

Institution: Middlesex University

Unit of Assessment: UoA17 Business & Management

1. Unit context and structure, research and impact strategy

1.1 Overview and mission

Middlesex University Business School research makes a *distinctive* and *significant* contribution to the field, by placing businesses firmly in their societal context at global, national, and local levels. Although our University status dates from 1992, the Business School is one of the oldest in the UK. Across its history, its mission has been to foster business and management activity that promotes a better society. Our impactful research and knowledge exchange consistently addresses issues of social justice, equality, diversity and inclusion, sustainability, and prosperity through active engagement with business and a range of private, public and voluntary organisations.

Our REF2014 submission ranked us 38th, comfortably in the top half of Research Fortnight's Research Power League. 65% of our submission was rated 4*/3*, up from 30% in RAE 2008; 92% of our impact was rated 4*/3*; our research environment ranked in the top-30, with 75% rated 4*/3*. Our REF2021 submission improves further on this strong growth trajectory. It reflects our vibrant and sustainable research culture that is explicitly inclusive, supportive and collaborative, combining high academic achievement with passion for societally impactful research. Across the current REF period, we have strengthened research leadership, recruited new research-active staff at all levels, and invested strongly in staff development and research infrastructures/facilities, leading to significant improvements.

We have more than doubled staff submitted (39.95 to 85.75FTE), representing 96 individuals with an increased proportion of female (46%FTE) and BAME academics (51%FTE). Sustainability has been solidified by embedding research leadership throughout the School. Yearly doctoral completions have increased by more than 40%. Our strong level of external research income has been maintained in this REF period, with the May 2020 Chartered ABS (CABS) analysis ranking us #29 for UK Business Schools (<https://charteredabs.org/researchincomereport2020/>). Publications are in journals rated more highly in the ABS list; 8% of our submission was published in ABS elite Journals of Distinction (up from 3.5% in 2014) and half in JoD/ABS 4-rated journals (up from one-third in 2014). Our improved research performance is reflected in a very strong rise in the four major international research rankings, culminating in a 2020 **world top-200 position** in Business & Economics.

1.2 Research structure

Our research governance and leadership structure reflect the strategic importance of research, promote research-led teaching, build capacity, and enhance research leadership and management. It is led by the School's Research, Knowledge Exchange and Ethics Committee (RKE) which comprises the School Director of Research, Dean, Heads of Department (HoDs) and Departmental Research Leaders alongside the Directors for CEEDR (Centre for Enterprise and Economic Development Research), Doctoral Students, Staff Development, Corporate Engagement, and Ethics. This committee forms a key part of the School's Leadership Team, with a core remit to integrate research with the wider School strategy; ensuring that mutually interdependent links to teaching, knowledge exchange and impact are fully realised and underpin the sustainability of our entire provision. Progress towards targets is monitored by this widely-understood, robust research management structure, informed by income and student data supplied by the University's Research and Knowledge Transfer Office and by detailed annual Research Plans completed by all academic staff (see 2.1).

Our research endeavours are organised around seven themes (see 4.1) which have developed historically. Five of these featured in 2014:

- (1) labour, human capital and employee voice
- (2) organisation studies, especially gender, diversity & inclusion, and leadership
- (3) enterprise, entrepreneurship and innovation
- (4) international business
- (5) corporate governance and financial management

Two new thematic areas targeted for development in 2014 have grown into fully-fledged areas of expertise:

- (6) tourism and place branding
- (7) experimental/behavioural economics

These seven themes provided the focus for our people and research strategy (see 2.1). However, interdisciplinary approaches are central to the way we conceptualise research (see 4.1) and are, together with an international comparative approach (see 4.2), a hallmark of our outputs. This is apparent in the longstanding work of CEEDR and has been actively advanced in this REF period through new interdisciplinary research clusters and internal seedcorn funding support (see 3.2). Our commitment to business and social engagement means that there is a wide range of non-academic beneficiaries and audiences involved in the production and use of our research output (see 4.6).

1.3 Research strategy

a. Realising our 2014 strategic aims

In 2012, **Croucher**, then Director of Research, implemented a research strategy to increase the scale and quality of our research activity across identified thematic areas. This strategy was subsequently developed by **Syrett**, Director of Research from 2016. Alongside a focus upon retaining, attracting and developing ambitious researchers, particular emphasis was placed upon enhancing our leadership capacity through a multi-layered, distributed governance system. This comprised a new leadership role for staff development (**Harzing**), new mid-late career Departmental research leads (**Dennis, Freeman, Lodh, Vecchi**) providing dedicated support for our seven research themes, and ten early-to-mid-career academics providing ground-up leadership for their new, self-initiated, collaborative, interdisciplinary, and societally relevant research clusters (see 3.2).

Our REF2014 strategy identified six aims which we have actively pursued:

(i) *broadening the base of research strengths*: alongside consolidating our five traditional strengths with increased staff numbers (16-22 academics), we have broadened our base with new strengths in Tourism and Place Branding (19 academics) and Experimental/Behavioural Economics (13 academics). This was achieved through strategic recruitment (see 2.1) and repositioning Tourism (previously in Economics) within the Marketing department to capitalise on synergies with (place) branding. Restructuring of Economics led by **Kujal** enabled the development of a cohesive group of experimental/behavioural economists, with an emerging strength in development economics.

(ii) *improving the balance of our staff profile*: careful recruitment of key senior and early-career staff, combined with systematic staff development and research mentoring of junior staff, has facilitated doubling the number of staff submitted whilst increasing the proportion of female (46%FTE) and BAME academics (51%FTE).

(iii) *further internationalising research and impact activity*: through mobilising our highly international staff composition (see 2.3), we have increased both international collaborations (from 77 to 115 in our submitted outputs) and international content (from 118 to 143 in our submitted outputs), with over 70 countries represented. Impact Case Studies (ICs) similarly demonstrate our international scope (see 1.4).

(iv) *diversifying income streams and increasing research funding*; within an increasingly competitive funding environment, our research income now comes from more diverse sources and funds a wider range of projects. We have maintained our strong level of research income over the current period, placing us #29 in the May 2020 CABS rating for UK Business Schools.

(v) *enhancing non-academic impact of our research*; the development of systematic support for increasing non-academic impact (see 1.4) has resulted in seven ICSs and is evidenced in increased social media engagement and media coverage.

(vi) *augmenting the number of PhD students and professional doctorates and improving timely completions*. Doctoral intake has grown by 10%, focusing on quality applications. Yearly completions increased by 43%, with an average 10.3 PhD graduates/year and 6.4 DProfs.

This sustained strategy has significantly increased the quality and quantity of our research outputs. Our current submission is 26% larger than 2014 in outputs, with 8% of articles published in Journals of Distinction (3.5% in 2014), and half in JoD/ABS4-rated journals (up from one-third in 2014), with three quarters of the remaining publications in ABS3-rated journals or journals of similar standing. Overall, we nearly tripled our publications in JoD journals, nearly doubled our publications in ABS-4/JoD journals and nearly quadrupled our articles in Web of Science listed journals.

Our improved research performance is reflected in a marked improvement in all international research rankings since 2018, including in the THE ranking where we have improved our position *within* our bracket. Notably, we perform even better on rankings that are fully (ARWU) or largely (US News; 75%) based on metrics such as publications, citations and international collaboration, compared to rankings partly (THE; 33%) or largely (QS; 80%) based on “peer review” (reputation surveys). In 2020, Middlesex University was the only modern UK university to be ranked in Business & Economics on the US News ranking (#32). On the ARWU/Shanghai ranking, Tourism was ranked #27 worldwide and #4 in the UK, demonstrating this major new area of strength.

World-wide position in international research rankings (Business & Economics)

Year	THE	QS	ARWU	US News
2018	251-300	NR	238	NR
2019	251-300	401-450	196	218
2020	251-300	351-400	203	198

Note: Our ARWU ranking above is based on the average of five BS sub-disciplines. The slight 2020 decline was caused by a changing operationalisation for one of the criteria; our performance on the other criteria increased.

b. Advancing our research strategy

The strong leadership and dynamism of our research activities demonstrated since 2014 ensures we are now well-placed to take a leading role within the University’s ambitious 2031 strategy currently being finalised. Under leadership of our new Vice-Chancellor and British Academy of Management President, Nic Beech, a new vision (*Middlesex University: innovative and inclusive, united by a shared purpose we will shape a better world*) and a new mission (*To shape a better world through practice-led, transformative education, high-quality, impactful research and innovative engagement*), have been put in place. Through interdisciplinary and cross-functional communities of practice, the University intends to become world-leading in diversity and inclusion, social justice, innovation, health, sustainability and prosperity. Active in all of these areas, the BS is excellently positioned to advance interdisciplinary university-wide collaborations.

The School will continue to build on recent strong achievements and current dynamism. Located firmly in the top-third of institutions in the UK on many metrics, the School’s reference group is now composed of research-intensive universities. Our current strategy is to sustain performance

on existing strategic aims (publications, staff development, internationalisation, impact, doctoral students), ensuring growth, but to expand breadth and depth of these activities. Key strategic aims comprise:

1. Consolidate our seven current research strengths (see 4.1) and develop emerging strengths in development economics, innovation, disruptive technologies, and large-scale organizational transformation, leveraging eight post REF2021 appointments with expertise in heuristic decision-making, decision science, OR/IS, big data/datafication, and organizational change.
2. Further increase interdisciplinary research through development of existing research clusters (see 3.2) and aligned with priorities in our new University strategy, notably related to environmental sustainability, gender and diversity, business ethics and well-being.
3. Increase levels and diversity of funding across our research, using growth areas, such as experimental/behavioural economics, tourism and innovation and increased interdisciplinary research, to generate new funding streams.
4. Expand the extent and scope of our KE and impact activities through working with external partners to embed further non-academic impact within all areas of academic strength (see 1.4).
5. Invest further in the development of our professional doctorates to increase numbers and extend business engagement, improve synergies with our PhD training programme, and become sector-leading in what we consider to be the major growth area in Business & Management doctoral provision.
6. Improve our reputation to fully reflect our objective research performance through improved communication, effective use of social media, and wider engagement with (inter)national professional organisations.

We will achieve this by further developing our transformative staff development and mentoring programme (see 2.1/2.3/3.2) to become a sector-leading model for developing supportive, collaborative, and inclusive research cultures.

1.4 Achieving impact from our research

We have sustained our strong emphasis on research impact apparent in REF2014, where 92% of our impact was rated as 4*/3*. Our approach to impact is integral to, and embedded in, each of the six key strategic aims above, informed by three objectives: (i) produce research relevant to business, policy makers and wider society which; (ii) defines and responds to both practical issues and debates driven by academic concerns and; (iii) routinely involves stakeholders. It demonstrates strong orientation towards issues of social justice, diversity, inclusion, and sustainability; an approach which requires engagement with constituencies often marginalised in business research, such as unemployed people, the low paid, minority ethnic and migrant workers, trade unions and social enterprises.

a. Realising research impact

Engagement with businesses, public sector organisations and diverse communities of practice is integrated into our working culture, cutting across areas of research, teaching and learning. Realising impact is supported through our staff development programme (see 2.1) and infrastructure (see 3.2) and integrated into our research governance; the remit of formally designated Departmental Research Leaders includes supporting staff to develop the impact of their research activity.

Building active relationships with users nationally, internationally and locally is pursued through a number of mechanisms and supported financially through our seedcorn funding scheme:

- *Participating in and hosting user events.* These are crucial to promoting user dialogue, through us communicating our research expertise and our staff gaining better understanding of users' research needs (see 4.3).
- *Participation in users' steering groups/advisory panels,* routinely using these in our research.

- *Running specialist training/CPD events making research findings available in a user-friendly form* e.g., the successful development of Massive Open Online Courses on social enterprise (ICS5); and training on whistleblowing provided to the NHS (ICS3).
- *Active BS engagement in communities of practice networks* including the UNPRME (United Nations Principles for Responsible Management Education); Business Fights Poverty, Business Call to Action Network, and Digital Leaders Network.
- *Staff secondments* encouraging staff to develop links through working in other organisations, and users themselves working within the BS (see 2.1)
- *Developing our professional doctorate and MBA programmes*, through which students provide us with strong industry links, including MBAs meeting the needs of specific business sectors, such as **Poulis'** work with the shipping industry.

b. Impact Case Study selection

Our ICSs demonstrate our approach to impact, the different types of users and beneficiaries of our research, and our continued emphasis upon social purpose in business through our focus upon equity, social justice and sustainability. We have built upon three major areas of research impact developed over the last 20 years:

(1) *supporting, valuing and protecting workers*: impact is evident regarding improvements in tackling race equality within the NHS (ICS1); increased protection for whistleblowers across private corporations and public organisations (ICS3); better detection and improved recovery of unpaid wages (ICS4); raising awareness of the workforce benefits of improved maternity protection (ICS7); and paying employees a living wage (ICS6).

(2) *improving the social and environmental sustainability of business*: impact has arisen from promoting business activity with social purpose, creating and growing social enterprises (ICS5), developing green finance to support business development (ICS2), and encouraging business social responsibility through payment of the Living Wage (ICS6).

(3) *supporting Small and Medium Size Enterprise (SME) development*: impact builds upon past work on improved support for SME growth, demonstrated through advancing change in the financing and support for early stage, innovative SMEs (ICS2), and working with SMEs to demonstrate advantages of paying employees a living wage (ICS6) and improving maternity protection (ICS7).

The ICSs reflect close engagement with end users over extended periods of time to build trust and mutual understanding, e.g., with the NHS (ICS1); the Living Wage Foundation (ICS6); British Business Bank (ICS2); and SEUK and the Department for Digital, Culture Media and Sport (ICS5). The impact of our research is evident in shaping and design of policy as well as its implementation, practice and evaluation. This is exemplified through impact via the Director of Labour Market Enforcement (ICS4) upon the non-payment of holiday pay, and with BEIS, DCMS and other national government departments in the development of policy on mutuals (ICS5) and venture capital financing (ICS2). In all of these ICSs, our results have led to demonstrable changes in business and organisational practice and government policy, both in the UK and internationally, whether in relation to protecting whistleblowers (ICS3), developing effective race equality standards in the workplace (ICS1), or adopting payment of the Living Wage (ICS6).

c. Sustaining future impact

Impact will continue to be embedded within our research, teaching and knowledge exchange activities. Our experience has demonstrated how research and impact go hand-in-hand, both contributing centrally to the overall success of our work. The ICSs presented are on-going and provide a strong basis for future impact. However, across this REF period, we have actively invested in broadening impact to new and developing areas of research expertise, particularly experimental/behavioural economics, tourism and innovation. It is expected that these areas, focused on core themes of sustainability, innovation and social justice, will contribute future ICSs.

Our Tourism research has begun to generate impact regarding sustainable tourism approaches involving local populations in the tourist experience (**Stylidis**). Our behavioural and development economics research is creating impact through observational and experimental approaches. This includes **Ramirez**'s field interventions encouraging behavioural change in relation to educational outcomes in Nigeria (working with the World Bank) and democratic participation in Tunisia (working with USAID), and **O'Garra**'s development of a tool to support community-based co-management on social and ecological outcomes in Fiji. COVID-19 related research has also generated a new stream of impact (see 4.6), notably **Capraro**'s research on gendered mask-wearing during the pandemic which has generated considerable international interest from the media (>150 stories) and policy-makers.

1.5. Open Science and research integrity

We have strongly supported initiatives related to Open Science including ORCID registration, with all submitted staff having registered, and have actively supported gold open access publication for 3*/4* journal publications between 2012-2016. This OA scheme contributes to our strong citation performance (see 4.1), but was discontinued on the basis of cost, given the rising level of 3*/4* outputs and refusal of co-authors from other universities to contribute to the cost.

The University Figshare Repository (<https://mdx.figshare.com/>) for research data is increasingly used by Business School researchers, e.g. an ethical and practical framework for COVID-19 testing of NHS workers (<https://doi.org/10.22023/mdx.12721505.v1>) (referenced by the UK Scientific Advisory Group for Emergencies panel); reports on racial inequality in NHS leadership (<https://doi.org/10.22023/mdx.12640421.v1>; <https://doi.org/10.22023/mdx.12721493.v1>); and on student working conditions and employment rights (<https://doi.org/10.22023/mdx.12937253.v1>).

Academics in Economics have participated in a high-profile pre-registered international replication study on cooperative behaviour, combining 21 labs in 12 countries. In addition, the majority of recent studies in our Behavioural Economics group are pre-registered. CEEDR staff collaborated with government departments and NGOs to promote the use of administrative data for evaluating outcomes (<https://journals.sagepub.com/doi/10.1177/1356389015577507>). The resulting publication "Opening access to administrative data for evaluating public services: The case of the Justice Data Lab", demonstrates how government-owned data can be made available to organisations to evaluate the impact of their interventions and has been influential internationally, with several countries seeking to replicate the UK experience.

The University has a well-established, comprehensive Code of Practice for Research, enshrining the highest standards of research conduct and integrity. Its principles and practices are based on the Research Councils' Statement on Safeguarding Good Scientific Practice (2000) and the Concordat to Support Research Integrity (2012). The independent University-level Research Ethics Committee (RKEC) ensures high standards of integrity are upheld through well-established approval processes and has oversight of our School-based research ethics committees. The School actively reflects on comments and cases reported at RKEC from the Annual Review and has made key contributions to reforms and refinements of approaches to ethics approval.

Within the School, research integrity is overseen by the RKE committee and governed through a departmental Research Ethics Committee (REC) structure. REC approvals are audited on an annual basis and Chairs report to the central University REC which is itself chaired by a Deputy Dean. All research projects conducted by students and staff must attain approval from a local REC before commencement of work. All applications are reviewed by at least one reviewer, and up to three reviewers by those deemed as "high risk". Students must provide evidence of REC approval in order for their work to be marked. The governance function of the RECs is underpinned by a secondary educative function to support integrity in research practice. Applications requiring re-submission receive detailed written feedback from reviewers to support the reapplication process and develop applicants' understanding of requirements of ethical research practice.

2. People

2.1. Staffing strategy and staff development

a. Staffing strategy

Central to realising our potential in research, teaching, and knowledge exchange, is prioritising the best use of our staff's expertise and resourcefulness. The key objectives of our staffing strategy since 2012 have been to strengthen research leadership and develop junior researchers to ensure a well-balanced staff profile, reinforce current research groupings, and lay foundations for new areas. This has been pursued through external recruitment, including a major recruitment drive between 2012-2015, and strong emphasis upon staff development, particularly for junior and mid-career staff. Our staffing strategy is informed by the basic principles of the Concordat to Support the Career Development of Researchers: to promote an inclusive approach to staff development which enhances individual and collective research capacities; to attract and retain research leaders and junior staff with high potential; and to promote equality and diversity.

The appointment of twelve new professors to enhance research leadership (**Andriotis, Brañas-Garza, Dennis, Fiordelisi, Gooderham, James, Harrison, Harzing, Kujal, Lange, Lehner, Melewar**) has ensured that our seven thematic areas have substantive research leadership. Development of new thematic areas (Experimental/Behavioural Economics and Tourism and Place Branding) was advanced via six new professorial appointments, six talented mid-career researchers (**Capraro, Cerrone, Ductor-Gomez, Jimenez, Rodriguez-Lara, Terzidou, Stylidis**), and a post REF2021 appointment of Werner Guth as Visiting Research Professor.

Our current submission includes 17% Lecturers, 61% Senior Lecturers, 11% Associate Professors, and 11% Professors (FTE), who all have permanent contracts; 12% of our academics are ECRs. The School's rising reputation has attracted a high calibre of applicants, providing opportunities for raising overall achievement. Nearly half of the academics in our current submission were recruited since REF2014.

b. Staff development

Middlesex University's people mission is **transforming potential into success** for both students and staff. From 2014, the University undertook an institution-wide staff mapping exercise to ensure staff were correctly placed in terms of level and development pathway. These pathways comprise either "teaching & research", for those with a significant responsibility for research (returned in our REF submission), or "teaching & professional practice", for those with a key focus on engagement with practice. All are part of our inclusive research culture; we do not have teaching-only contracts.

The School has a structured, inclusive approach to supporting colleagues' development, ensuring both vitality and sustainability. It focuses on:

- **Constellations rather than individual stars:** using mutual support, collaboration, and development – instead of competition and financial incentives – as the route to building confidence and improving research performance.
- **Walking the talk:** an emerging, incremental, and iterative strategy – rather than a "grand design" – with practical, day-to-day, on-the-ground support.
- **Means rather than ends:** inclusive research processes in which developmental research collaborations and external engagement matter as much as publications.

In 2014 the School created a new role dedicated to research mentoring and career development for junior academics, appointing **Harzing** (<https://www.mdx.ac.uk/about-us/what-we-do/faculty-of-professional-and-social-sciences/business-school/features/raising-middlesexs-research-profile>).

This resulted in a comprehensive staff development programme, recognised by Harzing's election

by Women of the Future as one of 50 Leading Lights in the 2019 Kindness & Leadership Awards. It includes monthly research lunches and research training cafes, ad-hoc research jam sessions, research cluster meetings, research seminars, individual career development meetings, as well as longer, more intensive development activities such as 3-day writing boot-camps, workshops on funding applications, and specialised half/one day bootcamps on topics such as journal targeting, literature review, research design, and social media engagement (see also 3.2). The programme is available to staff at *all* levels of research activity, including those on the “professional practice” pathway, with research students welcome at many activities as well. In 2020 the programme was taken online (<https://www.youtube.com/watch?v=tNf3LkZiu9k&t=76s>), thus enabling integration of academics from Middlesex Dubai and Mauritius.

Staff also receive support for external engagement, through a dedicated Director of Corporate and Partner Engagement (McGowan). Support included over a dozen stakeholder engagement events in the 2014-20 period with practitioners and policy makers from industry, not for profits, funders, and foundations. McGowan works with colleagues in developing external links, for instance to All Party Parliamentary Groups synergistic with our research focus (e.g., APPGs on Human Trafficking & Slavery, Race & Community, and Social Mobility), to companies, building dissemination channels for relevant academic research, and via networks, such as UNPRME. Staff are also supported in development of research impact through mentorship and advice from CEEDR (see 3.2), alongside specific training and support from external consultants working with members of staff with research impact potential. This combined support enabled staff to extend research impact and supported the development of our ICSs.

Staff development needs are formally explored annually in appraisals. Staff complete a Research Plan, reporting on outputs, research income, engagement with practice, and other research activities and plans to build upon them. Individuals are offered development packages to meet identified needs. Support emphasises high levels of assistance rather than monitoring. Staff can apply for time relief in the form of research and practice allowances – which, unusually for post-92 universities, can amount to up to 40% FTE workload remission – and buy-outs to cover third-party research projects, plus generous conference funding (£1200/year) and seed-corn funding for research, impact and knowledge exchange activities (see 3.2). Allowances are more generous for new researchers, supporting their career development. Each new colleague also has a dedicated research (as well as teaching) mentor.

Most staff’s class contact is limited to half a calendar year, HoDs configure teaching commitments appropriately to create concentrated research time, and postgraduate and doctoral supervision is accounted for in workload planning. Staff can apply for sabbaticals and research leave; these have included prestigious secondments, e.g., **Daguerre**’s Fulbright Scholarship to George Mason University (2016-17), producing a book on Obama’s Welfare Legacy; **Gottschalk** to the UN (2012-14) and **Bournakis** to the Bank of Egypt (2019).

Effectiveness of our staff development is reflected in strong staff advancement. Since 2014 eight long-standing colleagues – including five women and six BAME – were promoted to Associate Professor (**Haddock-Millar**, **Kyriacou**, **McPherson**, **Owen**, **Parsa**, **Sepulveda**, **Vecchi**, **Woo**), and 26 to Senior Lecturer, most within 5 years. Strong support to junior staff is also reflected in quality outputs, with nearly 60% of the JoD/ABS4-rated publications in our submission by (Senior) Lecturers. Likewise, four out of our seven ICCs are led by Senior Lecturers/Research Fellows. These results demonstrate ongoing effectiveness of our staff development programme, and realisation of our mission of being a leading university for transforming potential into success.

2.2 Research students

Doctoral research is integral to our research strategy and culture. Research students are a key element in our inclusive and diverse research community, with 72.6% from BAME ethnic groupings, the largest Asian (44.2%). Just over half is female, and 57% of the students are aged 30 and over, with 32.6% between 25 and 29, and only 10.5% between 21 and 24.

PhD and professional doctorate student numbers remained largely stable across the REF period, increasing from 96 (2013/14) to 104 (2019/20). This stability in enrolments resulted from a 2015 decision to revise the recruitment process so as to enhance the quality of the student intake; a shift that led to dropping of the previous plan to significantly expand recruitment. Controlled quality recruitment, investment in both research student and supervisor training, and improving the student experience produced a notable improvement in the number of completions. Double the number – 117 – of doctoral students graduated over the current REF period (previous 58.5), a 43% increase on a yearly basis (16.7/year vs. 11.7/year).

Awards by year and type

Type	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	Total
Professional Doctorates	13	0	9	7	6	5	5	45
PhD	10	9	12	7	9	12	13	72
Total	23	9	21	14	15	17	18	117

Enhancements in student experience quality, in monitoring of student supervision and in supervisor selection and training, have been overseen through the appointment of **James** as the new Director of Doctoral Programmes in 2016. Expectations of PhD students to participate fully in the School's research culture have also been extended as has support for this. PhD students are supervised by a panel consisting of a Director of Studies and one or two co-supervisors, working alongside departmental Research Degrees Co-ordinators (RDCs), to promote research student participation in seminars/workshops and facilitate them to organise events. With the Programme Director, RDCs monitor students' progress, including through six-monthly formal doctoral student progression boards, and reviewing supervisory teams. Over 85 colleagues have acted as supervisors during the REF period. Before joining supervisory teams, staff must attend university-level training; at least one supervisory team member must have previously supervised to completion.

Feedback from research students on their experiences, concerns about their studies and well-being is actively sought and channelled through supervisors and RDCs. In addition, monitoring procedures and student participation in Boards of Study provide formal mechanisms to address any concerns. The effectiveness of these enhanced arrangements was evident in the results of the 2020 national PRES survey, showing that 72% of BS research degree students agreed that their feedback was valued and responded to, significantly above the national average of 61%.

Our PhD training is designed to create an inclusive community of junior researchers. Research students receive comprehensive research training through a three-year course, drawing on academics from across the School. It prepares students for the milestones in their progression: registration, transfer and viva. Core elements of the first year are research design, research strategies, and search and review of the literature; in the second year, methodologies for data collection and analysis; in the third year, writing workshops, publication and dissemination strategies, social media engagement to maximise research impact. Training is aligned to the Vitae research framework, preparing students for both the academic and professional world and providing them the tools to think beyond disciplinary boundaries and professional siloes. Finally, the University provides generic skills training: A Researcher Development programme with nearly 30 workshops throughout the academic year, including employability skills, dealing with the media, academic writing, and accessing and disseminating research results.

PhD training promotes an inclusive community of researchers who can find support and motivation in each other (see also 2.3). Since the COVID-19 crisis a virtual Research Training Café was established that meets regularly to ensure that supervisors and students, wherever located, can meet to discuss emerging issues affecting their research. Participation in the annual University-wide doctoral conference celebrates our research student community and promotes researcher development and interdisciplinary engagement. Research students present at least two papers or posters at this event across their programme of study.

Doctoral student office space was expanded in 2015 with high quality, dedicated accommodation shared on a hot-desking basis, with good computing facilities. Research students have full access to the well-resourced Sheppard Library on campus, including access to dedicated databases (e.g., Bloomberg), and major London libraries, e.g., British Library and the British Library of Political and Economic Science. During the pandemic free STATA software was provided to PhD and MSc research students and the Business School paid for access to Thomson Reuters and Bloomberg from home. PhD students may apply for up to £500 support for conference attendance.

Alongside PhDs, we have augmented our Professional Doctorate provision, building on the world-leading expertise of Middlesex University's Institute for Work Based Learning (IWBL), a recognised international leader in the field of Professional Doctorates since 2007. Following introduction of the DBA by **Shepherd** in 2011, integrating the IWBL into the Faculty in 2017 provided additional expertise (**Pizzolato**) on professional doctorates into the BS. Further strengthening of our training and provision in this area is a key objective of our current research strategy (see 1.3).

2.3 Equality & Diversity

a. Equality, diversity and inclusion in research support

Equality, diversity and inclusion (EDI) are core Middlesex values, both in the University and Business School, and considered central to creating productive research communities. We were the first UK university to receive Corporate Gold/Embedded Charter Mark from UK Investor in Equality & Diversity. All researchers have permanent contracts, offering security and career development to staff and sustainability to the School. The only exception is a very small group of Associate Lecturers – normally those yet-to-be-awarded their PhD – who usually successfully apply for Lecturer vacancies after 2 years. Many colleagues have part-time appointments at their request.

Robust arrangements exist for ensuring equality of opportunity. The University aims for provision above statutory levels and ahead of the sector. Along with the provision of opportunities for less-experienced researchers, parental leave, a university nursery, flexible working to accommodate family, health or other circumstances, and reintegrating staff on their return to work, are all supported by clear policies. Twelve BS academics have been on parental leave in the REF period, half of which twice. Family-friendly policies are reflected in our staff development programme, where scheduling accommodates those with parental responsibilities.

The School has a fully open, transparent processes for application for research funding, access to internal funds, conference attendance, sabbaticals and training. The School advertises and interviews for all key leadership roles to ensure equality of treatment and key positions being allocated based on ability and motivation. Recruitment panels are diverse, fully reflecting our staff demographics. Departments operate with standard workload models with research and practice allowances allocated transparently on a yearly basis, based on past performance and credible work plans.

For research students, University procedures are in place to avoid students being disadvantaged as a result of ill health or other circumstances disruptive of their studies, including the COVID-19 pandemic. Students can apply for extensions to their studies of up to 12 months beyond the maximum permitted registration periods on the grounds of significant disruption outside their control. They can also request an interruption to their studies of up to 12 months. More than one such request can be made, subject to a maximum total period of interruption (24 months for a full-time student).

Diversity is in the School's DNA. Its Executive Dean Anna Kyprianou leads on diversity on the University Executive and chairs the University's REF Equality and Diversity Panel; from 2021 she occupies the position of Pro Vice-Chancellor Equality, Diversity and Inclusion. All four of the School's HoDs are non-British born – three with a BAME background – and half are female. Of the fifteen departmental research leads/research cluster leads, half are female and all but four are

non-British born. BS academics participate in Staff Equalities Networks which provide an integrated and supportive environment which embraces the rich diversity of our community. These are currently constituted as Equalities and Diversity Networks, including Anti-Racism, Interfaith, LGBT+, Gender, Disability, and Parents & Carers.

Many staff are engaged in diversity & inclusion research, which is applied for external engagement and advocacy as demonstrated in the submitted ICSs on race inequality in the NHS (ICS1) and maternity protection (ICS7). **Harzing's** research on gender/international diversity in academia informed the 2014 establishment of CYGNA, a network for female academics, 95% of which are non-British born (see 4.5). She is also working with the British Academy of Management to investigate diversity and inclusion in its journals. Wilson has both led the University-wide programme of engagement and demonstration projects, including bespoke diversity awareness introductory exercises, and diversity health-check initiatives, and designed a best practice diversity toolkit for the Metropolitan Police in partnership with Stephen Lawrence's brother Stuart Lawrence.

At the heart of dynamic research communities is an inclusive, supportive, and collaborative research culture in which staff and research students readily help their colleagues in various staff development activities and feel free to share successes, fears, and failures. Although "professional practice" staff are not returned in our REF submission, their invaluable work in non-academic impact, facilitated by Practice workload allowances (new in this REF period), contributes significantly to our inclusive research environment. Its creation (see 2.1 and 3.2) involved actively building researcher confidence and collegiality, whether through thriving Departmental newsletters or the fully-funded yearly residential writing bootcamp at Cumberland Lodge in Windsor Great Park. Such events not only demonstrate to staff the School's desire to invest in their career development, but also create a climate that contributes to staff well-being; one particularly appreciated by female academics, younger researchers and those new to the UK and academia.

b. Equality, diversity and inclusion in the REF submission

Our commitment to EDI is reflected in our REF submission. An identical proportion of our male and female academics are on a teaching & research pathway (57%) and thus included in our submission. Gender distribution in the outputs (42.5% female) is broadly representative of the proportion of women within our submission (43.8%). In contrast to national-level findings about underrepresentation of women in ICSs (Kellard & Śliwa, 2016) three of our seven ICSs are led by women. A larger proportion of BAME academics are on a teaching & research pathway - 61% vs. 54% for white academics - and thus included in our submission. The distribution of ethnicities in the output pool shows a slight under-representation of BAME staff (39.9% vs 45.8%), with white European (40.5% vs 36.5%) and white British staff (19.6% vs 17.7%) overrepresented; a discrepancy explained by the inclusion of many junior BAME academics who have published only one significant paper to date.

The selection of publication outputs was conducted by an UoA Panel of five members. Chaired by the Director of Research, it included two further professors, one mid-career and one early-career researcher. Two members were female, three were BAME/white European. The selection process for outputs was fully transparent; staff were asked to nominate their top-5 publications based on REF quality criteria. As the CABS list is used as a guide in performance appraisals and research time allocations within the BS – in line with practice across UK Business Schools – it was used as **part** of our REF selection criteria, so as to ensure equity and continuity with our existing practice. Selection was not constrained to this ranking, however; staff could draw on other criteria to evidence the quality of their outputs and were encouraged to do so.

The selection process followed three steps: (1) Inclusion of all staff's first nominated publication; (2) Inclusion of *all* publications published in JoD/4* journals on the CABS ranking, or equivalent if the journal was not ABS-ranked. These two steps accounted for nearly 90% of our submission; (3) Selection from outputs published in journals ranked 3* on the CABS ranking or equivalent. Given the large number of outputs in this category, selections were made on the following criteria: (a) outputs demonstrating particular significance as evidenced in citation levels and/or societal

impact; (b) outputs linked to funded projects and/or ICSs; (c) outputs in highly-ranked journals in other journal rankings (e.g. Australian ABDC ranking).

We avoided engaging in internal peer-review as we strongly feel that the judgement of quality of outputs through peer-review by 3-4 **expert** journal reviewers/editors is more accurate and equitable than any internal process. Collegial peer-review is also well-known to be biased against those very categories of staff that we aim to protect and often has detrimental impacts upon organisational climate and staff morale. ICSs were chosen based on the strength of their documented impact and underlying research base.

3. Income, infrastructure and facilities

3.1 Income

Our strategy is to attract income from a range of funders to cover our diverse range of interests, from the more theoretical through to policy evaluation and user engagement. Accessing funding is overseen by the School's Research, KT and Ethics Committee. The University's Research and Knowledge Transfer Office assists in identifying funding opportunities and provides support to the Committee and individual researchers. Given the increasing importance of collaboration in bids, the RKTO and CEEDR help seeking partners beyond colleagues' networks. Combinations of senior and junior researchers are built to provide juniors with opportunities to participate in funded projects. Internal quality control is built into our systems. Funding applications are internally reviewed and must be discussed with senior colleagues, Research Leads, and the School Director of Research, before submission.

We maintained our level of research income at an average of £426K per year between 2014-20, thus placing us within the top-30 of UK Business Schools in the May 2020 CABS rankings (see <https://charteredabs.org/researchincomereport2020/>). Although our research income did not increase as planned, the wider context was one of a 15% decline in research funding for Business between 2013/2014 and 2018/2019, compared to funding for all disciplines. We increased the *number* of funded projects and the *diversity* of our funding sources between 2014-20; however, intense competition for larger bids led to a lower average level of funding per project (£30,000).

Notwithstanding, we secured nearly £1million of RCUK income, a third of our total income, even though sector-wide income from UK research councils was 11% lower in 2018-2019 than in 2008-2009. The policy-oriented nature of our research was reflected in UK government bodies being our second major funding source (27%), generating £805k of income. A growing amount of income (11.4%; £339k) was from UK-based charities, alongside £317K (10.4%) from EU sources and £284k (8%) from industry. Whilst many research projects were themselves international in scope (e.g., ESRC-funded bi-lateral projects with Hong Kong; **Roper** on the professionalisation of HRM, **Chatrakul** on workplace age diversity), there was too a notable rise in funding from international sources, accounting for 8% (£229k) of total income over the 2014-20 period. These diverse funding sources clearly evidence the interdisciplinarity of our research, high levels of collaboration with academic and non-academic stakeholders, and commitment to social engagement across international, national and local societal contexts.

Success in raising research council grants was rooted in our consistent focus on research with social impact. This is exemplified by **CEEDR**'s involvement in the ESRC-funded Centre for Understanding Sustainable Prosperity (CUSP) generating over £466k of income between 2016-2020, the AHRC-funded (£86K) Rethinking Fashion Design Entrepreneurship: Fostering Sustainable Practices (2018-2021) led by **Werner**, ESRC-funded projects on welfare reform in the UK and US (£78K **Daguerre**), and the role of mutual organisations in delivering public services (**Lyon**, £58K). To achieve our aim to build on areas of existing research strength while opening up new avenues, we made extensive use of ESRC funding to develop debate and international networks, including funding for six ESRC seminar series: **Frynas** on Corporate Social Responsibility (CSR) and small

business in emerging/developing countries; **Syrett** on entrepreneurship in homes and neighbourhoods; **Lewis** on work-life balance in the recession; **Adams** on new ways of exploring gendered inclusion; **Brañas-Garza** on behavioural economic experiments relating to incentive schemes for policy; and **Mabey** on developing ethical leaders. Although involving modest levels of income, these seminar series produced significant collaborations, conference events and publications. For example, the network on home-based entrepreneurship developed through six conference events, three led by the BS, included active collaboration with the Department for Business, Energy & Industrial Strategy (BEIS) and the ONS, leading to a new microbusiness website, two edited books, and a forthcoming *Futures* special issue on small business digital entrepreneurship.

Funding from government departments and agencies has been important in enabling the development of research with a strong policy and industry focus. Throughout this REF period, the School has been a recognised supplier to the Business Innovation and Skills (BIS) Research and Evaluation Framework, also widely used by other government departments, and since 2019 to the Human Social Science Research Capability Framework (HSSRC). The BS has received funding for multiple projects from BEIS and other government departments including the Department of Digital, Culture, Media & Sport (DCMS), Department of Work and Pensions (DWP) and Ministry of Defence, worked closely with industry through the development of Knowledge Transfer Partnerships, and with users ranging from the British Business Bank to Social Enterprise UK.

Given our focus upon social justice, inclusion, sustainability and prosperity, NGOs and charities are an important and growing source of research funding providing an important route to impact. Funders included the Joseph Rowntree Foundation (**Vickers** on the role of the social economy in city growth), Power to Change (**Stumbitz** on community businesses providing health and well-being services), Trust for London (**Clark** on unpaid wages), Barrow Cadbury Trust (**Werner** on living wage payment in SMEs), Youth Business International (**CEEDR**'s global evaluation of volunteer mentoring for youth entrepreneurship) and Médecins Sans Frontières (Haddock-Millar on creating a mentoring and coaching hub).

Developing the international dimension of our research was supported by an increasingly diverse range of funding sources. EU funding has been significant, notably in developing research relationships with Latin America through the BS's involvement (led by **Sepulveda**) in the €2.4 million Horizon 2020 INCASI project (2016-20) on social inequalities in Europe and Latin America. The School hosted twenty Latin American scholars and ten of our staff and research students undertook periods of research in Latin America. Important also was Shepherd's role as deputy coordinator of the MU-led €13m multidisciplinary VALCRI project (2014-18), involving 17 universities, SMEs and end users in eight countries to develop a criminal intelligence analysis system for European law enforcement agencies.

Research income was also generated from a range of international organisations including the ILO (**Lyon** for work on maternity protection in Ghana); WHO (**Stumbitz** on breastfeeding in the workplace), UN (**Miles**, women's access to reproductive and health protection in Malaysia), and the US Institute for Peace (**CEEDR** work on the role of small businesses in post-conflict resolution for minorities in Pakistan). British Academy funded Newton partnerships for innovation became an important source in funding a range of diverse, international, interdisciplinary projects, including knowledge sharing in Turkish health forums (**Soylu**), open social innovation platform design for science teaching in Turkey (**Soylu**); development of maternity protection and sexual and reproductive health strategies in Malaysia (**Miles**, **Freeman**); grass roots social innovation in Colombia (**Calvo**); restoring natural capital in Latin America (**Calvo**), microfinance loans in Vietnam (**Nguyen**), the co-production of coastal environmental strategies in Fiji (**O'Garra**), and work on unfree labour in the global economy (**Pizzolato**). Research has also been funded by organisations based in other countries/regions, e.g., **Brañas-Garza**'s research in Peru on nudging the unbanked into the banking system, **Park**'s research in Korea in developing the capabilities of Korean SMEs in the transport industry, and **Cai**'s work on developing European-Asia integration funded by the One Asia Foundation.

3.2 Infrastructures

Research infrastructure at the University level is provided through the well-established Research and Knowledge Transfer Office (RKTO), which provides support to our research and knowledge exchange work including doctoral teaching. Led by University Director of Research (Comley) and Director of Knowledge Exchange (Gray), RKTO provides a 'one-stop shop' delivering highly visible, supportive and authoritative resources for research-active staff in relation to research funding, delivering impact, managing research projects, knowledge exchange activities and doctoral student support.

Within the School, CEEDR plays a key role in promoting research impact, engagement and dissemination. CEEDR's longevity, deep roots in policy communities, depth of experience, and its tradition of interdisciplinary working are major assets to the School's researchers both as a model and resource for developing research impact. CEEDR's members advice and mentor colleagues in the BS, promoting involvement in knowledge exchange activities, reflection on pathways to impact, and working relationships with policy makers, practitioners and academics.

Since 2014 the School has made significant investments to improve further its research infrastructure. A comprehensive programme of research and research impact support for staff (see 2.1) started in 2014 with investment in a major leadership role dedicated to developing research support and mentoring, filled by **Harzing**. This resulted in extensive improvements in the range and depth of support, including bi-weekly resource emails, monthly research lunches, research training cafes, and six-weekly staff development groups. Since 2018, paper writing for top journals is supported through the School paying full residential costs for 3-day writing bootcamps held once a year (<https://harzing.com/blog/2020/09/middlesex-university-2020-virtual-writing-boot-camp>), with 50+ different academics participating to date. Similar events are planned for developing funding applications and enhancing research impact. Further support is provided via the CYGNA female academics network (see 4.5) and through Harzing's blog (<https://harzing.com/blog/.toc>). Online since 2016, it has 250+ postings on academic research life, and is used widely across the academic community worldwide, with 110,000+ page views in 2020. In August 2020, an Academic Resources YouTube Channel (<https://www.youtube.com/channel/UC7Ect88m1qlbeo7d0cVdiaQ>) was launched, currently featuring 60+ videos with 13,000+ views.

Further strengthening of the School's research infrastructure was achieved through two new initiatives in 2016. First, an internal seedcorn funding scheme was created, entitled Research and Knowledge Exchange Facilitation Funding. Academics can apply for funding (up to £2,500) for developing impact, small research projects, knowledge exchange, and larger funding proposals, as well as feeding research into teaching; junior academics are prioritised. It has funded **90+ projects** to support our diverse and dynamic research base (see 4.1). Second, the School sponsored the formation of interdisciplinary research clusters, encouraging junior colleagues to identify topics with growth potential that would facilitate collaboration in funding applications, research networks, impact, knowledge exchange and publications. These outward-facing clusters have members from multiple departments and schools within the University, as well as external members. Currently, there are eight active research clusters:

- (1) Sustainable Development (**O'Garra**)
- (2) Gender and Diversity (**Stumbitz**)
- (3) Business Ethics, CSR and Governance (includes "Working Group on Modern Slavery") (**Stephens/Werner**)
- (4) Alternative Organisations and Transformative Practices (**Ozarow/Dashtipour**)
- (5) Transnational Labour and Social Movements (**Morrison**)
- (6) Connected Places, Communities and Identity (**Stylidis**)
- (7) Consumer Research for Individual and Collective Well-being (**Dilmeri**)
- (8) Science and Technology Communication (**Soylu**)

The first five relate to traditional research strengths at Middlesex (see 4.1) and allow broadening these interests to encompass related disciplines and to apply for larger-scale research projects. The *Connected Places, Communities and Identity* cluster represents our developing research strength in Tourism; the final two smaller clusters relate to emerging areas of research. All are led by one or more SLs; six out of the ten cluster leads are women and all but two of the cluster leads are international. Cluster leaders receive a substantive workload allocation to develop cluster activities and access to seedcorn funding to develop their activities.

Support for research impact for these clusters is also provided by our membership of key networks. The School was the first (2008) non-business member of the UK branch of the UN Global Compact network and a dynamic partner in the UN Principles for Responsible Management Education (UN-PRME) network. We participate pro-actively in a wide range of communities of practice networks (e.g. Business Fights Poverty, Business Call to Action Network, and Digital Leaders Network), work with the National Centre for Business and Universities and the UK Digital Catapult, and regularly organise stakeholder engagement events.

3.3. Facilities

Since the mid-2000s, the University has invested over £250M in the Hendon campus where the BS is located, providing an environment highly conducive to research and teaching. This included a major £2.1M refurbishment of the School's building in 2018-2019, which improved the colocation of research colleagues and increased spaces for both formal and informal research meetings. Over this REF period, the University has invested £12.6M in facilities and equipment to support research. The campus provides attractive venues for our growing programme of events (see 4.3), with the research-dedicated Farmhouse offering well-appointed seminar rooms for small conferences. Facilities for bigger conferences and appropriate break-out rooms are available across the campus.

The state-of-the-art Sheppard Library provides access to 150,000+ serial titles via Library Search, in addition to 250,000+ print and 50,000 e-books, and offers a free service to source other materials. Librarians provide expert subject support and training sessions on citation searching and RefWorks. The Library's Research Support Services Team manages the Figshare Data and the Eprints Research Repository and provides support around the REF, Open Access publishing, and research data. Middlesex University was one of the first to institute an e-repository for published outputs, now holding >20,000 items. For the current REF period there were 1570 deposits from BS staff, evidencing the breath of scholarship beyond publications included in our output pool.

4. Collaboration and contribution to the research base, economy and society

Our multi-layered and distributed governance structure (see 1.3) ensures extensive collaboration and a strong contribution to the research base, summarised below:

Research culture	Esteem indicators	Impact & internationalization
MDX-hosted conferences /workshop series: 18	Editorial Board memberships of academic journals: 90+	Normalised citation impact: #47 world-wide, #6 UK (US News 2020 Global Universities Eco/Bus)
Seminars: 450+	Keynotes at major events: 24	61% international collaboration
PhD examinations: 120+	Conf/best paper awards: 18 Fellowships/major awards: 5	75% international content

4.1 Contribution to the discipline

Our disciplinary contribution is evidenced across seven thematic groups, with staff increasingly working across themes in interdisciplinary research (see 3.2).

Labour, human capital and employee voice (Clark, Cotton, Croucher, Danilovich, Dashtipour, James, Lange, Lup, Morrison, Ozarow, Pizzolato, Sargeant, Schulte, Upchurch, Vecchi, Yusuf). Drawing on sociology, history, econometrics and economics, researchers study internal and external labour markets in national (ICS4/ICS6) and internationally comparative perspectives, including *inter alia* research in Latin America, USA, Western Europe and former Soviet States. Outputs show the significance of social institutions, belief systems and gendered behaviours as opposed to “rational choice” in varied international contexts. Significant contributions relate to migration and solidarity, formal and informal employment relations, labour productivity, and the role of affect in work and professional socialisation. Since REF2014, we increased output in 4* HRM/IR/Work Sociology journals (*British Journal of Industrial Relations*, *Human Resource Management (Journal)*, *Work Employment & Society*) from 15 to 17.

Organisation Studies: Gender, diversity and leadership (Adamson, Beauregard, Boulter, Chatrakul, Harzing, Kline, Lewis S., Lup, Martins, Mabey, Miles, Muller-Camen, Ozturk, Rumens, Soylu, Stumbitz, Tomkins, Woo). Combining psychological and sociological perspectives researchers demonstrate how organisational outcomes are impacted by leadership behaviours and workgroup cultures and practices. Research is embedded in the UK context (ICS1/ICS3), studying the impact of neoliberalism and austerity, but international studies in Western Europe, Africa and South East Asia (ICS7) are also evident. Significant contributions relate to gender equity, work-life balance, maternity protection, ageing and sexual identity at work, ethical and caring leadership, and working life in diverse national, ethnic, and linguistic contexts. Since REF2014, we increased output in 4* Organization Studies/Leadership journals (*British Journal of Management*, *Human Relations*, *Leadership Quarterly*, *Organization Studies*) from 11 to 21.

Enterprise, Entrepreneurship and Innovation (Aklaghpour, Bournakis, Brennan, Calvo, Derbyshire, Dodourova, Ekanem, Elf, Etherington, Lee, Lodato, Lyon, Navare, Owen, Park JW, Sepulveda, Slavova, Syrett, Vickers, Weidenfeld, Zhang). Researchers apply economic, political, sociological and geographical perspectives to issues of SME development, local/regional economic development, and innovation. A strong applied policy studies approach investigates barriers and opportunities to SME growth including finance (ICS2), innovation, diversity, and urban/regional development, social enterprises (ICS5), explanations of social value and the innovatory impact of social enterprises and alternative organisational forms. The growing theme of innovation has focused upon social, financial, organisational and technological innovation. Since REF2014, we tripled output in JoD Innovation journals (*Organization Science*, *Research Policy*) to 6.

International Business (Altman, Cai, Gooderham, Harzing, Jackson, Jiang Y., Jin, Kim, Li, Mathew, McPherson, van Meurs, Navare, Osabutey, Papanastassiou, Poulis E., Poulis K., Soliman, Ueno, Yu, Zhao). Combining economics, sociology, psychology, and geography, researchers use their extensive international contacts to do research world-wide, perform large-scale comparative studies (one-third of outputs includes 5+ countries), and engage in conceptual and review work challenging key IB assumptions on distance and predominant ontologies. Significant contributions are made to understanding internal functioning of MNCs regarding HQ-subsidiary relationships, international teams, knowledge and technology transfer, supply chains, international HRM, and management of R&D and innovation. Since REF2014, we have increased output in 4* IB journals (*Journal of International Business Studies*, *Journal of World Business*) from 3 to 13.

Corporate Governance and Financial Management (Azzizadeh, Clark, Deshmukh, Fiordelisi, Freeman, Frynas, Gottschalk, Grechyna, Jiang C., Kolev, Kyriacou, Lehner, Lodh, Nguyen, Parsa, Radic, Shukla, Stephens, Werner). Drawing on Business Ethics, Classical Economics, Finance/Accounting and Public Sector Management, researchers consider classical market efficiency, simultaneously reflecting our wider concern with ethical dimensions of corporate conduct, focusing on non-market strategies and corporate governance, as well as CSR responsibilities and reporting. Research embedded in the UK context focuses on the living wage (ICS6) and green finance (ICS2) for SMEs, but research is also conducted in Western Europe, China, South Asia and Tanzania. Significant contributions include sustainable practices in fashion design, transparency and disclosure in supply chains, rights of women migrant workers, and governance of patient safety.

Tourism and Place Branding (Andriotis, Battor, Cherifi, Dennis, Dilmperi, Dinnie, Eisenschitz, Foroudi, Harrison, Kornilaki, Manyiwa, Melewar, Paris, Park HY, Priporas, Stylidis, Su, Terzidou, Waligo). Researchers have increased the recognition and status of place branding as an academic discipline, making extensive theoretical and empirical contributions in geography, tourism, environmental psychology, marketing, and sociology, especially related to wellbeing, social inclusion and exclusion of residents and tourists in tourism, place and branding contexts. The group has conducted research around the world including Korea, Greece, Serbia, Austria, Spain, UK, US, Israel and Vietnam. Middlesex is ranked #27 in the world in the QS Tourism rankings and since REF2014 we have increased output in 4* Tourism journals (*Tourism Management*, *Annals of Tourism Research*, *Journal of Travel Research*) from 13 to 24.

Behavioural/Experimental Economics (Angelovski, Brañas-Garza, Capraro, Cerrone, Ductor Gomez, Gillet, Jimenez Jimenez, Khachatryan, Kujal, Nguyen, O'Garra, Rascon-Ramirez, Rodriguez-Lara) Researchers use lab, online and field experiments, researching topics such as bubbles in asset markets, cognition in decision making, norms and cooperation, organisational economics and wage formation institutions, trust, morality, and parental influence on adolescent sexual behaviour and education. Recent research has looked at attitudes towards prevention, trust, and cooperation in relation to COVID-19. Researchers collaborate with world-leading researchers such as Vernon Smith (Nobel Economics 2002) and publish in 4* Psychology/Economics/Finance journals and highly-rated experimental economics journals. The group ranks in the top-10% (RePec: <https://ideas.repec.org/top/top.exp.html>) worldwide for outputs in experimental economics.

The **vitality** of our disciplinary contribution is also evident in the dramatic improvement of our citation impact. We rank #47 world-wide and #6 UK-wide on normalised citation impact in the 2020 US News Global Universities Business & Economics ranking. Eighteen papers achieved Web of Science highly-cited paper status (top-1% most cited); eleven were authored by SLs, evidencing successful development of junior researchers. Some highly-cited articles relate to issues of significant societal/policy impact, e.g., three of **Frynas'** articles on CSR and non-market strategies, **Lyon's** 2014 article on Social Enterprises as Hybrid Organizations, and **Brennan's** 2017 piece on the circular economy.

Further major contributions resulted from **Harzing's** research demonstrating how bibliometrics can be used effectively by the Social Sciences in metric-based research evaluation, and the continued provision of the free *Publish-or-Perish* software (<https://harzing.com/resources/publish-or-perish>). With one million users worldwide, many in less-developed countries, this software has been used extensively in research studies (over 5,000), job/tenure/promotion applications, and by students, librarians, government officials, and grant agencies.

4.2 National and international academic collaborations

Our research is characterised strongly by collaboration with academics and non-academics from other institutions, reflected in the quality of our published outputs, dissemination activity and user engagement. Outputs co-authored with international colleagues increased by 50% to 115. Of our co-authored papers, 61% are with international co-authors, 31.5% with UK co-authors, and 7.5% with MDX co-authors.

National and international research collaboration is evident across all seven research themes. We collaborate with prestigious national (e.g., Birmingham, Cambridge, Cardiff, Cass BS, Cranfield, Imperial, KCL, LSE, Leeds, Manchester, Oxford, UCL, Surrey, Warwick) and international (e.g., Berkeley, Berlin, Bocconi, Caltech, Chicago, Copenhagen, Cornell, CNRS, Erasmus, Harvard, Leiden, Melbourne, Stanford, Vienna, Yale, Wharton, Zurich) institutions. However, we also work closely with academics in emerging research contexts such as South-East Asia, Sub-Saharan Africa, former Soviet states and Latin America, contributing significantly to research capability-building through research collaboration, in line with our mission of realising potential.

143 outputs in our submission contain international subject matter (REF 2014:118; RAE 2008:58); 75+% of our empirical articles contain international subject matter; a further 11% drawn on international samples. Some 70 countries from all world regions are present in our output pool: 23 EU countries, Norway, Switzerland, Turkey, Eastern Europe (Armenia, Belarus, Moldova, Montenegro, Serbia, Russia), North America (USA, Canada, Mexico), Latin America (Argentina, Brazil, Chile, Colombia, Ecuador), Oceania (Australia, New Zealand), East Asia (China, Hong Kong, Japan, South Korea, Taiwan), South Asia (Bangladesh, India, Pakistan), South East Asia (Indonesia, Malaysia, Philippines, Thailand, Vietnam), Middle East (Egypt, Israel, Lebanon, Saudi Arabia, UAE), and sub-Saharan Africa (Ghana, Kenya, Nigeria, South Africa, Tanzania).

Many projects take an explicit comparative approach with 18% of our outputs including 5+ countries. Some longstanding, large-scale research networks include the 40-country CRANET International Network on HRM Policies (previously co-ordinated by **Croucher**). **Gooderham's** article (<https://www.tandfonline.com/doi/full/10.1080/00208825.2019.1646486>) with an anatomy of this 30-year project received 10,000+ views in its first year. The influential International Whistleblowing Research Network developed by **Lewis** has been actively supported by the University through the creation of the annual whistleblowing awards (see ICS3).

The key role of (inter)national collaboration in our policy-related research is exemplified in major RCUK-funded work on social and sustainable enterprise. During the REF period, CEEDR completed the six-year ESRC-funded Third Sector Research Centre (£10m), collaborating with the Universities of Birmingham and Southampton, with **Lyon** of CEEDR as Associate Director. CEEDR are now a key partner in the 5-year ESRC-funded Centre for the Understanding of Sustainable Prosperity (CUSP) (2016-21) with the universities of Surrey, Goldsmiths, Glasgow, Leeds, Keele, Anglia Ruskin, York (Canada) and Christchurch (New Zealand). **Lyon** is Deputy Director of CUSP, supported by **Vickers, Owen, Elf, and Brennan**, leading international collaborations with researchers in Nigeria, Ghana, Bhutan, Bangladesh, India, Australia, Brazil and Colombia, and reflected across project outputs and publications.

In collaborative arrangements for postgraduate training, we have pursued our commitment to professional doctorates through collaborations with Hult Ashridge Executive Education and KMU Akademie in Linz, Austria. The latter has been particularly successful, with 400 students now enrolled and 26 graduated students by 2020.

4.3 Research seminar series, workshops and conferences

Research seminars are the lifeblood of academic exchange and an integral part of our research culture. Each department runs its own seminar series; over 450 research seminars with external and internal speakers have taken place in 2014-2020. Establishment of the research clusters (see 3.3) has seen more joint interdisciplinary seminars, focused on innovative areas. The BS also holds a well-established *Distinguished Lecture Series* (3-4 events per year) with high profile academics, practitioners, politicians and thought leaders.

The School regularly hosts major conferences and high-profile workshops. The six funded ESRC seminar series (see 3.1) sponsored staff to organise over 25 events at Middlesex and elsewhere nationally and internationally. A team led by **Roper** organised the 68th *BUIRA annual conference* (2018); **Dennis/Melewar/Foroudi** organised the 21st *International Conference on Corporate and Marketing Communications* (2016); **Cai** the 16th *East Asian Economic and Cultural Forum* (2020). Numerous 1-day conferences/workshops included: the 5th *international conference on precarious work and vulnerable workers* (**Sargeant/James**); two SME Finance conferences (**Owen**); two corporate branding/identity conferences (**Foroudi**); workshops on Banking and Financial Intermediation (**Fiordelisi**); two workshops on alternative organisations and social inequalities (**Ozarow**); and a workshop on nationalistic conflicts and labour in Eastern Europe (**Morrison/Upchurch**).

More than 40 of our academics have been involved in conference organisation, both nationally and internationally, organizing – often repeatedly – conferences or workshops, special tracks, or panels/symposia/professional development workshops at major international conferences such as the *Academy of International Business*, the *Academy of Management*, and the *Royal Economic Society*. The Tourism and Place Branding group (**Andriotis/Foroudi/Prporas/Stylidis**) has organized the annual *International Conference on Tourism* every year between 2014-2020; **Clark** has co-chaired the *Financial Management Conference* every year since 2014.

Our academics all regularly present at events in the UK and internationally, winning 18 conference or journal best paper awards, e.g., **Lehner** (ONE division Academy of Management best paper), **Zhao** (best paper Euro-Asia Management Studies Association); **Harzing** (decade award *Academy of Management Learning & Education*). Staff made 24 keynote speeches at major events, including: **Clark** at multiple international Finance conferences; **Kline** at the NHS Providers conference; **Lewis** at two European Commission events; **Lyon** at the International Social Innovation Research Conference; **Stumbitz** at the ILO Maternity Protection Centenary Celebration; and **Werner** at various Living Wage events.

4.4 Journal Editorships

Staff are involved in 90+ journals as (associate) editors, and editorial board members (e.g., *British Journal of Management*, *Journal of World Business*, *Journal of International Business Studies*). Our expertise in the subject area of the Sociology of work led to a successful tender for the 2018-2020 editorial team for the prestigious British Sociological Association's journal *Work, Employment and Society*, initially comprising **Adamson**, **Beauregard**, **Chatrakul**, **Clark**, **Cotton**, **Daguerre**, **Keles** (UoA20), **Kofman** (UoA20), **Lewis**, **Lup**, and **Roper**.

Other examples of editorships include: **Andriotis** resource editor *Annals of Tourism Research*; **Altman** editor-in-chief of *European Management Review*; **Brañas-Garza** AE *Journal of Behavioral & Experimental Economics*; **Capraro** AE *Scientific Reports, Judgment & Decision-making, Journal of Behavioral and Experimental Economics*, **Dennis** AE *European Journal of Marketing, Journal of Business Research*; **Fiordelisi** AE *European Journal of Finance, Journal of Banking & Finance*, **Frynas** AE communications *British Journal of Management, International Journal of Management Reviews*. Staff have also edited special issues, e.g., *Annals of Operations Research* (**Clark**); *British Journal of Management* (**Croucher**); *Critical Perspectives on Accounting* (**Kyriacou**); *Equality Diversity & Inclusion* (**Adamson**, **Beauregard**, **Miles**, **Roper**); *Frontiers in Behavioural Neuroscience* (**Kujal**); *International Journal of Entrepreneurship & Innovation* (**Owen**); *Journal of Business Research* (**Dennis**, **Foroudi**, **Jin**).

4.5 Contribution to professional associations/other bodies and major awards

Given the centrality of user engagement in our research, involvement in professional associations and related bodies is actively encouraged. Staff were involved in dozens of committees as exemplified by: **Altman** Chair of the International Association of Management, Spirituality and Religion; **Brañas-Garza** President of the Society for the Advancement of Behavioral Economics; **Fiordelisi** President of the Financial Intermediation Network of European Studies; the School's Dean, Kyprianou, elected Vice President of the Chartered Institute of Personnel and Development and on the CIPD Board; **Lewis** Vice President of the US based Work-Family Researchers Network (WFRN); **Ozarow** chair of the Argentina Research Network and Chair of British NGO Jubilee Debt Campaign's Academic Advisory Network.

Contributors to this UoA also served a host of bodies, such as: **Brañas-Garza**, **Clark** and **Lyon** on ESRC Peer review committees; **Freeman**, National Institute for Health Research (NIHR) Health Services and Delivery Research (HS&DR); **Kline** member of five NHS/Health trusts/expert bodies and Chair of the Lewisham and Greenwich NHS Trust Respect and Compassion Scrutiny; **Lyon** advisor to the European Commission and on the Research Board of Power to Change Trust; and **Lewis** chair Richard Benjamin Trust.

The School is a strong supporter of CYGNA, established in 2014 by **Harzing** as a forum for learning, support, and networking for female academics. The network has grown to 300 members in 30+ countries, representing 100+ universities. Half of the organizing team are at Middlesex, they organised 30 physical and 6 virtual meetings, including a 1-day writing bootcamp at Middlesex.

Our staff's engagement and expertise were recognised in major awards and esteem indicators. **Kline** received an OBE for services to race equality (see ICS1). Fellowships of major professional associations included **Harrison** Fellow of the *Royal Anthropological Institute* (2014), **Melewar** Honorary Fellow and Life Member of the *Academy of Marketing* (2016), and **Harzing** Fellow of the *Academy of International Business* (2019). **Harzing** was awarded a JIBS silver medal for having published 5+ articles in JIBS and ranked 7th in the UK for Scopus citations in Business & Management. **Melewar** was listed as one of the most influential academics in branding research. **Foroudi** was listed in SciVal as top author by scholarly output in Marketing. **Lewis** had a best paper award instituted in her name for her leadership and contribution in work/family research. Staff expertise is also recognised through their widespread engagement in academic reviewing, including reviewing grant proposals (e.g., RCUK), journal refereeing, and as external PhD examiners, examining 125 PhDs world-wide between 2014-20.

4.6 Staff engagement with key research users and diverse communities

Central to our research is a strong engagement with external research users to provide wider societal benefits (see 1.4). Widespread dissemination of research activities to users is achieved through regular high-profile media appearances and extensive coverage across traditional and social media. For example, **Kline's** 100+ blogposts on the NHS included a high-profile series in BMJ Leader. Other staff have blogged in the Conversation (**Cotton, Jackson, Lodh, Ozarow, Upchurch**), LSE blogs (**Beauregard, Cotton, Croucher, Daguerre, Harzing, Kline, Lup, Vecchi**) and MDX Minds (many staff, with over 50 postings since 2015).

Our engagement with external users was readily apparent during the **COVID-19 crisis**. Academics responded with ten new research projects in collaboration with external partners (funded to a total of 450k) investigating the various health, economic, financial, educational, environmental, and work-related challenges of COVID-19. These included projects on sustaining pro-social and environmental behaviours (**O'Garra**); scenario planning and risk analysis (**Derbyshire**); gendered mask wearing behaviours (**Capraro**); and trust in the government (**Kujal**). These have already produced more than a dozen published papers including a review on using social and behavioural science to support COVID-19 response in *Nature Human Behaviour*, which to date has well over 400 Web of Science and more than 1,300 Google Scholar citations. BS academics have presented findings to a UK Parliament Committee on developing a coronavirus recovery model for small business (**Lodh**), created a risk assessment framework for NHS South East (**Kline**), contributed as experts to the House of Lords COVID-19 Committee inquiry on Life beyond COVID (**Bace, O'Garra, Werner**), and authored over a dozen blogposts on COVID-19 related topics.

Engagement with key research users had multiple dimensions:

Governmental bodies and institutions at supra-national, national and sub-national levels to inform policy formation, development, delivery and evaluation. Examples include work with the International Labour Organisation on labour management practices and SME productivity internationally (**Croucher**), health and safety barriers within food global value chains (**James**), and maternity protection (**Lewis, Stumbitz, Miles**, ICS7). At European level, **Fiordelisi's** research was used extensively by the European Central Bank, **James'** by the European Agency for Safety and Health on supply chains, and **Lyon's** by the European Commission on policy support for social business. The ICSs demonstrate multiple examples of how UK policy makers (e.g., BEIS, DCMS; DLME) and regulators used our research (see ICS2/3/4/5), as have sub-regional and local policy makers, for example **Syrett's** research informing the LB of Barnet's local economic strategy and **Owen's** informing business finance provision of the GLA.

Large multinationals and organisations, SMEs, and voluntary bodies to inform business strategy, capacity and performance development. Cases included **Gooderham**'s collaborative research on strategy development with large businesses in Norway; **Lewis**' work with major employers in relation to improving work-life balance; **Shepherd** collaborating with three European police forces to develop the next generation criminal intelligence analysis system through the EU-supported VALCRI project; and **Haddock-Millar**'s work with Youth Business International; Médecins Sans Frontières and the Royal New Zealand Airforce, improving the quality and evaluation of their mentorship programmes.

Communities of practice, organisations and practitioner groups to inform the development of professional practice. Examples include: the Coalition of Care and Support Providers Scotland drawing upon **James**' work improving practice in the Scottish social care sector; the European Mentoring and Coaching Council (EMCC) using **Haddock-Millar**'s research to develop and implement new global standards in mentoring and coaching; and the NHS's use of **Kline** and **Lewis**' work on race equality and bullying (see ICS1/3). Impact on professional practice was also evident through the close relationship between research and teaching evident in our Professional Doctorates and specialised MBAs, including with a number of large businesses, e.g., Lloyds Maritime, ITV and Hewlett Packard.

Worker and grassroots organisations in the UK and internationally to reach the low-paid, marginalised groups and diverse communities. Trade Unions continued to be important users of our research, notably in relation to improving workers health and safety (**James, Cotton, Miles**); employment rights (**Upchurch, Lewis**) and pay (**Croucher, Clark**) (see ICS3/4). Research co-collaboration with grassroots bodies to reach marginalised groups includes **O'Garra**'s research into developing community-based resource co-management in Fiji; **Syrett's/Keles**' research into ethnic and diaspora entrepreneurial practice working with local Kurdish and Sri Lankan Tamil groups; and work by **Stumbitz, Calvo** and **Lyon** with VCS bodies supporting community business start-up and development in the UK and internationally (Bhutan, Ecuador) (see ICS5).

To conclude

The distinctive and growing contribution of our Business & Management research activity detailed above provides powerful evidence of the vitality and sustainability of our research environment. We have made excellent progress since REF2014, maintaining our strong upward trajectory since RAE2008. Substantive investments in staff and infrastructure across this current REF period, clear strategic choices for the next REF period, as well as ongoing staff development support will enable us to build substantially on these achievements in the future.