Institution: University of Nottingham	
Unit of Assessment: Area Studies	
Title of case study: Transforming Policies, Practices and Research Cultures among UK funders and cultural organisations to amplify the research with and for Black and Minority Ethnic communities and organisations.	
Period when the underpinning research was undertaken: June 2016 – August 2020	

Details of staff conducting the underpinning research from the submitting unit:

Name(s):	**Role(s) (e.g. job title):**	**Period(s) employed by submitting HEI:** 01/06/2016 - 07/08/2020
Karen Salt	Associate Professor of American Studies	

Period when the claimed impact occurred: Since September 2016
Is this case study continued from a case study submitted in 2014? No

1. Summary of the impact

Salt's expertise on the relationship between race, historical governance, and institutional change has led to transformations in the way universities, UK funding bodies, and third-sector organisations engage with Black and Minority Ethnic communities. Through the AHRC-funded Common Cause project and additional advisory roles, Salt's collaboration with key stakeholders, such as UKRI, the Runnymede Trust, the Tate, and the National Co-ordinating Centre for Public Engagement, has led to more sustainable and ethical cooperation with community groups who previously found it difficult to engage with research systems. The results of Salt's research are new collaborations between community groups, funders, and universities, the implementation of new practices, training and policies, and a new generation of Black and minority ethnic researchers.

2. Underpinning research

Salt's research has examined how discourses of race and difference inform systems of governance and decision-making. This research includes work on sovereignty in transnational contexts and how Black nation states have claimed independence, demanded political recognition, and fought for their continued sovereignty in a highly racialized nineteenth- and twentieth-century world. The research investigates instances of political upheaval and institutional change in which people of African descent have designed and experienced new futures of equality and freedom. Because the social construction of race and systems of racial difference continue to play pivotal roles in postcolonial societies and in the relationships between nation states and their peoples, the key governance principles and processes brought to light by Salt's work on the nineteenth- and twentieth-century Atlantic world find their legacies in the present day.

Taking Haiti as a case study, Salt's monograph (**1**) examines the processes of social and political upheaval that the country's independence struggle caused in an Atlantic world fuelled by systems of slavery. *The Unfinished Revolution* explores the dynamic creation of the first Black sovereign state, the development of Black political thought, and the processes of negotiation, brokerage, and the various other strategies needed to maintain the nation's political existence. By investigating Black sovereignty in Haiti, Salt examines the challenges Haiti has encountered within both regional and global political systems and, in so doing, provides a detailed understanding of the systemic relationship between these two political scales. The key findings of *The Unfinished Revolution* show the importance of policy negotiation, policy execution, and their foreseen and unforeseen implications for equity and justice in everyday practice. Salt formulates a 'deep reach' methodology in the book that deconstructs racial systems in order to analyse large-scale governance structures. The methodology uses a systems analysis approach to understand how institutions and organisational structures are built, how inclusive or exclusive they are, and whom they serve.

In *Excavating Resistance* (**2**), published as part of her work on the Geographies of Black Protest grant (**8**), Salt extends her work on past and present political systems to African diasporic communities in Canada (Africaville, Nova Scotia), the Caribbean (St. Lucia), and the United Kingdom (Nottingham). The research examines the geographies, heritage, and history

of Black protest (material, oral, and intangible) and investigates to what extent this heritage draws from other forms of Black political engagement including the antislavery, decolonisation, Black Lives Matter movements. The research shows the benefits of increased and improved understanding between diasporic communities of their protest histories, the materiality of black protest cultures, and their strategies of survival. The research has mapped how communities have built, and are continuing to build, better systems by sharing strategies through networks and other platforms.

Studying the past and its legacies enables Salt to understand how race continues to inform relationships between nations, institutions and citizens, the costs and impact of racial inequality, and the actions that can change existing practices (**7**). In this historical research and analysis, Salt has developed research tools to understand the race's role in contemporary society and modern challenges to racial inclusion in organisations. Salt has applied this 'deep reach' methodology to analyse systems of inequality in the UK higher education sector, a complex political and organisational structure underpinned by historical gender and racial inequality. In *Teaching African American Studies* in the US and the UK (**3**) Salt et al. review the structural challenges facing a Black Studies curriculum, the role of identity in shaping curricula, and the challenges encountered by teachers in a range of educational and geographical locations that resonate in the context of modern political events.

As Co-I of the AHRC-funded Common Cause research project (**6**), between October 2016 and March 2017 Salt carried out phase 1 of the research in collaboration with Kristy Warren (University of Nottingham). This research analysed funders' publicly available databases to identify 86 examples of university-BME community research collaborations. This exercise shaped the rest of the project, which investigated why there were so few recorded examples of such collaborations, and the 10 principles for establishing community-university partnerships (**4**). The subsequent report, which set out equitable models of collaboration in networks between HE institutions and BME community organisations, expressed its 'concern that this knowledge has not been adequately shared, attributed, acknowledged or challenged' (**5**). Salt's primary intellectual contribution was to draw on her expertise in marginalised Black knowledge and governance systems, and to apply this expertise to an analysis of HE and third-sector BME collaborations.

3. References to the research

1. Book. **Salt, K.** *The Unfinished Revolution: Haiti, Black Sovereignty and Power in the Nineteenth-Century Atlantic World*, (University of Liverpool Press, 2018) [DOI 10.2307/j.ctvt6rjmr, ISBN 9781786949547].

2. Presentation. **Salt, K.** *Excavating Resistance: Exploring the Ruins of History and the Marks of Injustice within the Archives*, presented at From the Ruins of Preservation: A Symposium on Rethinking Heritage Through Counter-Archives, 11-12 July 2019 held at the German Historical Institute, London [Video of presentation available at https://mediacentral.ucl.ac.uk/Play/18436 (accessed 19/10/20)].

3. Journal Article. Dossett, K., Joseph-Gabriel, A., Jeffries, H., King, N., Plath, L., Rice, A., **Salt, K**. Teaching African American Studies in the US and the UK, *Journal of American Studies* 52:2 (2018), 528-554 [DOI:10.1017/S0021875818000038].

4. Report. Bryan, D, Dunleavy, K, Facer, K, Forsdick, C, Khan, O, Malek, M and **Salt, K**. *Fair and Mutual Research Partnerships: 10 Principles for Community-University Partnerships*. (University of Bristol and the Arts and Humanities Research Council Connected Communities Programme, 2018). [Open Access: https://www.commoncauseresearch.com]

5. Book. Bryan, D, Dunleavy, K, Facer, K, Forsdick, C, Khan, O, Malek, M**, Salt, K** and Warren, K. *Common Cause Research: Building Research Collaborations between Universities and Black and Minority Ethnic Communities* (University of Bristol and the Arts and Humanities Research Council Connected Communities Programme, 2018) [Open Access ISBN: 978-0-9935528-6-1]

Selected grants that underpin the research conducted:

6. August 2016–January 2020 AHRC Leadership Fellowship Connected Communities Grant (AH/N504518/1): (PI: Facer) **Salt** (Co-I): £36,306.

7. June 2016–July 2018 ESRC Research Grant (ES/M003566/2): £420,237 (PI: **Salt**).
Project Title: "The Trust Map."
8. February 2017–May 2018: AHRC Research Grant (AH/P007066/1): £33,172.50 (PI: **Salt**).
Project Title: "Geographies of Black Protest."

4. Details of the impact

<u>Organisational Change at the Runnymede Trust, Tate, and the National Co-ordinating Centre for Public Engagement (NCCPE)</u>

One outcome of the Common Cause research project was a series of networks, whose purpose was to engage new communities and build new collaborations between universities and BAME community partners. The Runnymede Trust pioneered this regional network development from March 2018 to May 2019 and Salt collaborated with the Trust throughout this period, with the result that the Trust altered its organisational practice and vision. The Trust is the UK's leading independent equality think-tank, providing advice to the Government, including UK Home Office. In the past the Trust operated as a top-down organisation, working with national and regional government policy makers, funders, academics and other influencers. As a result of working on Common Cause networks, the Trust now offers '*development, interventions and support to "the frontline", working more directly with grass-roots individuals, projects and organisations*' [**A**] thus enriching the capacity of communities to engage with the research and policy process. The project manager notes that the Common Cause networks '*made us think more about the locus and focus of our activity, and the influence we can have working between and within different constituencies and audiences. Runnymede is currently engaged in a process of strategic development for the longer term and the work with the Common Cause networks has provided us with invaluable insights and experiences which have, and will continue to contribute to that process*' [**A**].

Salt's research for Common Cause and its downstream initiatives has led to targeted support for neglected Black and minority ethnic third-sector community groups. The project manager at Runnymede explains how Salt's evidence-based advice enabled the networks to become '*a rarely provided space and opportunity for BME people*' [**A**]. These networks were seeded across the UK, in Liverpool, Cardiff, Birmingham, Nottingham and Glasgow, continuing until May 2019. Although there are other BME-led networks, the Common Cause networks reflected Salt's understanding of effective structural innovation, in that the networks were an '*opportunity to experiment with different support interventions, to argue for proper resourcing and to raise the profile and recognise the value of BME-led organisations and projects*' [**A**]. Crucially, participants were encouraged to self-direct their own projects, and the £800 allotted to each of the five networks represented a rare opportunity to say to people who had never been told before, '*here's your money, go and develop your idea*' [**A**]. Indeed, '*this tiny pot has meant a huge amount to the aspiration and affirmation of the participants, both to recipients and to those in the wider networks*' [**A**]. In turn, these networks have led to a qualitative research project in Glasgow, a new start-up preventative healthcare organisation in Nottingham, the development of a youth-led project on knife crime in Birmingham, and a prisons-based creative writing project in Bristol [**A**].

For the National Centre for Coordinating Public Engagement (NCCPE), Salt's input through Common Cause has changed the content and delivery of their professional development courses. As a key source of best practice, NCCPE courses are important for the development of research and engagement culture in UK academia with changes to their content and NCCPE's outlook having long-term implications for the sector. The courses now address '*topics such as effective partnership working, developing high quality engagement, and effective community engagement. We embed discussion of the Common Cause Principles in these courses, and in the process have encouraged hundreds of HE staff and community partners to apply the principles to their practice*' [**B**]. Salt's specialism in equitable partnerships between HEIs and third-sector organisations has also helped create new funding schemes which NCCPE has co-ordinated: '*The Community University Partnerships Initiative (funded by AHRC and Power to Change, and coordinated by the NCCPE) was a £100K pilot scheme to broker partnerships between communities and researchers, and provided development funding to 28 community-university partnerships. The initial relationships between the funders*

were brokered by the Common Cause team, and the design of the programme was directly influenced by the Common Cause Principles' [**B**]. Overall, Salt's particular approach to engagement with non-HEI groups, especially marginalised ones, has enormously benefited NCCPE in their mission to '*galvanize strategic change in how the HE sector approaches its research and knowledge exchange activity*' [**B**].

Beyond Common Cause, Salt was invited to assist Tate with its in-house project, Inclusive Futures, between October 2018 and August 2019, which explored the systems and structures that either assist or hinder embedding Diversity & Inclusion (D&I) at Tate. As a result of Salt's advice, the organisation is now equipped to '*address hitherto relatively unrecognised yet important aspects of its institutional history*' [**C**]. Specifically, it enables Tate '*to document and understand the history, activism and practices of inclusion, equity and justice that have existed, and continue to exist, amongst Tate staff and within an array of disparate Tate projects, exhibitions and activities*' [**C**]. Grounded in Salt's research on governance and systems change, Inclusive Futures means that the Tate is now able to '*prompt reflection on why these projects [connected to D&I at Tate in the past twenty years] have or have not brought about sustainable change*' [**C**]. This reassessment is guiding the future activities and outlook of what is one of the UK's leading arts organisations.

Changing Institutional Practice and Policy at UK Funding Bodies
Salt's analysis of the Common Cause database of community partners provided, for the first time, details of community partner groups, their input into research funded by the AHRC, and their contribution to various outputs. The findings initiated in-depth, evidenced-based transformations in the AHRC treatment of EDI, resulting in new ways of working and thinking and new policies and relationships between boards and advisory committees. As a result of Salt's Common Cause work, the AHRC changed its EDI policy and its Strategic Delivery Plan, which explicitly draws on Common Cause principles for collaboration (pp. 26–28) in establishing the rules for working in partnership with community groups [**D**].

Salt's work influenced the appointment and role profile of the AHRC's Head of Cultural Value and Equality, Diversity and Inclusion, who as a result is tasked with translating the Common Cause findings into policy change and delivering a programme of activities to successfully implement EDI initiative at the AHRC. Informed by Salt's expertise, the Head of Cultural Value and Equality stated in March 2020 that the AHRC was (1) actively seeking ways to promote EDI as a topic of research; (2) broadening the range of community organisations to take part in Collaborative Doctoral Awards; (3) launching the council's first EDI Engagement Fellowship awards for established academics (May 21, 2020). These pioneering fellowships '*are an opportunity to re-model arts and humanities research, especially EDI, as genuinely collaborative and embedded in communities.*' They recognise, in reference to Salt's research, that '*academics don't hold all the world's knowledge*' and the importance of '*bridging formal and informal modes of knowing*' [**E**]. The Head of Cultural Value and Equality notes that, since appointment in 2019, Salt has helped the AHRC understand the downstream effects of policies, including, for instance, how '*AHRC grant policies and processes might potentially enforce inequality by creating barriers for talented researchers that are excluded through structural issues within their Research Organisations*' [**E**]. Common Cause has triggered discussion about how community partners are paid for their participation in research, with progress made towards regulating the rules governing payment, such as establishing a minimum day pay rate to ensure equitable income for project partners on research bids.

Salt was appointed to the AHRC Advisory Board in May 2017, became Deputy Chair of the External Advisory Group for Equality, Diversity and Inclusion at UKRI in September 2018, and in September 2019 was seconded as Strategic Lead for EDI Evidence at UKRI, which embraces all 9 UK public funding bodies. In these roles, Salt has initiated systems change by commissioning reviews on (1) bullying and harassment in research and innovation environments (published October 2019); (2) equality, diversity, and inclusion evidence in both UK and international settings (published December 2019) [**F**]. As a result, UKRI now requires all recipients of funding to adhere to Advisory, Conciliation and Arbitration Service (ACAS) guidance, which involves establishing preventative strategies and effective response mechanisms for dealing with bullying and harassment [**G**]. The second of these two reviews (carried out by Advance HE on behalf of UKRI) informs UKRI's forthcoming five-year plan to

foster '*a more inclusive and diverse research and innovation environment*' [**G**]. In July 2020, UKRI announced that Research England, working with the Office for Students, would also launch a joint funding competition in autumn 2020 '*to improve access and participation for black, Asian and minority ethnic postgraduate research students*' [**H**]. As a result of Salt's work, UKRI has '*provided grant funding to support the UK Council for Graduate Education to develop a policy briefing to analyse relevant data*' on access for BME students [**H**].

These initiatives and changes within UK funding bodies are made possible by Salt's cumulative corpus of research into systems change and marginalised knowledge bases, which highlights the importance of challenging traditional and hierarchical models of research and the need to consistently embed equality into research projects involving collaborations with non-university partners.

Inspiring the Next Generation of BME Researchers and Third-sector Collaborators
Salt's commitment to individual and community empowerment in her research has inspired BME researchers to pioneer new forms of third-sector collaborations through Europe's first Black Studies PhD programme at Nottingham. Established in 2017, it has so far attracted 6 students. Salt was instrumental in the programme's formation through her 'deep-reach' approach to systems change that underpins the programme. The PhD researchers remark that what makes the programme unique is '*a mode of caring research practice […] at the core of the Black Studies programme and which feeds into neighbouring activities*' [**I, Student A**]. One PhD student's research on Black women's digital visual culture has prompted her to '*give back*' to community partners [**I, Student A**]. Inspired by Salt's analysis of community empowerment, Student A has formed a reading group of 20 Black PhD students at multiple UK HEIs (Sheffield, Loughborough, Leeds and Nottingham Trent) [**I**].
Another PhD student undertook a collaboration with Nottingham Black Archive to galvanise her academic research while inspiring her to pursue a career in community organisation work. The Black Studies Programme has made students more aware of the need for more Black and minority ethnic researchers in academia: '*Not seeing many Black academics around does affect your perception of academia and your own place within it [...], but familial and academic support combined with a stimulating programme of innovative academic research alongside community collaboration has helped to counter this perspective*' [**I, Student B**].

5. Sources to corroborate the impact
[**A**] Testimonial from Runnymede Trust
[**B**] Testimonial from director of NCCPE
[**C**] Testimonial from Head of Research at Tate
[**D**] AHRC Delivery Plan https://ahrc.ukri.org/documents/strategy/ahrc-delivery-plan-2019/
[**E**] Testimonial from Head of Cultural Value and Equality, Diversity & Inclusion, AHRC
[**F**] Letter from UKRI to Norman Lamb MP
[**G**] UKRI reports: 'Tackling Bullying and Harassment – UKRI Position Statement'
https://www.ukri.org/files/about/policy/edi/ukri-position-statement-bullying-and-harassment-pdf/); Equality, Diversity, and Inclusion Evidence Reviews: UK
(https://www.ukri.org/files/final-edi-review-uk/); International: https://www.ukri.org/files/final-edi-review-international/)
[**H**] Karen Salt, 'Change the system – together', Research Professional, July 2020:
(https://www.researchprofessional.com/0/rr/news/uk/views-of-the-uk/2020/7/Change-the-system-together.html)
[**I**] Testimonials from Nottingham Black Studies PhD students