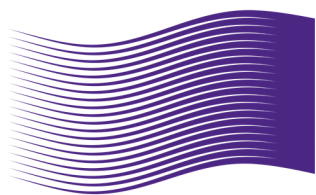
- Collect and review guidance materials for internal funding schemes (e.g., IAAs, GCID, Crucible Seed Fund)
- Collect and review guidance and materials for hiring, tenure, or promotion

1.2 Training for committee members includes guidance about the appropriate use of metrics

- Make resources available to committee members (DORA website)

1.3 All research staff who could be committee members have taken such training

- Communicate the resource developed in 1.2 to committees and include in inductive materials



Recommendations for Researchers In response we will...

3.1 Researchers are aware of resources explaining the pros and cons of different articles metrics and indicators

- Ensure the revised statement on responsible use of metrics contains a link to resources explaining various metrics
- Communicate policies to researchers (e.g., policy awareness project)
- Include in research integrity training

4.1 Clear guidance/training on how to challenge inappropriate research assessment

- Add relevant brief content to research integrity training materials
- Develop an optional module for the online research integrity training

4.2 Clear reporting lines and incident logging for reporting poor research assessment practice

- Develop and communicate reporting lines (ALGRP, DoRs, Sumi)
- Include in training materials

DORA

Recommendations for Institutions

DORA makes two recommendations that are relevant to the internal research(er) assessment processes of institutions such as the University of Glasgow (5-6), and a general recommendation (7):

5. Explicit Criteria:

“Be explicit about the criteria used to reach hiring, tenure, and promotion decisions, clearly highlighting, especially for early-stage investigators, that the scientific content of a paper is much more important than publication metrics or the identity of the journal in which it was published.”

**Emerging / High
priority for
Glasgow**

6. Diverse Research Outputs:

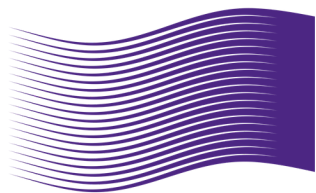
“For the purposes of research assessment, consider the value and impact of all research outputs (including datasets and software) in addition to research publications, and consider a broad range of impact measures including qualitative indicators of research impact, such as influence on policy and practice.”

**No action /
Medium priority for
Glasgow**

7. No Journal-Based Metrics:

“Do not use journal-based metrics, such as Journal Impact Factors, as a surrogate measure of the quality of individual research articles, to assess an individual scientist’s contributions, or in hiring, promotion, or funding decisions.”

**Emerging / High
priority for
Glasgow**



Recommendations for Institutions In response we will...

5.1 Job/hiring advertisements explicitly highlight how we use metrics to applicants

- Gather job/hiring advertisements to do an audit

5.2 Promotion guidelines explicitly highlight how we use metrics to applicants

- Gather promotion guidelines to do an audit

6.1 The types of outputs included in P&DR or promotion reflect their discipline-specific proportion in Enlighten

- Collect stats for types of outputs included in Enlighten
- Awareness of output variety

7.1 Clear guidance for all research staff (incorporates aspects of 1.1, 1.2, 1.3, 3.2, 5.1, 5.2)

- Create a guidance pack for staff to explaining DORA principles and obligations
- Create a webpage on DORA under Lab for Academic Culture

Contact us

University of Glasgow Responsible Research Assessment Webpage
www.gla.ac.uk/research/strategy/ourpolicies/commitmenttoresponsibleresearchassessment/

Research Culture
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Read about ongoing progress on The Auditorium - The University of Glasgow's Research Culture and Researcher Development blog
<https://theauditorium.blog/>

This Action Plan was approved by the University of Glasgow Research Planning and Strategy Committee in December 2025.

