

**Institution: Queen's University Belfast**

**Unit of Assessment: 17**

## 1. Unit context and structure, research and impact strategy

### 1.1. Overview

Queen's Management School (QMS) has experienced a continual step-change in its size and research activity over the past two decades. Table 1 provides some metrics which illustrate this growth and its sustainability. The diverse research culture in QMS has resulted in a vibrant research environment, the vitality of which is illustrated in Table 2. The University has prioritised the School over this REF cycle by investing heavily in staff and infrastructure. The School has a unique set of interdisciplinary research centres which focus on economic history, health, leadership, and the public and not-for-profit sectors.

Table 1: Evidence of Growth and Sustainability over Two Decades

Indicators	RAE 2001	RAE 2008	REF 2014	REF 2021
Academics (FTEs)	34.55	44	54.33	68
Research income (£m)	0.72	2.50	4.64	6.68
PhDs awarded	4	29	52	63
Research quality profile	4B	2.65	2.88	-
FT50 publications	3	9	18	25
Ranking (based on research intensity)	33=	25	9	-

Table 2. Evidence of Research Vitality for REF Review Period

Editorial roles at journals	30
No. of research seminars hosted	593
No. international speakers hosted	201
Sabbaticals taken (in person months)	31 staff (208 person months)
Conferences attended	464

### 1.2. Organisation

The School is organised into four academic departments (see Table 3) and three interdisciplinary research centres (see Table 4). The School also has a long-standing relationship with the Gibson Institute, which is renowned for its research into land and environmental economics. Furthermore, academics in the School participate in two of the University's Global Research Institutes (the Senator George J. Mitchell Institute for Global Peace, Security and Justice and the Institute of Electronics, Communications and Information Technology) and have collaborated on research with the University's Centre for Public Health and the University's Centre for Evidence and Social Innovation.

Table 3. Academic Departments from REF2014 to REF2021

	Number of research active academics (FTE) - October 2013	Number of research active academics (FTE) - July 2020
Accounting	5.0	8.2
Economics	14.2	15.8
Finance	9.2	15.8
Management	21.6	25.0
Gibson Institute	4.3	3.2
<b>Total</b>	<b>54.3</b>	<b>68.0</b>

Table 4. Research Centres in QMS at July 2020

	Year of Creation	Number of QMS academics associated with Centre	Number of PhD students associated with Centre	Number of external affiliates associated with Centre
Centre for Not-for-Profit and Public-Sector Research	2015	20	4	32
Centre for Health Research at the Management School	2016	30	3	25
Queen's University Centre for Economic History	2011	20	9	10

The development of a vital and sustainable research environment is a collective endeavour and is shaped by the four heads of department and the three heads of the research centres via the School's Research Committee. The School's Director of Research coordinates the implementation of the School's research strategy across the four departments and three research centres. The Director of Research reports to the Head of the Management School and the Dean for Research in the Faculty of Arts, Humanities and Social Sciences.

### **1.3. Research and impact strategy**

The core purpose of research at the Management School is to deepen understanding of how markets, business organizations and social institutions work and evolve over time and to distil lessons for policy and practice. We do this by interpreting unfolding patterns of economic, business and social life in a manner that fosters new theories and ideas, engages in empirical research that is grounded in current practices, and develops practical recommendations for public policy as well as for institutional and organizational innovations.

***Strategic Vision:** QMS aspires to engage in internationally recognised interdisciplinary research which has an increasing influence and impact on business and society.*

The School's vision has been realised through the following strategic objectives which build on those outlined in our REF 2014 submission:

- Fostering inter- and intra-disciplinary research collaboration via Research Centres.
- Enriching the research capabilities of Early Career Researchers (ECRs) through a vibrant research environment.
- Increasing external research income to support research activity, international collaborations and research networks.
- Deepening the quality of our research by raising the proportion of publications rated as internationally excellent.
- Increasing engagement with societal, policy, and business stakeholders to facilitate and maximise the impact of our research.
- Extending and strengthening our involvement in international research networks.
- Increasing the number of PhD students and improving PhD student training.

These objectives have been implemented through the four academic departments, the Gibson Institute and the three research centres. Given our strategic emphasis on interdisciplinary research and on research centres, the implementation of our strategy has focussed on these centres and an interdisciplinary research cluster that has been converted into a centre in September 2020 rather than departmental structures. The rest of this section will view the development of QMS's research since 2014 through the lens of these centres.

I. Centre for Not-for-Profit and Public-Sector Research

- Interdisciplinary centre aimed at promoting research, thought leadership and knowledge exchange in public-sector/nonprofit organisations.
- Centre published 120 journal articles, 11 books and 47 book chapters in the REF period.
- 8 (out of 20) members of the centre have published in ABS4 journals in the REF period.
- Emphasis has been on the academia/practice interface, interdisciplinary perspectives and international cross-university engagement.
- Three of the impact case studies (Brexit and the Environment, Credit Union Reform and Charity Accounting) of QMS for REF2021 are based on the work of the CNPR.
- Has been successful in attracting £0.5m of grants over the REF period.

This Centre was established in 2015, in response to our strategy outlined in REF 2014 to develop research centres to drive research excellence, engagement and impact. Its overall aim is to build and co-ordinate academic and sector expertise that will allow the examination, analysis and evaluation of not-for profit and public-sector organisations in order to promote understanding, good management practices, and evidence-based policy development and debate. As can be seen from Table 4, the Centre at present has 56 members and this comprises academics drawn from QMS and the wider University, senior academics from universities around the globe, and industry experts. Since its establishment, the Centre has been strengthened by the recruitment of three ECRs and one established researcher.

CNPR has captured £0.52m in grant income since its 2015 establishment. Its members have been awarded grants from a wide variety of bodies, including the British Academy, Cordaid/Hague Institute for Social Justice, ESRC, Department for Communities NI, Money and Pensions Service, and Money Advice Service.

The CNPR has organised a range of research/practice interface conferences/ workshops working with, among others: BAFA, Charity Commission (E&W), Charity Commission (NI), CIPFA, NI Audit Office and the Irish League of Credit Unions. Special Issues of international journals have been associated with these conferences including: *The British Accounting Review*, *Abacus* and *Financial Accountability & Management*. In addition, it hosted the EIASM Workshop on the Challenges of Managing the Third Sector (June 2017) and organised the EIASM Public Sector Conference (planned September 2020 – now postponed and rescheduled for September 2021 due to Covid-19).

The CNPR has an international reputation for its work (and impact) over an array of public-sector/nonprofit settings, including: credit unions/financial hardship (French, McKillop, Quinn); public-sector reform (Connolly, Hazlett, Hyndman, Liguori, Murphy, Stewart); nonprofit accountability/governance (Best, Connolly, Currie, Hastings, Hyndman, Liguori); and healthcare management (Melo).

II. Centre for Health Research at the Management School (CHaRMS)

- Centre which is recognised for research in health, employee wellbeing and population science from a finance, economics, actuarial science, and management perspective.
- Centre published 109 journal articles, 2 books and 33 book chapters in the REF period.
- Has attracted £1.2m in grant funding, including Knowledge Transfer Partnerships.
- 11 (out of 30) members of the centre have published in ABS4 journals in the REF period.

CHaRMS was established in 2016, in response to our strategy outlined in REF 2014. The centre provides an evidence base for supporting policy development and management within the fields of health and human wellbeing. The centre works actively with other schools within the University, other institutions and local bodies on interdisciplinary research on policy relevant initiatives. The REF 2014 submission prioritised investment in this interdisciplinary research centre. Since 2016 the centre has been augmented by the addition of six ECRs one of whom has already been promoted to senior lecturer.

Since 2016 CHaRMS academics have brought in research grant funding worth £1.2m to QMS and much more to Queen's. This includes funds obtained from UK funders (ESRC, Biotechnology & Biological Sciences Research Council, Wellcome Trust, and Leverhulme Trust) and international funders (UNICEF, US National Institute for Health Research). Also, the centre has been involved in two Knowledge Transfer Partnerships with local industry partners.

CHaRMS is structured around three main research themes: (1) health, (2) employee wellbeing, and (3) population science. Staff are carrying out research on the following themes. The Health theme has expertise in healthcare quality management (Melo, Palmer); demand for health services (Dickey; Graham); early life conditions (McGovern); HIV, stress (French); malaria (Flückiger); pharmaceuticals (Kelly); and hospital systems (Hesarak). The Employee Wellbeing theme interests include work disability (McVicar); human resources (Lin); work stress (Hastings), and workforce ageing (Schröder). The Population Science theme focuses on the causal determinants of health inequalities (Dimico, Fernihough); social marketing (Downey); evaluating policy interventions (McGovern); fertility (Flückiger), and has emerging expertise in COVID-19 (Guimares, Dimico, Schröder, French).

### III. Queen's University Centre for Economic History

- Interdisciplinary research centre which is internationally recognised for research in accounting, business, economic and financial history.
- Centre published 115 journal articles, 3 books and 31 book chapters in the REF period.
- 5 (out of 20) members of the centre have published in FT50 journals in the REF period and 11 (out of 20) members have published in ABS4 journals.
- Has attracted ESRC, Leverhulme and EC Horizon 2020 grants in REF review period.
- High degree of media and societal engagement by Centre members.
- Two of the School's impact cases studies for REF2021 are based on the work of QUCEH.

According to the Tilburg University Research Ranking, Queen's University Belfast is recognised as one of the leading centres of economic history in the world – based on performance over the past decade it is ranked 11<sup>th</sup> by them. A key strategic priority highlighted in our REF 2014 submission was further investment in this interdisciplinary research centre. Since 2014, the Centre has been strengthened by the recruitment of five ECRs and one established researcher. The vibrant research environment of the centre has resulted in three of these ECRs already being promoted.

During the REF period, the Centre has been part of the new ESRC-sponsored NINE DTP for Social and Economic History. It has also been successful in obtaining major grants during the REF period – including two ESRC New Researcher grants (de Bromhead and Fernihough), a Leverhulme grant (Aldous and Turner), and an EC Horizon 2020 grant (Campbell, Coyle and Turner).

The Centre has a well-established reputation for its research in financial history – work which encompasses bubbles, banking crises and regulation (Campbell, Colvin, Coyle, Fliers, Quinn and Turner), corporate governance (Aldous, Colvin, Fliers and Turner), historical asset pricing and financial markets (Campbell, Turner, Walker), and historical monetary regimes (de Bromhead, Colvin and Fliers). In terms of economic history, thanks to recruitment, the Centre now has international strengths in demography (Colvin and Fernihough), globalisation and trade (de Bromhead and Fernihough), and the effect of historical institutions on economic growth (Dimico). In terms of accounting and business history, the Centre is renowned for its expertise on industrial policy (Brownlow), business ownership and the corporation (Aldous, Fliers and Turner), and the history of the brewing industry (Quinn).

### IV. Leadership, Ethics and Organisation Cluster

The growth of QMS and the development of the William J. Clinton Leadership Institute since 2014 have focused attention on both scholarly and practitioner interest in the areas of leadership theory, behaviours and practices, ethical decision making / sustainability and organisational development

and change. This has contributed to the development of a research cluster structured around these themes, within the wider context of a concern for grand challenges, wicked problems and system-wide change. This cluster was formalised into a new research centre in September 2020. The aims of the centre are to stimulate:

- Internationally recognised interdisciplinary research which is known for both rigour and relevance around the themes of leadership, ethical engagement and organisational change
- To frame this research within a wider understanding of global concerns, grand challenges and wicked problems.
- To actively facilitate and encourage cluster / centre members and associates to work collectively and publish widely as a mechanism for knowledge generation and social impact.
- To encourage and facilitate members and associates to seek research funding within and across disciplinary boundaries with a concern for rigor and relevance.

The Centre's programmes are focused on leadership (Murphy, Aldous, Hazlett), ethics and sustainability (Hazlett, Best, Graham, Vlajic, McCourt, Ma, Prendergast, McCarthy), organisational development and change (Murphy, Currie, Cullinane, Isichei, Melo, Liguori). The Centre also has significant strength in its genuinely interdisciplinary and sector-bridging work. For example – stakeholder management (Best, Hazlett, Currie, Melo, Connolly), international strategy (Aldous, Conroy, Liu, Messina), industrial relations (Cullinane, Currie, Hastings, Teague), international HRM (Isichei, Kelly, Schröder), corporate governance (Aldous, Fliers, Liu, Tokbolat), and innovation (McCole, Palmer, Messina, Luong, Zhang, Warner, Downey).

#### V. The Gibson Institute

- Specialist economics unit in Global Institute for Food Security in Faculty of Medicine, Health Care and Life Sciences, which is internationally recognised for research in economics applied to the environment, energy, health and agri-food.
- Institute published 42 journal articles and 4 book chapters in the REF period. 2 members have published in ABS4 journals.
- Partners with QMS and others in some of QUB's largest interdisciplinary UKRI grants, e.g., Phase 1 and 2 of ESRC/MRC Centre of Excellence for Public Health NI.
- Economic consultancy to the regulated electricity and water industries in UK and Australia.

Our strategy in REF period to advance expertise in Bayesian Efficient Survey (BES) design for choice modelling and applied economic experiments in developing countries led to recruitment of agricultural and development economist (Bozzola) from ETH Zurich. Similarly, research in risk and uncertainty using both experiments and Choice Modelling was advanced by Cerroni's recruitment.

During the REF period, the Institute (Hutchinson and Longo) was part of the MRC funded Centre of Excellence for Public Health along with QMS and others, and won a sizable NIHR grant in the economics of physical activity, with (Longo) winning a further NERC grant. An Invest NI grant won with industry (Hutchinson and Cerroni) studied consumer uncertainty in food choice and (Longo and Bozzola) won Invest NI funding to research wildlife economics in Zimbabwe. Longo as PI won an interdisciplinary BBSRC grant on marine biomass.

The Gibson Institute has a world class reputation in Bayesian Efficient Design in choice modelling, publishing the earliest survey of this type in 2007. In the REF period (Longo, Boeri, Cerroni, Bozzola, Scarpa and Hutchinson) applied choice modelling extensively to a range of economic applications. In the REF period, Cerroni and Hutchinson studied risk and uncertainty in food choice using experiments and Hutchinson, Longo, Scarpa, Boeri, Bozzola, and Cerroni advanced their international reputation in the Contingent Valuation Method (CVM). Research in Care, farming for rehabilitation of mental disability, was developed by Stephens and Hutchinson.

**1.4. Research and impact strategy 2027**

Research is at the centre of the School's mission and will continue to be a key focus over the next decade. As well as building on existing processes and strengths, the School will pursue the following objectives to ensure the sustainability and vitality of its research:

- *Develop Research Centres.* A key plank of our strategy to date has been to build interdisciplinary research centres. We have just established a new Centre for Leadership, Ethics and Organisational Change, which will build on the existing cluster and the School's standing as a PRME Champion. The School will continue to invest staff and resources into its four Research Centres. Furthermore, the School will also leverage its position in one of the leading UK cities for data analytics by developing a Research Centre for Business, Economics and Financial Analytics.
- *Build collaboration networks with international partners.* Through our Research Centres, we will be pursuing further institutional research collaboration with other centres of excellence at international universities to develop academic and PhD student exchange. We will achieve this objective by growing our partnership network with accredited business schools around the globe.
- *Facilitate and recognise research engagement and impact.* To improve further the impact of our research, we want to help our ECRs translate their research so that they can engage with and then impact non-academic users, including executives and our undergraduate and postgraduate students. This will require mentoring in this area and embedding into Research Centres as well as explicit recognition within the School's Workload Model for engagement and impact activities.
- *Incentivise quality outputs.* QMS wants to increase substantially the number of publications in 4\* and FT50 journals as well as books with leading publishers. To achieve this objective, we will create appropriate support and incentive systems.
- *Transform our PhD programme.* QMS wants to increase the number of PhD students so that we have one student per member of academic staff. We also want to transform our PhD training so that it focuses more on placement in academic and research institutions. We will aim to increase the length of our programme to four years and have compulsory first-year courses on methodology and data science.

**1.5. Research integrity, research ethics and open access**

QMS adheres to the wider University's policies regarding research integrity, research ethics and open access. Research integrity, research ethics and open access in the School is overseen by the Research Ethics Champion, who chairs the Research Ethics Committee and reports to the School's Research Committee. During the REF period, QMS has championed open access through its SSRN working paper series and the working paper series of its Research Centres.

**2. People****2.1. Overview**

The key enabler of our research and impact strategy during the REF period was people. Consequently, QMS has invested heavily in research-active staff to develop our Research Centres and raise the quality of our research. To develop our global research networks, we recruited ECRs from all over the globe over the past seven years. To attract and retain staff, QMS has established a vibrant research culture, which has been driven and shaped by our research centres. A key part of our culture is that research-active staff have all their teaching in one semester, leaving the other semester free for research. In addition, a major innovation over the past seven years has been the development of policies which support colleagues who have taken maternity or dependency leave. On their return, the School ensures that their first semester back is free from teaching and major administrative responsibilities.

**2.2. Staffing profile and strategy**

The organisational structure of QMS is illustrated in Figure 1. Overall, research leadership is provided by a Director of Research, who has been supported for parts of this REF cycle by a Research Impact Champion. The heads of the four departments support the Director of Research by providing research leadership at a disciplinary level. The Director of Graduate Studies has

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overall responsibility for the School's PhD programme, but the day-to-day running of the programme is delegated to a Director of Postgraduate Research. These leadership roles are for a fixed term of three years, with the possibility of renewal for a further three years. In terms of succession planning, the Director of Research role is usually filled by a Head of Department or the Director of Postgraduate Research. The Director of Graduate Studies is typically filled by someone who has been a director for a postgraduate programme. Consideration is given to the School's Athena SWAN commitments when making appointments to senior leadership roles.

Table 5. Staffing profile REF 2014 and REF 2021

	% female	% non-UK	% Professor/Reader	% Senior Lecturer	% Lecturer
REF 2014	33.3	40.0	31.1	13.3	55.5
REF 2021	30.1	52.9	24.2	27.3	48.5

Figure 1. QMS organisational chart

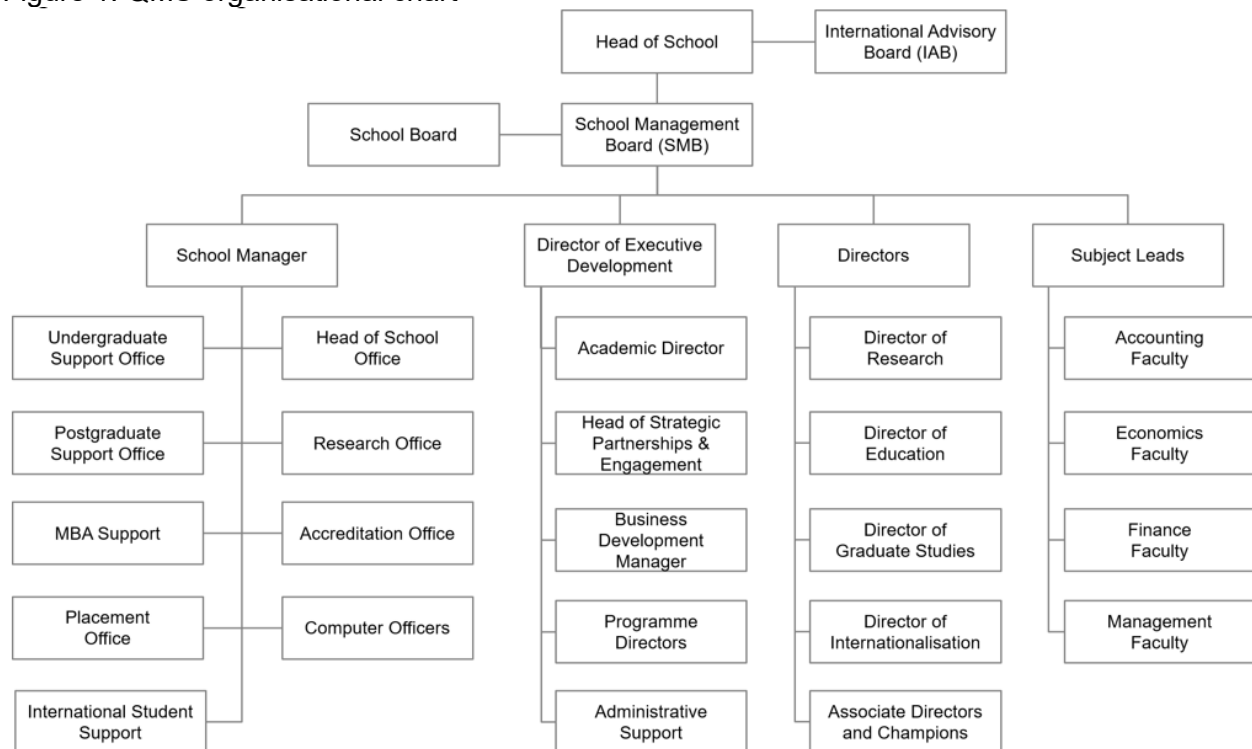


Table 5 shows the change in composition of research-active staff in QMS. Notably, our strategy of recruiting ECRs from around the globe has been successful, with the proportion of research staff from outside the UK now in excess of 50%. The focus of the School on recruiting ECRs rather than senior academics arises from the fact that the peripherality of Belfast and the ongoing process of conflict transformation which characterises Northern Ireland has made it difficult to attract senior academics to the School in a very competitive market. Consequently, the School's strategy has focused on mentoring ECRs through to senior lectureships and professorships. The success of this strategy can be seen in the number of promotions which occurred between 2015 and 2020 – 17 colleagues promoted to Senior Lecturer and 4 to Reader/Professor. Our staffing strategy until 2027 will continue to be a grow-our-own strategy, with the objective that we will have an improved balance between junior and senior academics by the next REF. This will deepen our research outputs, impact and reputation.

In order to attract ECRs to the School, we have actively used our research culture and base to recruit. We have targeted PhD students and invited them to our seminar series and PhD colloquiums before they go on the job market. In addition, the semester-on-semester-off teaching arrangement makes us very attractive to ECRs who want the time and space to develop their research. The Research Centres have also played an important role in attracting new colleagues

to the School – a critical mass of researchers in related areas, with expert mentors, makes us an attractive destination.

At the beginning of this REF period, the School set itself ambitious targets to double the number of international and postgraduate students. The School also wanted to obtain PRME Champion status, launch an entrepreneurship agenda, and have greater interaction with practice. To meet these aspirations, QMS recruited 11 Lecturers of Education, 1 Senior Lecturer of Education, 1 Lecturer of Practice, and 4 Professors of Practice. The recruitment of these staff has benefited research-active staff in two ways. First, these recruits have freed research-active staff to concentrate on their research. Second, the recruitment of these staff from industry helps to build engagement and impact between academic research and the world of practice.

### **2.3. Equality and Diversity**

Table 5 shows that females constitute 30.1% of research-active staff. However, women are still underrepresented among the professoriate (25%) and in economics and finance (13% and 7% respectively). During the REF period, various strategies have been pursued to improve these areas:

- In Finance, an area where it has been difficult to recruit females, we have recruited two female lecturers of education who have 40% of their time devoted to completing a PhD.
- Economics is focusing on improving its job descriptions to make them more attractive to female applicants.
- When recruiting to senior posts, we have taken steps to increase female applications and ensure gender balanced shortlists.
- Voluntary mentoring is provided for all staff and female staff can also avail of mentoring provided by the Queen's Gender Initiative and the Aurora leadership programme.
- The sustainability of female research careers has been supported by providing additional research time on return from maternity leave.
- Research Centres have actively sought greater gender balance in their seminar programmes to improve the availability of role models and networking opportunities.

In terms of ethnic diversity, the School's policy of attracting colleagues from further afield has greatly improved the ethnic diversity of our staff. 14 (21%) research-active staff are from a BAME background, 12 of these having been appointed since REF 2014.

QMS has an active diversity and gender equality team which has developed a comprehensive programme of actions to improve diversity at all levels amongst staff and students. Our progress on gender equality was recently recognised through an Athena SWAN Bronze award.

### **2.4. Staff development strategy**

The School has five key elements to its staff development strategy which contribute to a sustainable research environment that exhibits vitality:

- *Dedicated research time* is facilitated through workload models so that staff can devote 40% of their time to research. Furthermore, where requested by staff, teaching is concentrated into one semester in the academic year so that colleagues have a semester free from teaching each year to concentrate on their research. Staff are also entitled to apply for sabbatical leave of one semester normally after six semesters or one year after six years. Staff are actively encouraged and supported financially to visit major overseas research universities. In the REF-period 208 person months were allocated as sabbaticals, which represents a major investment in research. During the REF period, staff in the School have been supported to have sabbaticals at leading institutions such as Australian National University, Brown University, Duke University, ESC Rennes, Harvard Business School, Harvard School of Public Health, Max Planck Institute (Bonn), Pompeu Fabra University, UC Davis, University of Cape Town, University of Heidelberg, University of Massachusetts, University of Melbourne, University of Victoria, and Yale University.
- *A major University investment in QMS research* followed the Vice-Chancellor's international review of the School and subsequent project implementation group (PIG).



The School secured £425,000 per annum. This allocation is being used to support PhD scholarships, incoming visiting scholars, and outgoing visits by QMS staff.

- *Active weekly seminar series* are run by each research centre and department. These are essential parts of building our research environment and ensuring its sustainability and vitality. Speakers at seminar series are a mixture of internal and external academics. In the REF period, the School hosted a total of 201 seminars by external international scholars such as Barbara Czarniawska (University of Gothenburg), Peter Conti-Brown (Wharton), Youssef Cassis (EUI), David Canning (Harvard), Greg Clark (UC Davis), William Goetzmann (Yale), Zorina Khan (Bowdoin), Peter Koudijs (Stanford), Sibylle Lehmann-Hasemayer (Hohenheim), Eric Hilt (Wellesley), Naomi Lamoreaux (Yale), and Mary O'Sullivan (Geneva), Lee Parker (RMIT University), John Roberts (University of Sydney), and John Sherry (Notre Dame).
- *Dissemination and feedback on working papers* is facilitated by the QMS Research Paper Series. The editor of the series and a subject expert give feedback on all papers submitted to the series before they appear online. Since 2018 the QMS working paper series has been hosted by SSRN at an annual cost of £9,000.
- *Impact support and advice* for staff is provided by a Faculty Impact Officer, the Director of Research, and a School Impact Champion. The School's International Advisory Board has also played an important role in facilitating pathways to impact for colleagues in the School.

## **2.6. ECR development strategy**

The centrality of ECR development in our research and impact strategy means that we have additional support for ECRs in addition to what has been outlined in section 2.5. This additional support for ECRs is as follows:

- *A research start-up package* of £4,000 is given to each ECR when they join to help pump prime their next research project.
- *The School's workload model* gives ECRs a 50% reduction in teaching and administration in year 1 and a 25% reduction in year 2. This is designed to give them time to develop their research pipeline.
- *A mentor as well as a personal development reviewer* are assigned to each ECR. These mentors help guide ECRs with their research strategy. In addition to this formal mentorship, the research centres and disciplinary groups through their regular meetings provide ECRs with feedback on their research ideas and early drafts of their work.
- *A series of dedicated writing retreats* has been run by the School for ECRs, where senior colleagues and external faculty give ECRs advice on their research.

## **2.7. PhD students**

QMS has expanded its PhD programme over the REF period, attracting students from its own high-quality MSc programmes as well as students from other leading universities who are attracted because of our unique research specialisms and Research Centres. Table 6 illustrates the growth in our PhD programme as well as the diversity of the PhD cohort. The total registrations in 2019/20 gives a ratio of 54 students to 68 research-active members of staff. However, it is one that we would want to grow over the next REF period so that the ratio of staff to PhD students is over 1. During the REF period, the School graduated 63 students.

Table 6. PhD students at QMS

	<b>Count</b>	<b>International</b>	<b>Female</b>
2014/15	45	37.7%	33.3%
2019/20	54	57.4%	44.4%

**Funding.** The quality of our PhD programme is a function of our funding base. Funds are secured from a variety of competitive sources: (a) the Department for the Economy in Northern Ireland, (b) the ESRC through via the NINE DTP, and (c) QMS and university scholarships such as the Marie Curie funded SPARK, and (d) scholarships from student's own government. After the international

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review of the School, it was granted the resources to fund 6 additional PhD scholarships per annum, which constitutes an additional £120,000 investment per annum in our PhD programme.

Doctoral training programme. In 2016 QMS joined the NINE ESRC DTP, which includes all universities in Northern Ireland and the Northeast of England. In effect, the DTP is principally a collaboration between Queen's, Durham and Newcastle. The NINE DTP has 12 pathways in total and QMS is involved with two of those – Economic and Social History and Management, Business and Economics. Between 2017 and 2022, the DTP is committed to offering over 50 studentships per annum and a rich training environment which encourages students to approach issues in an interdisciplinary manner.

Skills and training. At the beginning of this REF, QMS developed a more formal approach to skills and training of students beyond auditing methodology and econometrics MSc modules. First, students on the NINE DTP pathway take formal research methods modules provided by the DTP and departments within Queen's. Second, a weekly seminar series is run for students, where there is emphasis on academic skills such as data science, writing, teaching, turning PhD chapters into papers, the art of co-authoring, and the academic job market. Third, there is an annual PhD colloquium where advanced students present their work to peers, staff and external faculty. First-year students present posters at the colloquium. Fourth, the establishment of the Graduate School at Queen's University in 2016 has resulted in greater skills and training opportunities for QMS PhD students through schemes such as the postgraduate researcher development programme, the peer mentoring scheme, and the development of enterprise and innovation.

Embedding students into the research culture is a very important part of creating a vital and sustainable research environment. This is achieved as follows: (a) PhD students are part of the research seminar series and present their work at the various seminar series in the School; (b) PhD students have funding to present their work at workshops and conferences; (c) the Research Centres include PhD students in all the activities of the centre (and MSc students are also encouraged to attend) and have opportunities to meet all visiting seminar speakers; (d) students are encouraged to work closely with their supervisory team by co-authoring journal articles – in this REF period 17 papers were published where students had co-authored with their supervisor(s).

Employability. A key aim of our PhD programme is to place students in academic and research positions. To that end, as well as embedding them into our research culture, we also help them acquire teaching skills. During the REF period, of the PhD students who graduated, 50% have ended up in academic positions. Our students in recent years have been placed at institutions such as Aston University, De Montfort University Leicester, the Dublin Institute of Technology, Glasgow University, Higher School of Economics in Moscow, London School of Economics, Newcastle University, Nottingham University, Queen's University Belfast, State University of New York, Ulster University, and University College Cork. The majority of those who do not go into academia have commenced research positions in organisations such as the CBI, Financial Conduct authority, Invest NI, Ministry of Defence, and RTÉ.

### **3. Income, infrastructure and facilities**

#### **3.1. Research income**

QMS views external research income as an input rather than an output measure of research. A strategic objective of the School during the REF period was to increase our external research income to support our research activity. We had set a growing target so that we would obtain £1 million per annum towards the end of the REF period. As can be seen from Table 7, this was achieved, with the totals for the last three years of the REF period exceeding £1m.

This uplift in research income was achieved through several means:

- Staff in the School were encouraged to apply for grants through explicit promotion incentives. Notably, three of those promoted to Professor/Reader in the REF period had

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secured major research grants and several staff promoted to Senior Lecturer had likewise secured large research grants.

- Mentoring was provided to ECRs applying for major grants. This mentoring came in two forms. First, senior colleagues involved ECRs on grant applications. For example, a £98,000 Leverhulme grant awarded in 2017 entitled *The Rise of Corporate Titans: CEOs in the UK, 1900-2016* was a collaboration between an ECR (Aldous) and a senior academic (Turner). Similarly, a £90,000 EC Horizon 2020 grant awarded in 2017 for the project *Historical High-quality Company-level Data for Europe* was a collaboration between an ECR (Coyle) and two senior colleagues (Campbell and Turner). Second, senior colleagues mentored ECRs through grant application process and through the lifetime of their research projects. This mentoring resulted in three ECRs in the School receiving early career ESRC grants for projects ranging from whistleblowing (Kenny - £154,000), the Irish Famine (Fernihough - £149,000) and the Sterling area currency regime (de Bromhead - £236,000)
- The Faculty of Arts, Humanities and Social Sciences established a peer review system for all large grant applications to give feedback to applicants. Senior academics from the School serve on this peer review panel.
- During the REF period, ECRs were encouraged (and mentored) to apply for British Academy small grants to pump prime their next project. 11 ECRs received such grants, with an average value of £7,000.

Over the REF period, this support resulted in 210 applications (for £14.6m) where the outcome has been decided and a further 14 applications (for £0.8m) where the outcome is still pending. 73 of the 210 applications were funded, which is a success rate of 35%.

Table 7. Research income in REF period (£) ('000s)

	2013	2014	2015	2016	2017	2018	2019	Total
BEIS Research Councils, The Royal Society, British Academy and The Royal Society of Edinburgh	121	113	203	305	396	323	271	<b>1732</b>
UK-based charities open competitive process	152	109	114	144	154	188	162	<b>1025</b>
UK central government bodies/local authorities, health and hospital authorities	228	177	318	300	603	589	660	<b>2873</b>
UK industry, commerce and public corporations	35	16	23	4	23	52	75	<b>228</b>
EU government bodies	106	69	44	56	56	93	98	<b>520</b>
EU-based charities open competitive process		8	15	6	8	3	2	<b>42</b>
EU industry, commerce and public corporations			2					<b>2</b>
EU excluding UK other		4		2	21	9	3	<b>38</b>
Non-EU-based charities open competitive process	779	1	312		623	2	43	<b>5</b>
Non-EU other	3	2	3					<b>8</b>
Health research funding bodies	2	43	44	34	38	26	23	<b>211</b>
	<b>648</b>	<b>541</b>	<b>766</b>	<b>849</b>	<b>1300</b>	<b>1284</b>	<b>1295</b>	<b>6682</b>

**Unit-level environment template (REF5b)**

As can be seen from Table 7, external funding over the REF period totalled £6.68m. External funding has come from a wide variety of sources as demonstrated in Table 7. The sources include the ESRC (12 awards), British Academy (13 awards), Leverhulme Trust (2 awards), European Commission (1 award), and EC Horizon 2020 (1 award). Some of the major grants from high-quality funders, in addition those awarded to ECRs and highlighted above, include the following:

- *Working with Credit Unions to Develop Financial Capability Using Web-based Tools*. ESRC £19,000 (awarded to French and McKillop in 2014).
- *Healthy Urban Living and Ageing in Place: Physical Activity, Built Environment and Knowledge Exchange in Brazilian Cities*. ESRC £70,000 (awarded in 2015 to Melo).
- Integrating residential property with private pensions in the EU. European Commission £27,000 (awarded to French and McKillop in 2015).
- *The Northern Ireland Longitudinal Study*. ESRC £82,000 and £114,000 (awarded to Duncan McVicar in 2017 and 2020).
- *Zero Hours Contracts: Characteristics, Prevalence and Impacts on Workers*. Leverhulme Trust £125,000 (awarded to Duncan McVicar in 2017)
- *Administrative Data Research Centres*. ESRC £147,000 (awarded to Duncan McVicar in 2018).

The increase in QMS's research income reflects the School's mission to influence business and society. In this REF period major grants have been received from a variety of bodies which have resulted in deeper engagement with end users of research, particularly in the Northern Irish economy. Some examples of such grants include:

- *Market Intelligence for the Agri-Business Sector*. Invest NI £175,000 and NI Department for Agriculture and Rural Affairs £62,000 (awarded to Simmons in 2015 and 2016).
- *Improving Financial Capability*. Money and Pensions Service £196,000 (awarded to French and McKillop in 2016).
- *Derry/Londonderry as the Nexus City for Food, Education, Trust and Health*. Invest NI £89,989 (awarded to McCole in 2017).
- Future Research Programme and Innovation. NI Department for the Economy £75,000 and £250,000 (awarded to Hewitt-Dundas in 2017 and 2018).

The strategy for the next REF period will be to increase our external research funding so that it averages £1.25m per annum. The main drivers of this increase will be our research centres and the building of collaborative relationships with international partners, which results in joint funding bids. We will also incentivise grant applications by giving successful applicants greater allowance for research through the School's Workload Model.

### **3.2. Research infrastructure and facilities**

University and Faculty support for research takes the form of advice and feedback on proposals, bid support, contract management and administration and auditing of successful grants. The School has a dedicated research communications and media team and works with the Faculty to help disseminate new research output and build engagement with non-academic stakeholders. The Faculty also has a research impact officer who helps all staff in QMS develop their impact and engagement and plans.

The School's Research Office is overseen by a research and operations administrator. Within the office there is a PhD student administrator and clerical assistant, who look after the PhD programme and the recruitment of new students. A research finance administrator assists with the processing of research expense claims and the administration of research grants. There are also two research support officers, who organise all research seminars, the travel and accommodation for external speakers, and all conference travel for staff.

All QMS staff are based at the Riddel Hall campus, a purpose-built building which we moved into in 2011. This campus is a 15-minute walk from the main Queen's campus. Every academic has their own office and PhD students are in shared office space, which is located close to the offices

## Unit-level environment template (REF5b)

of their supervisors. This was an explicit design feature. To encourage interdisciplinary research, the School deliberately mixes staff from different departments in the various floors of the Riddel Hall campus.

In order to facilitate the School's growth and provide facilities to attract high-quality researchers, the School began a project in 2018 to build a new purpose built, landmark development on the Riddel Hall site. This building is approximately 6,500m<sup>2</sup> and represents an investment of £30 million in the School. The new facility will provide a supportive and motivating research environment to attract and retain high quality academic staff and increase research capacity in terms of industry collaboration, outputs, income and impact. The building will include research/postdoc open plan office space, appropriate seminar and workshop spaces and common spaces for socialising and networking with academics, PhD students and industry partners. The construction of this building started in August 2020 and is due for completion in May 2022.

QMS also invests heavily in specialist databases to facilitate our researchers. During the REF period, the databases that we invested in included 12 Bloomberg terminals, Datastream, Fame, Financial Times Historical Archive, Global Financial Data, S&P Capital IQ, S&P Capital SNL, and Thomson ONE Banker. The School has also received additional monies (£250,000 per annum) from the University, which will be invested in acquiring WRDS, Compustat and the CRSP databases. These databases have helped us attract high-quality ECRs and researchers to the School, particularly in the areas of Accounting and Finance.

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

##### **4.1. Summary**

Two of the main objectives of the School's research and impact strategy in the REF period were to increase engagement with business, societal and policy stakeholders and to strengthen the School's international research networks. The School's research centres were the main drivers of our collaboration and contribution to the research base and wider society. The research centres engaged with the wider academic community through journal editorial roles, co-authorship, international advisory boards, and hosting and organising workshops and international conferences. The research centres and the School's disciplinary groups also engaged non-academic communities through contributing to and leading government reviews, influencing and shaping policy, end-user dissemination events and conferences, and the traditional press and social media.

##### **4.2. Academic collaboration and contributions to wider scholarly community**

###### **Collaboration with academics**

QMS encourages staff to collaborate with academics from other institutions in the UK, Ireland and further afield. The School funds conference travel and visitors and seminar speakers from international universities to stimulate joint research projects. QMS also funds and facilitates workshops through its departments and research centres. For example, there have been three research workshops on game theory and network analysis in 2014, 2018 and 2019. The first two workshops were part of and financed through a grant from the UKIERI -UGC Thematic Partnership and the 2019 workshop was part of the series of annual BiNoMa workshops.

The chief objectives of the School's collaboration with other academics are co-authorship and the extension of our international network. During the REF period, QMS academics published papers with 519 authors from other UK universities and 1,002 authors from outside the UK. Table 8 highlights the affiliations of some of these co-authors from outside the UK.

Another objective of our collaborations is to develop joint research grants and work programmes. For example, Campbell, Coyle and Turner's EC Horizon 2020 grant is a collaboration involving colleagues from Paris School of Economics, Erasmus University, Goethe University Frankfurt, UC3M, and Antwerp University. During the Covid-19 lockdown, QMS was a co-organiser of the International Macro History Online Seminar along with University of Geneva, Vienna University,

## Unit-level environment template (REF5b)

Sciences Po, University of Cambridge, Banque de France, UC3M, NYU, ULB and University of Jerusalem.

Table 8. Examples of affiliation of QMS co-authors in REF period

<b>Europe</b>	Bocconi University	Erasmus University Rotterdam	IE Business School
	Lund University	Utrecht University	Vienna University of Economics and Business
<b>Australia</b>	Australian National University	University of New South Wales	University of Melbourne
<b>Americas</b>	Brandeis University	Harvard University	HEC Montréal
	MIT	Northwestern University	Stanford University
	University of Notre Dame	University of Washington	Vanderbilt University
<b>Asia</b>	City University of Hong Kong	Peking University	Xi'an Jiaotong University

### Journal editorships

One of the main ways that QMS contributes to the wider scholarly community is through editorial roles at leading journals. Table 9 illustrates the breadth of journals across subject domains that QMS staff have been involved with during the REF period. In terms of journal quality, academics had editorial roles at three ABS4 and ten ABS3 journals. During the REF period, 21 academics from QMS have been involved with 28 journals.

### Conferences

Collaboration and contributions to the scholarly community are an important output from international conference attendance by staff. Colleagues in QMS presented conference papers on 403 occasions during the REF period and the following keynotes were delivered by staff during the REF period:

- Brownlow: Plenary lecture at Economic History Society Conference (2019)
- Gilles: Keynote at British Colloquium on Theoretical Computer Science (2016)
- Teague: Keynote at International Labour & Employment Relations World Congress (2015)
- Teague: Keynote speaker at Irish Academy of Management (2014)
- Teague: Keynote speaker at Industrial Relations in Europe Conference (2014)
- Turner: Keynote at Accounting History Review Conference (2019)
- Turner: Connell Lecture at Irish Economic and Social History Conference (2018)
- Turner: Keynote at Australian Cliometrics Conference (2015)

The School has also had a policy of raising its profile among the international scholarly community by hosting major international conferences such as the Economic History Society in 2019 and the Royal Economic Society in 2020. The latter had to be postponed because of the coronavirus lockdown. The School has worked closely with Visit Belfast to secure these conferences. The three research centres have also run their own annual workshops as well as hosting smaller international workshops. The chief purpose of these workshops is to provide opportunities for international collaboration as well as provide a platform to showcase the School's research.

### UK Research Councils and Learned Societies

Colleagues in the School contribute to research councils. For example, Hewitt-Dundas in 2015 was appointed an Innovate UK and ESRC UK Thought Leader and in 2018 she was appointed to the UKRI peer review panel. McCole and Simmons were appointed to the ESRC peer review panel in 2015. Esteem can also be evidenced via election to learned societies. Hewitt-Dundas became a Fellow of the Royal Society of Arts in 2017 for her work on innovation policy, Turner became a

## Unit-level environment template (REF5b)

Fellow of the Academy of Social Sciences in 2018 for his work on financial history, and Colvin was elected a Fellow of the Royal Historical Society for his work on Dutch economic history.

Table 9. Editorial roles during REF period

Journal	Academic (role)
Abacus	Noel Hyndman (Associate editor)
Accounting, Auditing & Accountability Journal	Noel Hyndman (Editorial board)
Accounting and Business Research	Noel Hyndman (Editorial board)
Accounting, Finance & Governance Review	Noel Hyndman (Editor)
Business History	Chris Colvin (Editorial board)
Community, Work and Family	Heike Schroder (Editorial board)
Economic History Review	John Turner (Editor)
Education for Information	Julian Warner (Editorial board)
European Association for Banking and Financial History	Chris Colvin (Editor)
European Economic Review	Anthony Ziegelmeyer (Editorial board)
European Journal of Finance	Donal McKillop (Associate editor)
European Journal of the History of Economic Thought	Renee Prendergast (Editorial board)
European Journal of International Management	Kieran Conroy (Editorial board)
European Retail Research	Mark Palmer (Editorial board)
Finance Research Letters	Tony Klein (Senior editor); Gareth Campbell, John Turner (Associate editors)
Financial Accountability & Management	Noel Hyndman (Associate editor); Marian Liguori (Editorial board)
Financial History Review	John Turner (Editorial board)
Global Journal of Health Science	Sara Melo (Editorial board)
Human Resource Management Journal	Anthony McDonnell (Editor)
Information Technology and People	Patrick McCole (Editor)
International Journal of Public Policy	Noel Hyndman (Editorial board)
Irish Economic and Social History	Graham Brownlow (Editor)
Journal of Public Budgeting, Accounting & Financial Management	Marian Liguori (Editorial board)
Journal of the Statistical and Social Inquiry Society of Ireland	Alan de Bromhead (Editorial board)
Journal of World Business	Kieran Conroy (Editorial board)
Public Money & Management	Noel Hyndman (Editorial board)
Qualitative Research in Accounting and Management	Noel Hyndman (Editorial board); Martin Quinn (Editorial board)
Technovation	Nola Hewitt-Dundas (Editorial board)

**Recognition and awards**

Colleagues in the School who were recipients of prizes for their scholarly work include:

- Aldous (Mira Wilkins prize for the best article in *Enterprise & Society* in 2016).
- Hyndman and Liguori (John Perrin Prize for the best paper in *Financial Accountability and Management* during 2016).
- Liguori (most outstanding paper published in *British Accounting Review* during 2018).
- McCole (Emerald Citations of Excellence Winner 2017 for his publication in *MIS Quarterly*).
- Zhang (Emerald Literati Network Awards 2018 Outstanding Paper).
- Turner (Wadsworth Prize 2015 for the best business history book of 2014).

As well as receiving prizes from their peers, the research contributions of colleagues in QMS have garnered coverage in international media outlets. For example, Dimico's paper on lemons and the origins of the Sicilian mafia was covered in the *Daily Mail*, *The Times*, and *The Washington Post* and Graham Brownlow's work on the DeLorean Motor Corporation was covered in the *Wall Street*

*Journal*. The work on university spin-outs by Nola Hewitt-Dundas was covered in the *Financial Times*.

#### **4.3. Collaboration and engagement with non-academic communities**

A key strategic objective for QMS in the REF period was to increase engagement with business, societal and policy stakeholders. A vital part of our strategy was the appointment in 2015 of an International Advisory Board for the School, which was composed of leaders from the public, private and third sectors. This board has advised the School on the needs of end users and has helped academics raise funding for their research projects. The key vehicle for delivering our strategy have been the Research Centres. To this end, the Research Centres have been given budget to run engagement and outreach events.

In addition, QMS and the University have invested significant resources in the area of engagement with non-academic audiences over the REF cycle:

- The post of Associate Director of International Communication was created – the incumbent is responsible for helping academics in the school engage with non-academic communities. This academic is supported by a Communications Officer.
- There has been a concerted effort to connect with external users via *The Conversation* and the QPOL (Queen's Policy Engagement) blog.
- The School hosts several high-profile speakers per annum, which attract a large non-academic audience. For example, in January 2020 the School hosted Michel Barnier to give a public talk on the future of Brexit.

Each research centre has undertaken a wide variety of events and activities during REF period to engage non-academic communities:

##### **Centre for Not-for-Profit and Public-Sector Research**

*Engaging with practice and policy.* The Centre's membership includes senior figures from the public sector, the credit union movement and charity sector, e.g., the President and CEO of the World Council of Credit Unions, the CEO of the Credit Union Development Association, the President of the Irish League of Credit Unions, the CEO of Credit Union National Association Mutual Europe, the Comptroller and Auditor General for Northern Ireland, the former CEO of the Charity Commission of England and Wales, and the current CEO of the Charity Commission of NI. These external members are involved in the co-creation of research and facilitate clear pathways to impact. To further enhance academia/practitioner/politician engagement, members of CNPR have presented practitioner-focused CPD courses on charity accounting/reporting for members of the Chartered Accountants of Ireland and staff of the Northern Ireland Audit Office. Centre members have also presented in the Knowledge Exchange Seminar Series at the NI Assembly to bring research findings on charity regulation to the attention of key participants in policy/law-making (Connolly, Hyndman, Liguori).

*Engaging with disadvantaged communities.* Through their close connections with the credit union industry, three members of the Centre (French, McKillop, Stewart) worked with the Money Advice Service and the Derry Credit Union to determine the effectiveness of mobile apps in enhancing financial capability of people from disadvantaged communities. They worked with 500 members of the Derry Credit Union and examined over the space of a year how exposure to financial capability apps improved both personal and financial well-being and confidence. The results of this study were disseminated widely among credit union practitioners across the globe.

##### **Centre for Health Research at the Management School**

*Engaging with practice and policy.* The Centre's membership contains policymakers from the world of public health such as Mary Black (Public Health Agency), Sarah Gibney (Department of Health, Republic of Ireland) and Kevin Balanda (Institute of Public Health). These external members engage closely with academics on research projects and guide the development of the impact of those projects on public health outcomes. One of the key ways that the Centre engages with the world of policy and practice is that it has an annual conference where academics and practitioners interact. For example, recent conferences have included non-academic participants



from the Chartered Institute of Personnel and Development, Nevin Economic Research Institute, Irish Congress of Trade Unions, HealthyKidz, and the NI Commission for Victims and Survivors. Another important way that the Centre engages with policymakers is that members have participated in the Northern Ireland Assembly's Knowledge Exchange Seminar Series – McVicar on Zero Hour Contracts and McGovern on breastfeeding as an economic investment. Schröder from the Centre is involved in establishing "The Evidence Index" for The Economist Group in partnership with The Pew Charitable Trusts. Her work focuses on the subtheme of ageing and retirement, and examines the availability and quality of data for policymaking in the G20 countries.

*Engaging with community wellbeing.* The Centre has ongoing collaboration with HealthyKidz, a community-based organisation which runs programmes in schools in Northern Ireland. Dimico, Downey, and McVicar have been helping this organisation think about how they evaluate their programmes, particularly in relation to child health and wellbeing. Another Centre member (Schröder) has been working with AWARE (a Northern Irish mental health / depression charity), PwC Northern Ireland and McAvoy (a construction firm) to test the impact of online mental health training on staff mental health and wellbeing.

*Engaging with the general public.* The Centre has disseminated its research via targeted media efforts around its research. For example, French was interviewed on BBC Radio Ulster about the Centre's conference on the long-run effects of trauma and conflict and the Centre's work on the economic benefits of breastfeeding was covered by the *Daily Mail*, the *Independent*, and BBC radio Ulster. The Centre's research carried out by Dimico has been covered on four occasions on VoxEU, the CEPR's policy analysis and commentary vehicle, during the REF period.

#### Queen's University Centre for Economic History

*Engaging with business and policymakers.* The Centre launched the Long Run Initiative (LRI) in 2018 as a forum for business leaders, public policymakers and academic experts. It provides insights from the analysis of long-run experiences and trends to provide context and deepen understanding of the grand challenges facing businesses and government. The LRI is a collaborative effort between QUCEH and a Canadian business advisory group called SIERC and it has an international governing group consisting of the leading business figures and policymakers, including the former CEO of the Bank of Montreal, the former CEO of J. P. Morgan International, the former head of the UK's joint intelligence committee, the chief editor of the *Globe and Mail*, and the current head of People and Culture at the Bank of Montreal. During the REF period, the LRI organised roundtable and online events on the following topics: productivity, information, big tech monopolies, the future of the corporation, and the challenge to business from Covid-19.

*Engaging with school children.* Each year since 2015, the Centre has organised an event as part of the ESRC Festival of Social Science entitled 'History by Numbers'. This is a one-day workshop for A-level students on how economic history can help us understand the past. The event is attended by dozens of local school pupils each year and introduces them to the research undertaken at QUCEH.

*Engaging with the general public.* The Centre engages with this audience when opportunities present themselves and by building relationships with key stakeholders. During the REF period, three members (Brownlow, Campbell, Turner) gave public talks at the Library of Mistakes in Edinburgh. Four members (Campbell, de Bromhead, Fernihough, and Turner) of the Centre had their work published by VoxEU during the REF period and Colvin produced a video for VoxEU on the future of economic history.

#### **4.4. Impact on the economy and society**

A key aspect of QMS's mission is to transform local and global business through research. In other words, research impact is at the core of our identity. The School's priorities are shaped by the non-academic organisations that we collaborate with as well as the priorities of UKRI and other grant-awarding bodies.

Developed impact

The School's longstanding engagement with non-academic users has resulted in QMS research having a meaningful impact upon wider society. Among key external posts held by academics during the REF period were: Chair of the Credit Union Advisory Committee, Ireland, appointed by the Minister of Finance (Ireland) (McKillop, 2014-2018) and Non-executive Director of the Northern Ireland Audit Office, and Chair of the Audit Risk and Assurance Committee (Hyndman, 2019-2020). The research of QMS academics has impacted the regulation and structure of the Irish credit union sector, the financial reporting and governance of charities, business and innovation clusters on the island of Ireland, Brexit and the environment, the Bank of England and investment professionals, and public understanding of Ireland's economic history.

Nascent impact

As well as the examples above which have resulted in impact case studies, there are many examples in QMS of impact being developed with end-users. One pathway to impact is through KTPs. Since 2017, QMS staff have been involved with eight KTPs across a range of business sectors, from global businesses such as Danske Bank and Diaceutics to Scott and Ewing, a local industrial plumbing company.

Pathways to impact in QMS are also being developed in response to national priorities. For example, QMS provides a co-editor (Turner) to the ESRC-funded Economics Observatory, which exists to provide balanced and reliable answers to the economic questions that arise from the Covid-19 pandemic. The Economics Observatory bridges the gap between academic research, government policy and the general public. To date, 10 academics from QMS have contributed articles to the Observatory. Academics in QMS have also been conducting research into Covid-19 as well as past pandemics. Colvin, through his work on the Spanish Flu, has already engaged the media and other stakeholders.

Another national priority for the UK is lagging productivity. QMS are part of the ESRC-funded Productivity Institute and have responsibility for running the Regional Productivity Forum in Northern Ireland. This will require them to work with business leaders to identify the major causes of poor productivity and work with local businesses in sandpits to road test proposed solutions to the productivity issue.

The final way in which pathways to new impact is being developed is through the ongoing engagement of the research centres and disciplinary groups with end-users. For example, the funded projects of McVicar (CHaRMS) on zero-hours contracts and disability benefit reform have resulted in engagement with Office for National Statistics and Low Pay Commission and will in due course impact the measurement of work quality and the policies of governments. Similarly, the work of Murphy (CLEO) on leadership and organisational change with policing has resulted in the development of executive education provision for senior officers in the Police Service of Northern Ireland. The work of Campbell (QUCEH) on banking has resulted in him being appointed as an adviser to the Northern Ireland Assembly's All-Party Group for Fair Banking and the work of Quinn and Turner (QUCEH) on financial bubbles has resulted in them providing expert advice to investor groups and the media.