RESEARCH STRATEGY
2020-2027

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

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

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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

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) encouraging outstanding candidates for externally-funded postdoctoral fellowships to consider RCM as a host; b) including Research Assistant posts at the RCM within large-scale external funding bids, whenever feasible; and c) working closely with the Development Office to identify philanthropic sources of support for ECR fellowships..

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

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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 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. 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.

10. 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.

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

12. 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).

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 know9.008 (g)810 (n)-83BC1 (d)-1BT/205.51 688..96 841.92 reW* nBT2

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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).

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

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