

Institution: University College London (UCL)
Unit of Assessment: 19 (Politics and International Studies)
<p>1. Unit context and structure, research and impact strategy</p> <p>UCL's Department of Political Science achieves excellence in research through a distinct combination of three key features: intellectual breadth, collegiality, and public impact. By bringing together scholars who span the substantive and methodological breadth of political science, we enable cross-cutting conversations and collaborations that produce world-leading research. Our collegial environment is central to our identity and mission, supporting researchers as they develop their projects and careers. Our commitment to impact beyond the academy extends the benefits of our research in the UK and globally. These three strengths are foundational to our research strategy and inform how we support staff, train doctoral students, and organise the intellectual life of our Department.</p> <p>A research environment built on conversation and collaboration across the breadth of the discipline—including diverse theoretical and methodological approaches and global geographic coverage—requires a sufficiently large department. To that end, since REF2014, we have expanded our headcount by 50%, from 30 to 44 permanent academic staff, and doubled our grant income. As we have grown, we have organised our Department into nine research clusters with overlapping memberships, reflecting the breadth in topics we study—from constitutional change in the UK to the political survival of authoritarian leaders, decision-making in the European Union, the state's use of violence against its citizens, the political morality of education, and the local effects of development programmes. Notwithstanding our expansion, staff and PhD students across the Department regularly come together, notably through our flagship weekly Departmental Research Seminar.</p> <p>We believe that a collegial environment encourages collaboration and inspires staff, PhD students, and visitors to produce their very best research. A strong norm of collegiality underpins every aspect of the Department's activities and organisation: from how we developed our research clusters, run our seminars, deliver peer mentoring, onboard new staff, and run our PhD programme. One visitor to our Departmental Research Seminar in 2020 tweeted: "Thank you for inviting me to such a constructive seminar—that was probably the most positive and useful feedback of my career." Similarly, our departmental research strategy (detailed below) and REF strategy have been developed through away days that include all staff and PhD students.</p> <p>Commitment to research for impact beyond the academy has been central to the Department since it was founded in 1997, first as a School of Public Policy. Our breadth and depth across the discipline have enabled impact in both developed and developing countries, including civil service reform, sustainable development policies, and citizens' responsiveness to governments' Covid-19 measures. We have drawn on our research to contribute to public debate on free speech, human rights violations, police legitimacy, talking to terrorists, and US elections. Our oldest research cluster, the Constitution Unit, is a leading source of academic influence on constitutional change and political reform in the UK. In the REF period, the Unit has been central to public debate on Brexit, the conduct of referendums, the relationship between government and parliament, and the use of citizens' assemblies. Moving forward, we will continue to expand our institutional support for impact-generating research through the new UCL Policy Lab, a joint initiative with the Department of Economics, aiming to address key global policy challenges with rigorous interdisciplinary research.</p> <p>Structure</p> <p>To foster ample opportunities for conversation and collaboration in a growing department, we have strengthened our research clusters. In addition to two weekly department-wide seminars—the Departmental Research Seminar and the public-oriented Policy and Practice seminar—the clusters enable regular exchange among staff, including post-docs, PhD students, and research</p>

users. They reflect the Department's solidification of strength across the discipline, with the longest-running ones—the Constitution Unit and the Legal and Political Theory group—joined by seven additional groups. Membership is overlapping, fostering exchange within and across fields. Clusters are diverse in their structures and activities, reflecting varying sizes and priorities.

- **The Constitution Unit** is a leading centre for research on constitutional change and the reform of political institutions, including the UK's relationship with the EU, the composition and powers of parliaments, the mechanisms through which citizens can participate in politics, and the territorial nature of the UK. Led by Russell—elected a Fellow of the British Academy in 2020—and Renwick, the Unit shapes policy debates and outcomes through publicly available reports, regular media commentary, and direct input into parliamentary and governmental decision-making. The Unit hosts visiting researchers and holds frequent public and private seminars. Its honorary staff include current and former officials from government and parliament, and its council comprises senior officials and politicians from all major UK political parties.
- **The Legal and Political Theory Cluster** is recognised for its members' research addressing a range of difficult ethical questions faced by citizens and policymakers. Is violent protest against the state ever morally justified? Should the state force social media companies to suppress hate speech? How should the state regulate religious schools? Should the state pay for fertility treatments? Led by Howard and Swift, the cluster organises a weekly seminar and hosts internal and visiting speakers in cooperation with colleagues from the Faculty of Laws and Department of Philosophy through the UCL Colloquium in Law, Politics, and Philosophy. Members regularly communicate their work to the general public, and Howard was in 2019 recognised as an AHRC/BBC "New Generation Thinker".
- **The Conflict and Change Research Cluster** reflects the Department's strength in the study of political violence and conflict, ethnic cleansing, human rights, peace and state-building, and authoritarian politics. Led by Bakke, the cluster organises a fortnightly seminar, hosts post-doctoral visitors, and, with the Global Governance Institute and Institute of Advanced Studies, organises public events and academic-practitioner workshops. An annual highlight is a conference for PhD students in UK and Europe researching conflict, with 20-30 PhD student presenters and with staff as discussants. Staff and PhD students frequently collaborate, facilitated by Metternich's Conflict Analysis Lab. Members provide media commentary on topics ranging from forced disappearances to conflicts in the former Soviet Union.
- **The Comparative, Political Economy, and Behaviour Cluster** reflects the Department's strength in comparative politics. Noteworthy is the range of both geographic expertise—from the UK and Europe to Africa, the Americas, Eurasia, and the Middle East—and methodological expertise—data analysis from individual to cross-country levels, experiments, fieldwork, and historical research. The cluster has developed particular strength in African politics, British political economy, and the measurement of both public and elite opinion. Led by O'Grady, the group holds a fortnightly seminar, and its members contribute to policy and public engagement in areas ranging from community monitoring of natural resources to election forecasting.
- **The European Politics and Policy Cluster** brings together the Department's expertise in European politics, covering the normative foundations of the EU, regulation, pressure groups, policy learning, EU decision-making, as well as Europeanisation in the member states. Led by Wratil, the cluster has developed a new (2020) fortnightly European Politics Series of talks by leading experts and practitioners in EU affairs, open to the public. The cluster regularly co-organises events with UCL's European Institute and the Faculty of Laws.
- **The Human Rights Cluster** includes scholars working on the politics of human rights from a range of disciplinary perspectives—legal, socio-legal, theoretical, and empirical—and exploring human rights governance from the local to the global level. Rather than organising separate events, cluster members coordinate the Department's contribution to the interdisciplinary UCL Institute for Human Rights (Meckled-Garcia) and the Global Governance Institute (Pegram), facilitating collaboration across UCL and beyond.

- **The Public Policy and Public Management Research Cluster** has long-standing research expertise in public policy, ranging from business lobbying to progressive taxation, judicial politics, corruption, and civil service management. Since 2014, the cluster has strengthened its expertise in behavioural public policy, public management, and public finance. Members engage with policymakers in major international organisations and national governments in Europe, Latin America, Africa, and Asia. Led by Schuster, the cluster organises academic and policy events, often in collaboration with the Global Governance Institute and the London Public Policy Seminar, and founded the Public Policy Research Network, which comprises PhD students at 13 universities in greater London.
- **The UCL Centre on US Politics (CUSP)**, founded in 2020 and led by Gift, is our newest cluster. Members conduct research, host public events, and provide public commentary on political developments in the US and their global implications. Members made more than 250 media appearances in the lead-up to and aftermath of the 2020 US election.
- **The UCL Global Governance Institute (GGI)** reflects the global nature of the research conducted in the Department and fosters synergies across disciplines at UCL. Led by Coen and Pegram, the GGI undertakes research on global governance deficits, focusing on global justice and ethics, economy, security, public health, and environmental sustainability. It engages with policymakers, practitioners, and civil society through public lectures—highlights include Jeffrey D. Sachs and Mervyn King—workshops, podcasts, and publicly available policy reports. In the REF period, the GGI's network has expanded to include partner institutions also in the global south, facilitated by a Horizon 2020 grant on global governance, in which the GGI leads on climate governance.

Context

The Department's commitment to conversation and collaboration extends across disciplines, and staff actively lead and participate in the rich network of UCL institutes that bring together researchers from departments within the Faculty of Social and Historical Science (SHS) and beyond.

- **UCL European Institute** is a cross-faculty hub facilitating collaborative research, teaching, and public and policy engagement on Europe. It has become the go-to place for UCL expertise on the EU and Brexit. Bellamy was the Institute's founding director, and Wratil and Weale are frequently involved in its activities. Staff from the Department contribute to its Brexit blog, Comment blog, podcasts, policy reports, and public events.
- **UCL Institute for Human Rights** promotes research and academic impact on global human rights issues, including human rights standard-setting, interpretation, and application. Co-directed by staff from the Faculty of Laws and the Department of Political Science (Meckled-Garcia), it facilitates collaborative research across disciplines and beyond the global north, hosts visiting researchers, and organises public lectures.
- **UCL Institute for Law, Politics, and Philosophy** curates discussion of cutting-edge work in legal and political philosophy. Co-organised by staff from our Department (Howard), the Faculty of Laws, and the Department of Philosophy, its central initiative is the UCL Colloquium in Law, Politics, and Philosophy, which hosts internal speakers and leading international scholars.
- **UCL Institute of Advanced Studies** is based in SHS and brings together researchers from the humanities, social sciences, and area studies to foster collaboration addressing ethical and intellectual challenges in an inter-connected world. It hosts visiting researchers and facilitates lectures and workshops. In the REF period, staff and PhD students from the Conflict and Change cluster organised workshops on political violence with the Institute, while Hudson co-hosted a high-profile public event on development aid.
- **UCL Anthropocene** is a new (2020) cross-disciplinary initiative addressing how social, political, economic, and destructive environmental changes are fundamentally entangled. It does so through collaborative research, interdisciplinary teaching, and engaging the public through exhibitions, public talks, seminars, and media commentary. Founding members from Political Science include Metternich and Pegram.

Research and impact strategy

Our overarching priority is to generate knowledge that improves our understanding of core questions in political science and international relations, and that contributes to policy development and public debate. To do so, our strategic objectives are three-fold:

- i. To conduct innovative and rigorous research, covering the breadth of the discipline.
- ii. To foster and sustain an inclusive and collegial environment.
- iii. To engage external actors and achieve public impact nationally and internationally.

Our research strategy has been developed in consultation with all academic staff and PhD students, through regular research away days. The strategy outlined below draws on that document. The research strategy is implemented and monitored by the Research Committee, led by the Head of Research (Vanhala, 2017–2020, Lauderdale, 2020–) and two deputies, and comprising senior and junior staff from all fields, as well as the Head of Department (Coen 2010–2014, 2015–2018, Mitchell 2014–2015, Hudson 2018–).

(i) Innovative and rigorous research, covering the breadth of the discipline

To promote innovative and rigorous research, we have, since 2014, undertaken a strategy of growth, strengthened research support, and developed processes enabling frequent and in-depth peer review.

Growth strategy: Since REF2014, we have undertaken a strategy of growth, from 30 to 44 permanent academic staff (Section 2). Our growth strategy has enabled us to hire world-leading scholars who bring new expertise as well as reinforce existing strengths. Through our broad coverage of the discipline and world regions, we can tackle the most important and pressing questions, which frequently cut across subfields and require methodological and theoretical diversity. Reflecting the breadth of our research, our output selection covers topics ranging from female leadership in political debates (Blumenau) to accountability for wartime sexual violence (Cronin-Furman), public support for immigrants' social rights (Hoojer), everyday aggression towards marginalised groups (McTernan), diffusion of disability rights (Vanhala), and insurgent attacks on civilians (Monten). It covers archival and historical research (Bulutgil), case studies using both qualitative (Stroschein) and quantitative methods (Kappe), normative methods (Pasternak), fieldwork and field experiments (Hartman), public opinion surveys (Woodhouse), cross-national statistical studies (Abouharb), data science (Lauderdale), and forecasting (Metternich).

Our growth is sustained by our research portfolio (Section 3) and large research-led teaching programme. In the REF period, we have developed two new undergraduate programmes—an interdisciplinary BSc in Politics, Philosophy, and Economics, supported by a £1.3 million Q-Step Centre (funded by ESRC/Nuffield Foundation), and a single-honours BSc in Political Science and International Relations—which will enable us to expand to 60 permanent academic staff by 2023.

Strengthened research support: To allow staff the space and time needed to develop their research agendas, we have designed a new workload model that improves the teaching/research balance (Section 2). We have increased the departmental research allowance, which, in particular, helps early career staff who may not yet have applied for external grants, and we have bolstered our in-house support for securing and managing grants and pursuing public engagement and impact (Section 3).

Embedded in-depth peer review: To enable rigorous research, a pillar of our research environment is in-depth peer review, reflected in three distinct ways.

- Through our weekly Departmental Research Seminar, staff and PhD students across all subfields give in-depth feedback on the work of a colleague or a visitor. The format of our seminar is designed to facilitate conversation. There is no presentation. The paper is circulated in advance and participants come with comments prepared. The tone is constructive, purposefully not adversarial. This format reflects our strong belief that

excellent research emerges out of in-depth and collegial peer review. Cluster seminars adopt a similar format.

- We have developed a robust system for grant application feedback, whereby grant and post-doctoral fellowship applications receive comments from multiple members of the Research Committee (Section 3).
- Reflecting our commitment to research integrity, we have developed an internal ethics review process, providing feedback on staff and students' grant applications and projects involving human participants, before they are submitted to UCL's Ethics Committee (Section 3).

The evidence suggests that this strategy has successfully promoted innovative and rigorous research. Our 52 successful grants (Section 3) and publications show strength across the discipline. Three of the 11 books in our output selection have received best book awards: Bakke's *Decentralization and Intrastate Struggles*, Bulutgil's *The Roots of Ethnic Cleansing in Europe*, and Poulsen's *Bounded Rationality and Economic Diplomacy*. Our output selection features research published in major journals across the discipline, including the *American Journal of Political Science*, *American Political Science Review*, *British Journal of Political Science*, *Comparative Political Studies*, *European Journal of Political Research*, *Journal of Conflict Resolution*, *International Studies Quarterly*, *Journal of Political Philosophy*, and *Philosophy and Public Affairs*.

Our coverage across the discipline has also resulted in significant contributions to publicly available databases, reflecting our commitment to open research, including global data on armed militia groups (Mitchell), ethnic power relations (Vogt), states' suspension from international organisations (von Borzyskowski), and policy ideologies of European mass publics (O'Grady). Indeed, in the REF period, 16 members of staff have compiled or contributed to original datasets publicly available on their websites or through repositories.

(ii) An inclusive and collegial research environment

Collegiality underpins the Department's activities and organisation. At the heart of our research environment are two weekly department-wide seminars. Our much-valued Departmental Research Seminar is designed to bring together staff, including post-docs, and PhD students across subfields to provide feedback on the work of either a colleague or a visitor (since 2017, we have hosted 51 visitors in our seminar, 50% women). The format of commenting on a pre-circulated paper requires significant commitment from participants. The seminar's consistently high participation and good spirits—cherished by our own staff and visitors alike—symbolise the Department's collegial research culture. Also bringing together staff and students across fields is our public Policy and Practice seminar, featuring dialogue between academics, policymakers, and practitioners on pressing policy issues—from Brexit to climate change, civic activism, and developments in China, Iran, and Russia.

By organising ourselves into nine research clusters, we have multiplied the opportunities for conversation and collaboration among staff and PhD students. A commitment to mentoring of post-docs and PhD students is central to the research clusters, facilitating regular feedback on their work not only from their supervisors but from a larger group of scholars in their field.

The clusters also facilitate peer mentorship of early career staff and onboarding of new staff, including post-docs, and they help overcome one of the challenges often facing women in the discipline—their exclusion from collaborative networks. This informal mentorship is accompanied by a new formal peer mentoring system for all new lecturers and, recognising that women remain a minority in the Department and discipline, a new *Promote* programme, including a twice-yearly women's writing retreat (Section 2).

Several indicators point to success in fostering an inclusive and collegial research environment. The high level of attendance and engagement among staff and PhD students at departmental and cluster seminars is one. Another is frequent collaboration. In our output selection, this includes Barnes and Hicks's work on mass attitudes towards fiscal policy, Bakke and Mitchell's work on

restrictions on civil society, co-authored with two of their PhD students, and Esteve and Schuster's work on the effects of austerity on public employees' job satisfaction. Staff also regularly participate in collaborative projects beyond the Department, exemplified by Hazell's book *The Politics of Judicial Independence in Britain's Changing Constitution*, Swift's book *Educational Goods*, and Tertychnaya's article on financial remittances and incumbent approval across countries in Eurasia.

(iii) Engage external actors and achieve public impact nationally and internationally

A founding principle of the Department is a commitment to research for public impact. The Department has a long record in public engagement and policy impact within the UK through the Constitution Unit, and our weekly Policy and Practice seminar is a hallmark of our public outreach—with a total audience of nearly 34,600 in the REF period, across 189 events. Since REF2014, we have expanded our external, and specifically international, engagement and impact activities—advising on issues from House of Lords reform in the UK (Russell), community monitoring of natural resources in Liberia (Hartman), and public finance infrastructure in Sierra Leone and debt management in Zimbabwe (Seiferling) (Section 4). External engagement and impact are core considerations in appointments and appraisals, and UCL's Academic Careers Framework enables and rewards impact-generating activities in promotions.

To support impact, since REF2014, the Department has appointed a Head of Impact and Engagement (Renwick) and established an Impact and Engagement Committee. Guidance in developing the impact of colleagues' research is provided through one-on-one peer mentoring and impact workshops at the Department's annual research away days. A key strategic aim—central to our strategy moving forward—has been to extend the reach of our research by creating a podcast series focusing on the relevance of staff's research to policymakers and wider publics. The launch was planned for autumn 2020, but the Covid-19 pandemic accelerated this development. In spring 2020, we developed a podcast series in which staff discussed the social and political implications of the pandemic. In autumn 2020, we extended this to a regular podcast series, *UCL Uncovering Politics*, hosted by Hudson and Renwick. It has covered topics ranging from the role of checks and balances in UK democracy (featuring Bellamy and Russell), different conceptions of 'the economy' in politics (Killick, one of our research fellows), and the ethics of fieldwork in conflict-affected settings (Cronin-Furman).

The research clusters and staff's active involvement in Faculty and UCL-wide institutes are central in fostering impact-oriented activities. In the REF period, the Constitution Unit has organised 91 public events. For example, prior to the 2016 referendum, the Unit, in cooperation with the European Institute, ran five public seminars (with 2,690 registered attendees), accompanied by four briefing papers, on the possibility of Brexit and its constitutional consequences. Similarly, the Global Governance Institute has organised 102 public events (circa 16,000 attendees) and 59 workshops bringing together academics, policymakers, and practitioners (in total, 1,470) on pressing policy issues. Its workshop on "Climate Governance after the Paris Agreement", for example, brought together 30 leading climate change experts.

The evidence shows that our impact strategy has promoted external engagement and achieved policy impact nationally and internationally. Members of the Department have appeared in all major media outlets in the UK (e.g. BBC, Channel 4 News, *Guardian*, *Times*) and around the world (e.g. Al Jazeera, CNN, *New York Times*, *Wall Street Journal*), commenting on both domestic and international politics. Our colleagues in the Constitution Unit have appeared or been cited in the media more than 900 times, while members of the Centre for US Politics made more than 250 media appearances in the lead-up to and aftermath of the 2020 US election. Our impact case studies—and further examples in Section 4—showcase the breadth and global reach of our policy impact: enabling public support for sustainable development (Hudson), training UK civil servants in trade policy (Poulsen), promoting the use of citizens' assemblies in the UK (Renwick), and improving assessment of civil service management across developed and developing countries (Schuster).

Strategic objectives moving forward

In the coming REF period, we will prioritise building on our strengths and addressing opportunities for greater diversity and interdisciplinarity.

- (i) **We will continue our strategy of expansion.** Having identified areas where we would like to further strengthen our expertise, we are expanding to 60 permanent academic staff. We have filled two of these posts, bolstering our expertise on immigration (Oltman and Spirig). Recruitment for 10 further posts is underway (two at the professorial level and eight at the lecturer/associate professor level), with another four planned in 2021–2023. We are particularly looking to add to our expertise in the politics of race, gender, and sexuality, the environment, authoritarianism, and regional expertise on Asia.
- (ii) **We aim to become a demographically more diverse department.** To that end, our Equality, Diversity, and Inclusion committee has developed an action plan committing us to implement the use of additional positive action recruitment tools to enable recruitment from under-represented groups; develop three staff–student networks (LGBTQ+, BAME, disability); and prepare for an Athena Swan application (Section 2).
- (iii) **We will strengthen the interdisciplinary nature of the Department.** A number of staff engage in interdisciplinary research, and the Global Governance Institute, as well as the Department’s close links to UCL-wide and Faculty institutes (listed above), have fostered interdisciplinary collaborations. Moving forward, we aim to strengthen research on the relationship between the environment and human activity through UCL Anthropocene. Also, recognising the growing need for interdisciplinary training in data science to address policy challenges, we will build on our strength to develop a new MSc in Data Science and Public Policy in cooperation with Economics, as part of the new Policy Lab. Providing students with interdisciplinary, data-literate skills is an investment in the future of the discipline and an essential part of the research pipeline.
- (iv) **Strengthen global engagement and policy impact through the new UCL Policy Lab.** A key strategic initiative as we move forward is the creation, in summer 2020, of the UCL Policy Lab, a collaborative project with UCL’s Department of Economics, supported by the Faculty and UCL via a £1.3 million investment from the Provost’s Strategic Development Fund. Anchored in the strong record of rigorous, data-driven research in both departments, the Policy Lab will foster interdisciplinary collaboration, convene public policy conversations, and broker academic–practitioner relationships to address global policy questions. In 2021, we will appoint a global leader in public policy as the inaugural Director, supported by two academic co-directors, as well as policy and research fellows, including 10 Professors of Practice.

2. People

The Department devotes significant resources to recruiting and retaining leading scholars in the discipline and training PhD students. Since REF2014, we have increased the number of permanent academic staff by 50%, from 30 to 44. By the census date, staff comprised 12 professors, 16 associate professors/readers, and 16 lecturers. The Department has also been home to 16 post-doctoral research fellows/associates in the REF period, eight present by the census date (one is REF-eligible). Our PhD intake in the REF period was 43, and 45 students graduated with a PhD from the Department.

Staffing strategy and development

At the core of our staffing and development strategy is an inclusive and collegial environment that gives staff the flexibility, support, and resources needed to conduct their research and advance their careers. We do so by:

- (i) **Integrating new staff.** Key to staff development in the REF period has been integration of newly appointed staff, including post-docs, into the activities of the research clusters. More formally, the Research Committee pairs new lecturers with senior members of staff, who offer advice on grant applications, publication strategy, and promotions.
- (ii) **Fostering peer mentorship and feedback.** Our department-wide and research cluster seminars enable ample opportunities for collaboration and conversation about works-in-progress. We have also strengthened formal peer mentorship. In 2018, we instituted the “Research Ideas Accelerator”, a formal system of grant application feedback through peer review. Research Committee members give feedback on grant applications to most ERC, ESRC, British Academy, and Leverhulme calls. We are expanding this process to cover all applications.
- (iii) **Protecting research time.** Our workload model aims to ensure that all academic staff can safeguard research time while delivering high-quality teaching. In 2019, we implemented a new model that improves how we take account of growing student numbers and class size heterogeneity, to ensure equality among staff. Staff teach, on average, three modules per year. We recognise the importance of supporting new lecturers, who might not initially enjoy external grant income, hence they receive a one-module teaching reduction in their first year. Beyond preparing new courses, we encourage new staff to use this period to apply for research funding. Research time is also protected by UCL’s sabbatical leave policy of one term’s relief from teaching and administrative duties for every three years of service.
- (iv) **Enhancing research support.** Academic staff members’ research allowance has doubled in the REF period, to £3,000 per year, supporting conference travels, research assistance, and fieldwork. The Faculty has provided additional support to the Department via a discretionary fund supporting research development (seed funding, book manuscript workshops, research assistance) and is available to all research and teaching staff on a competitive basis. Staff also have access to Faculty and UCL-wide funding opportunities, including the Dean’s strategic fund (members of the Department received £29,300 in the REF period), UCL Global Engagement Funds (£27,800), and UCL Grand Challenges grants (£38,500).
- (v) **Employing a rigorous and supportive promotion process.** To support staff to build their careers at UCL, we have a rigorous and supportive promotions process, aligned with UCL’s updated Academic Careers Framework and its equal opportunity ethos. Individual staff discuss their promotion strategy at their annual appraisal conducted by the Head of Department or line manager, and with their mentors. The Promotions Committee consists of all members of the professoriate, who discuss each application and provide feedback before the application goes to the Faculty. In the REF period, 21 members of staff have been promoted to senior lecturer/associate professor/reader and four have been promoted to professor. Of these promotions, 52% are women (100% of promotions to professor are women). In recognition of the research excellence of our staff, since 2018, all academic staff have received an equal annual salary supplement.

An indication of the success of our recruitment and retention strategy is demonstrated in the recognition of research and impact in the REF period, including:

- Bakke, Conflict Research Society’s Book of the Year 2015.
- Bellamy, PADEMIA 2016 Journal Article Award for Outstanding Research on Parliamentary Democracy in Europe.
- Bulutgil, 2017 Best Book Award by the American Political Science Association’s (APSA) European Politics and Society Section.
- Cronin-Furman, 2020 Best Article Award by APSA’s Human Rights Section.
- Howard, 2019 BBC/AHRC New Generation Thinker Award; British Academy Rising Star Engagement Award 2015–2017.

- Poulsen, 2015 Best Book Award by the International Studies Association's (ISA) International Political Economy Section.
- Metternich, 2015 Best Paper Award by APSA's Conflict Processes Section.
- Renwick, Political Studies Association's (PSA) Democratic Innovation Award 2016.
- Russell, elected Fellow of the British Academy in 2020.
- Schuster, Haldane Prize for the Best Paper Published in *Public Administration* in 2017.
- Tertychnaya, 2019 PSA's Best Dissertation in the Field of Elections, Electoral Systems, and Representation.
- Von Borzyskowski, 2018 Best Article Award by APSA's International Collaboration Section; 2016 Dissertation Prize by the U.S. Institute of Peace and ISA's Peace Studies Section; 2016 Best Paper Award by the of the European Consortium for Political Research's (ECPR) Comparative Political Institutions Section.
- Wratil, 2018 Best Article Award by APSA's European Politics and Society Section.

Research students

Our PhD programme is intentionally small in student numbers and designed to train political scientists who conduct research of the highest academic quality. In the REF period, our intake was 43 (averaging six per year) and 45 students graduated with a PhD degree from the Department; nine more were awarded degrees from different departments with co-supervisors from the Department. Our PhD programme's success is reflected in placement of our students in post-docs (e.g. Bocconi, European University Institute, Oxford, University College Dublin, University of Oslo) and permanent positions at leading universities in the UK and abroad (e.g. Brunel, Essex, King's, Liverpool, Newcastle, Queen Mary, Royal Holloway, University of Zurich), as well as employment in the non-profit (e.g. Oxfam), private (e.g. *The Economist*, *Fujitsu*), and public (e.g. Alan Turing Institute, World Bank) sectors. Among PhD students graduating from the Department, 56% went on to post-docs or permanent academic jobs.

Our PhD students are integral to the Department's research environment and are active participants in the department-wide seminars and research clusters. Our research clusters provide key venues for mentoring of PhD students, who regularly present and get feedback on their work. While we train students to become independent researchers, we also encourage joint work between PhD students and staff, with four such examples in our output selection.

To ensure our students are competitive in the global job market, our PhD programme offers a comprehensive and integrated training sequence. Students in the empirical stream take four methods/research design courses in the first year. Those in the theory stream take a required political theory seminar each year. Students may choose to further specialise and take additional substantive courses. In the REF period, our PhD students have also followed a "Big Books" seminar, organised with the other political science departments in the ESRC-funded UBEL Doctoral Training Partnership. All PhD students attend a weekly seminar in which they present their work to their peers. The Department also holds mock vivas, practice job talks, and workshops for conference presentations, an annual PhD away day dedicated to professional development, as well as an annual teaching workshop.

Each PhD student works with a primary supervisor plus one or two co-supervisors. To ensure that PhD students have ample support and are exposed to a breadth of input—from different fields and theoretical and methodological approaches—in 2019 we implemented a three-person supervisory committee. To facilitate steady progress and timely completion, we have revised the PhD programme to incorporate several milestones. In year one, there is a required literature review due in the second term and a required methods paper due in the third term, with feedback given by the supervisors. In year two, typically in term one, students submit a PhD upgrade paper, written under the supervision of their committee, and are examined in an upgrade viva by two members of staff not on their committee.

The Department offers two Bentham scholarships per year, which have funded 37% of our students admitted in the REF period. We have extended these scholarships to last for four rather

than three years. PhD students admitted in the REF period have also been funded by UCL scholarships (9%), AHRC and ESRC scholarships (12%), and other funders (23%), including grants from the Behavioural Insights Team, while 19% were self-funded, including through teaching assistantships within the Department.

Every PhD student has access to £1,000 per year for external methods training. To facilitate field research, the Department has a £10,000 opportunity fund to which PhD students can apply for up to £1,500 each year. In recent years, students have conducted fieldwork in, for example, Colombia and Lebanon. PhD students regularly present their work at academic conferences, supported by a £500 conference allowance. Our students have also benefited from the UCL Doctoral School's Skills Development Programme, its financial support for developing student-led networks, and its UCL–Yale PhD exchange programme.

The Department has made a significant investment in space for PhD students, with a large open-plan office with 14 hot desks, increased to 16 in autumn 2020 as we expanded into our new building (Section 3). PhD students who teach have desks in shared teaching staff offices.

PhD students are active in the discipline, publishing, developing research networks, and taking on professional roles. In the REF period, our PhD students have published in major journals in the discipline, e.g. *American Politics Research* (Sajuria), *British Journal of Political Science* (Perera), *European Journal of Political Theory* (Aitchison), *International Political Science Review* (Juon), *International Studies Quarterly* (Weber), *Politics & Gender* (Hargrave, Siow), and *Journal of Peace Research* (Smidt). In the last two years, PhD students in the Conflict and Change cluster and the Public Policy and Public Management cluster have organised conferences for PhD students in the UK and Europe. Beyond UCL, Bellodi created and organises the Public Policy Research Network, reaching out to PhD students in greater London; Rickard serves as the Secretary of the Conflict Research Society; and Schroeder, who graduated in 2019, served as the Social Media Editor of the *Journal of European Public Policy*.

The Department's PhD students also engage with policymakers and practitioners. For example, while at UCL, Kozman, who graduated in 2020, co-organised the Behavioural Science for Policy (B4P) seminar series, which aims to facilitate the flow of evidence into public policy, and Perera's PhD research has been shaped by, and shaped, his work with CIVICUS, a global alliance of civil society organisations.

To celebrate our PhD students, the first department-wide social function each academic year is a PhD prize ceremony, with awards for best published paper, best examined dissertation, and outstanding service to the Department. Our PhD students have also received recognition beyond the Department, including the Joni Lovenduski PhD Prize in Gender and Politics by the ECPR (Siow), the Cedric Smith Prize for best PhD paper in peace and conflict research by the Conflict Research Society (Smidt), and the Dina Zinnes Award for best PhD paper by the ISA (Smidt).

Equality, diversity, and inclusion

The Department is home to academics from a wide range of nationalities. In 2013, 51% of all research staff were from the UK, and our expansion since REF2014 has increased the global profile of our staff to 40% from the UK, 27% from the EU/EEA, and 33% from the rest of the world. In terms of ethnic diversity, the Department is predominantly white—77% self-reported white, 6% BAME, and 17% unknown—as it was in 2013. Similarly, the majority of PhD students graduating in the REF period identified as white (77%). We have increased the number and proportion of women among research staff in the Department (40%) compared to 2013 (34%). Excluding fixed-term staff, the proportion of women is 34%, compared to 30% in 2013. Among both our PhD intake and PhD graduating from the Department in the REF period, 51% were women.

Reflecting our commitment to equality, diversity, and inclusion (EDI), we recognise the need to strengthen demographic diversity. In 2018 we established our first EDI committee and developed an action plan with several key commitments.

Sex/gender: Among permanent academic staff, women are represented at all ranks. Among the 12 professors, 33% are women; among the 16 associate professors/readers, 25%; and among the 16 lecturers, 44%. Since 2014, women have made up more than half of all promotions, including all four promotions to professor. Leadership roles have alternated between men and women (Head of Department, Director of Research, Director of Teaching, REF Coordinator). Women in the Department have a strong research record, as evidenced in our output selection (see below) and grant record (44% of our successful grants have a female PI or Co-PI). Women in the Department also hold leadership roles in the discipline. Among editor/associate editorships held by current staff, 38% are by women, and 45% of leadership roles in professional associations are held by women (Section 4).

A key commitment has been to support and promote female colleagues. Three activities underpin our efforts. First, in 2019 we initiated the *Promote* programme to address challenges unique to women academics (citations, networks, leadership). Central to *Promote* is a twice-yearly writing retreat for all female-identifying staff and PhD students. The initiative has facilitated formal and informal peer-mentoring, career advice, successful funding applications, and publications. Second, we have financially supported professional development for women at all levels through UCL's *Women in Leadership* programme. To date, five women in the Department have enrolled in the programme. Third, we have committed to submitting an Athena Swan Silver application (in 2022) to provide a long-term framework for gender equality.

Ethnicity: As part of our action plan, the Department financially supports a “Lunch and Learn” seminar series bringing staff and students together in a social space to discuss diversity, decolonisation, eugenics, and modern slavery. Moving forward, we will create a staff-student network to provide opportunities to discuss issues facing BAME staff and students.

We have also sought to address diversity by examining reading lists across our modules. Our Inclusive Curriculum project, which began in 2018 and is an example of our research-led teaching, found that 77% of assigned readings were by white men, with fewer than 5% by women of colour. The findings from this first phase of the project have been shared with colleagues, with two key outcomes: colleagues were asked to review syllabi for diversity, and the Department has funded continuation of the project, led by Elliott (Senior Lecturer [Teaching]), to support further diversification.

As part of our ongoing expansion, we are putting EDI at the centre of our recruitment activity. First, we have included two diversity statements in all of our advertisements and are working with UCL Human Resources to identify the share of candidates with protected characteristics, to enable greater diversity among shortlisted candidates. Second, adding to existing institutional hiring practices—ensuring 40% women on all hiring panels and monitoring gender ratios on shortlists—we have requested fair recruitment specialists on all hiring panels. Third, staff on recruitment panels must complete UCL's fair recruitment training, with an additional training session to be held with search committee members prior to interviews.

Protected characteristics: The EDI committee has also reviewed the Department's diversity with respect to protected characteristics and identified areas for improvement. We are setting up an LGBTQ+ network, providing a safe space for students and staff to network and discuss LGBTQ+ scholarship. For staff with disability-related needs, the Department provides reasonable adjustments and bespoke software, hardware, and other equipment, and we are setting up a staff-student network. We have worked closely with UCL Estates to ensure that the adjoining Georgian townhouses that form our home in Bloomsbury are wheelchair accessible. The necessary internal changes have been made in our newly acquired building (Section 3), and a planning application is pending for alterations to install external accessible lifts to our new and existing (Grade-II listed) buildings.

More generally, to enable colleagues to fulfil their caring responsibilities while advancing in their careers, all UCL staff are eligible for parental leave. Research-active staff returning from more

than three months' parental leave are entitled to one term's sabbatical leave, allowing time to re-establish their research. To help foster work–life balance, the Department has appointed two “wellbeing champions”. In response to the Covid-19 pandemic, UCL developed a wellbeing survey designed to understand staff needs and enable support.

REF submission and EDI

The REF process has been led by the REF Coordinator (Bakke) and Impact Coordinator (Renwick), in close cooperation with the Head of Department (Hudson) and Head of Research (Vanhala, 2017–2020, and Lauderdale, 2020–). Committed to making the REF process inclusive and transparent, we have regularly discussed REF preparations with all staff, including post-docs, and PhD students at our away days and all-staff meetings. We asked all eligible staff to nominate their optimal outputs—with regular opportunities to update—and sought self-nominations for possible impact case studies. We worked closely with six prospective case study authors, four of whom were ultimately selected. Both staff and PhD students have submitted data for the environment statement.

The ranking of nominated outputs was done by a committee consisting of all members of the professoriate and selected associate professors, ensuring REF experience, representation of all fields, and gender diversity. We ensured that outputs from staff who had left UCL were also considered. Each output was read by two members of the committee, one a specialist in the field and one outside the field, whose scores informed our output selection. The selection of impact case studies was done by members of the professoriate and an outside reader, supported by Faculty and UCL's REF team.

With respect to staff selection, our submission includes outputs from all 44 permanent staff on research contracts and one independent researcher (a British Academy Postdoctoral Fellow). As we have more women than men on research contracts that do not fit the REF criteria for independent researchers, the share of women among REF-eligible staff is slightly lower (36%) than among all research staff (40%). Where sufficient data is available, there are no observed deviations on protected characteristics between REF-eligible staff and all staff on research contracts.

In reviewing our output selection, our analysis showed that neither gender nor academic rank is a significant predictor for number of selected outputs. The gender distribution among REF-eligible staff is 36% women, and our output selection reflects that (35%). We have also reviewed the output selection with respect to anonymous data on ethnicity, disability, and sexual identity (compiled by UCL's REF team). The observable patterns are varied, but in all cases the staff numbers are too small for clear inferences to be drawn. In the absence of evidence to the contrary, we see it as vital to continue our active efforts to promote equality for all groups.

3. Income, infrastructure and facilities

The sustainability of our research environment is underpinned by a large research-led teaching programme (Section 1) and our success in obtaining research grants, which we have strengthened by investing in research and impact support. This investment is a strategic initiative to enable sustained grant income in the future.

Income

In the current REF period, we have been awarded £10.9 million in grant income, not all of which has yet been spent. We have more than doubled our total spend against grants since REF2014, from £3.3 to £6.7 million (from an annual average of £656k to £951k). We have secured 52 awards from competitive funders, addressing key policy questions and reflecting the diversity of research within the Department.

Examples of major awards include Hudson's Gates Foundation funded "Development Engagement Lab" (£3.1 million), Vanhala's ERC Starting Grant "The Politics of Climate Change Loss and Damage" (£1 million), Barnes's UKRI Future Leaders project "Mental Models and Political Economy" (£940k), Radaelli's ERC Advanced Grant "Procedural Tools for Effective Governance Patterns, Outcomes, and Policy Design" (£639k), and Russell's ESRC UK In a Changing Europe project "Brexit, Parliament, and the Constitution" (£488k).

Staff have succeeded in winning competitive fellowships, including Bulutgil's British Academy Mid-Career Fellowship "The Origins of Legal Secularisation", McKee's BA Postdoctoral Fellowship "The Political Representation of Ethnic Minorities in the UK", and Pasternak's BA Senior Research Fellowship "Irresponsible States, Responsible Citizens". Staff have also been successful in winning ESRC Future Leader bids, including Blumenau's "Measuring Political Debate", Metternich's "Predicting the Escalation of Conflict", and Vanhala's "The Judicialisation of Climate Change Politics".

We are prioritising research grant capture because it allows us to invest in activities that enrich our intellectual environment. First, research grants are instrumental in allowing time and resources to conduct archival work, fieldwork, and surveys, collect cross-national data, and develop new methodological skills. Grants are also essential for allowing timely and impact-oriented research on pressing policy matters, from the conduct of a potential Northern Ireland border poll (Renwick) to development aid (Hudson). Second, we fund directly through the Department or through the research clusters five weekly or fortnightly research seminars and four public speaker series. In addition, grant income allows staff to organise specialised workshops, enabling an intellectually stimulating environment and engagement with academics, practitioners, and policymakers from the UK and abroad. Third, in the REF period, 16 post-doctoral research appointments have been funded from grants. These appointments enable early career researchers' professional development, networking, learning of new methodological skills, collection of new data, and co-authoring opportunities, thus contributing to the further development of the discipline.

Research and impact support

Central to our grant record in the REF period—and our 31% success rate for grant applications—is the Research Committee's in-depth feedback on applications and our investments in research support. We have:

- (i) **Strengthened our research administration team.** Staff who provide research-related assistance—support for grant applications, the PhD programme, and organisation of research seminars, public lectures, visitors, and workshops—have increased from 2.1 to 3.5 FTE. This includes two new posts created in 2014 (Research Manager and GGI Manager) and one in 2019 (Deputy Departmental Manager). In addition, several existing posts provide research support (PhD Manager, Departmental Manager, Constitution Unit Manager, and the Events and Communications Officer). Two dedicated staff from UCL's Information Services Division provide technical support.

Central to our grant record is the Research Manager, who supports grant application preparation and grant management. Staff also receive support from the research and impact-facilitation team in the Faculty and the Office of the Vice Provost (OVPR), who help identify funding opportunities and prepare applications; the UCL European Research and Innovation Office, which facilitates Horizon 2020 collaborations; and UCL Research Services, who handle post-award administration.

- (ii) **Strengthened our administrative team supporting impact.** The Research Manager, GGI Manager, Constitution Unit Manager, and Events and Communications Officer are central to realising our impact strategy, assisting with the planning of events (public events and workshops), the publication of publicly available reports, the development of our new website (2019/2020), and enhancement of our social media profile (our Twitter, Facebook, Instagram, and LinkedIn accounts have more than 31,000

followers). Moving forward, the Policy Lab is an important vehicle for further strengthening impact support. Impact and dissemination are also facilitated by the Faculty's impact officers, UCL Communications and Marketing, UCL Global Engagement Office, UCL Innovation and Enterprise, UCL Public Engagement, and the OVPR's Research Impact Curation and Support team, including grants to facilitate impact.

- (iii) **Increased support for research ethics and integrity.** All projects involving human participants are subject to UCL's ethics procedures, led by UCL's Research Ethics Committee. To strengthen support to staff and students in developing their ethics applications, the Department has developed an internal ethics review process, led by two staff on a rotating basis. This development reflects a growth in research involving human participants, including surveys and field experiments, and commitment to the discipline's move towards pre-registration analysis plans (e.g. projects by Barnes, Blumenau, Gift, Harris, Hartman, Hicks, Lauderdale, Schuster).
- (iv) **Increased support for open access research.** Central to our open access compliance is the support of UCL's Library Services, who provide guidance and regular monitoring. Of all articles accepted from April 2016 (i.e. not only our REF outputs), 98% have been deposited in UCL Discovery, are Gold Open Access, or qualify for exceptions. Both the Constitution Unit and the GGI publish publicly available research and policy reports, assisted by their respective managers. In the REF period, the Unit has published 30 reports and the GGI has published 21 reports, freely available online.

Research infrastructure and facilities

The Department is situated in three adjoining historical buildings in the heart of Bloomsbury, at 29–31 Tavistock Square, with offices for staff, post-doctoral research fellows, teaching staff, PhD students, and visitors, and a large kitchen/lounge (used for our weekly 'elevenses' for all staff and PhD students). In 2019, UCL supported a major new capital project to enable the Department's growth with a £9 million investment in a neighbouring building at 36–38 Gordon Square. This investment provides the Department with beautifully renovated office space, state-of-the-art space for teaching and public events, and a home for the Policy Lab. Staff moved into the new building in autumn 2020.

The Department's research activities benefit greatly from the UCL Library, which holds an extensive research collection, provides access to a wide range of electronic resources, and offers assistance from the always helpful subject librarians. UCL infrastructure also facilitates the Department's strength in data science. UCL Research Data Services assist with data management. For computationally intensive projects, staff have access to three high-performance computing clusters housed in the UCL Research IT services: Legion (general purpose), Myriad (parallel computing), and Grace (big data).

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

Collaborations

Staff are well connected and play leading roles in international research collaborations and regularly collaborate with one another.

As evidenced in our output selection, staff frequently engage in collaborative research with scholars both nationally and internationally, within and beyond the discipline. Collaborations are also manifest in large international research grants. Examples include Coen and Pegram's Horizon 2020 project on global governance and the European Union, which has strengthened the GGI's wide network of collaborators beyond the global north; Bakke's collaboration with geographers in a joint ESRC-NSF project surveying geopolitical orientations in the states and *de facto* states in Russia's near abroad; and Seiferling's collaboration with economists,

mathematicians, and experts in an Inter-American Development Bank-funded project investigating the emergence of cryptocurrencies in Latin America, Europe, and the US. Indeed, many of the examples of our contribution to the research base, economy, and society that follow below come from international collaborations.

International research collaborations have also resulted in affiliate or visiting positions abroad, including ESADE Business School, Barcelona (Esteve), ETH Zurich (Vogt), European University Institute (Bellamy, Coen), Peace Research Institute Oslo (Bakke, Metternich), Princeton (Pasternak), Stanford (Gift), UC Berkeley (Vanhala), and University of Konstanz (Barnes).

Our department-wide seminars, research clusters, and affiliated UCL institutes facilitate collaboration among staff, PhD students, and visitors. They also facilitate visiting appointments. In the REF period, we have hosted 59 visitors—from PhD students and post-docs to professors, policymakers, and practitioners—for research stays in the Department. The new Policy Lab will engender further opportunities for such collaborations.

Contribution to the research base

Staff contribute to the research base by developing research networks, contributing to new initiatives on research integrity, and holding leadership roles in the discipline.

Recognising the importance of networks for early career researchers, the Public Policy cluster and the Conflict and Change cluster, in cooperation with the Global Governance Institute and the Institute of Advanced Studies, facilitate annual workshops for PhD students in the UK and Europe.

Staff have also been instrumental in developing research networks that include scholars beyond the global north. Meckled-Garcia organises the UK–Latin America Political Philosophy Research Network. Harris is a founder of the Governance and Local Development Network, bringing together scholars in Europe with junior scholars from Kenya, Malawi, and Zambia in a mentoring programme—one result is his *Comparative Political Studies* article in our output selection, co-authored with scholars from Malawi. Similarly, results from Schuster's multi-country collaborative research on civil service reform have been published with scholars from, among other places, Brazil, Bangladesh, and Chile.

Reflecting a commitment to research integrity, staff contribute to new international initiatives that strengthen research transparency and ethics in the discipline. Hartman is a member of the Evidence in Governance and Politics (EGAP) network and a collaborator on its Metaketa Initiative. EGAP has been at the forefront of the move towards pre-registered analysis plans in the discipline, and the Metaketa Initiative is a novel model for upholding research transparency and conducting impact evaluations across coordinated research teams on/in different countries. Central to its objective is collaboration with partners in the global south. Cronin-Furman is a programme affiliate of the Advancing Research on Conflict (ARC) Consortium, which aims to remedy the discipline's lack of training on the practicalities and ethics of fieldwork. To this end, ARC, which was founded by colleagues at the LSE and Johns Hopkins University in 2018, runs an annual summer school for PhD students, accompanied by a two-day conference that brings together scholars and students working in conflict-affected settings—in 2019 with contributors (Bakke, Hartman) from the Department.

Staff serve as editors (two) or associate editors (11) of journals that shape the discipline: the *American Political Science Review* (Lauderdale), *Critical Review of International Social and Political Philosophy* (Bellamy, Weale), *European Journal of Political Research* (Radaelli), *Ergo* (McTernan), *Journal of Peace Research* (Bakke), *International Review of Public Policy* (Radaelli, editor), *Local Government Studies* (Esteve, editor), *Political Studies* (Hudson), *Nationalities Papers* (Bulutgil), *Philosophy and Public Affairs* (Swift), *Political Science Research and Methods* (Metternich), *Problems of Post-Communism* (Stroschein), and *Res Publica* (McTernan). In addition, staff serve on 46 editorial/advisory boards, including the *British Journal of Political Science*, *Ethnopolitics*, *Journal of Political Philosophy*, and *Parliamentary Affairs*.

Staff regularly give invited seminars and keynote talks and are active in the discipline. A testament to our contribution to—and leadership within—the discipline is the number of staff with roles in professional associations in the REF period, including Vice President (Stroschein) and Program Committee (Bulutgil) of the Association for the Study of Nationalities, the Council of the Conflict Research Society (Bakke), the Steering Committee of the ECPR Standing Group on Political Representation (Bellamy), the Political Economy Programme Chair of the European Political Science Association (Hicks), the Executive Committee of the International Association for Legislation (Radaelli), the College of the International Public Policy Association (Radaelli), the Governing Council of the International Studies Association (Bakke), Co-Convenor of the Elections, Public Opinion and Parties group of the Political Studies Association (Hudson), and the Governing Council of the Royal Institute of Philosophy (Meckled-Garcia). Weale chaired the Royal College of Physicians' Committee on Ethical Issues in Medicine.

Engagement with society, politics, and economy

Policy impact and public engagement are integral to the Department's research strategy. In addition to our public events and podcast (Section 1), staff across all fields regularly engage with policymakers, practitioners, and wider publics.

The Constitution Unit—founded in 1995 to inform policy-making and public discourse on constitutional change in the UK—is a leading centre for such engagement. During the REF period, it published 30 reports on topics including appointments to the House of Lords, devolution, and the conduct of referendums. Its blog carried 734 posts, reaching over one million page views. Its thrice-yearly newsletter *Monitor*, summarising constitutional and political developments in the UK, has over 5,000 subscribers. These materials are freely available through its website. Over the same period, the Unit held 91 public events, across the UK and online—available as videos and, since 2020, as podcasts. Unit staff made 39 appearances before parliamentary committees and 251 broadcast media appearances. They published 81 opinion pieces in outlets including the *Financial Times*, *Guardian*, *Scotsman*, *Sun*, *Telegraph*, and *Times*, and the Unit's work was mentioned in at least 599 further media reports. The Unit maintains a lively social media presence, with 17,000 Twitter followers and up to 2.4 million monthly impressions.

The Unit works closely with policymakers. Russell has been Specialist Adviser to two UK parliamentary committees. Renwick has been the adviser to a Council of Europe inquiry, a member of the Welsh Parliament's Expert Panel on Assembly Electoral Reform, and on the advisory boards of four citizens' assemblies. The Unit has organised private seminars and briefings for government ministers, senior officials, judges, and parliamentarians, on topics including the prorogation of parliament, a second Brexit referendum, regulation of elections, and processes of royal accession and coronation. It ran the first UK-wide citizens' assembly, funded by the ESRC, in 2017.

Other members of the Department also work closely with policymakers. Hartman has worked with the World Bank's Gender Innovations Lab and the government of Côte d'Ivoire to evaluate property rights and women's empowerment. Metternich, drawing on his forecasting expertise, has served as technical advisor to the European Commission's Global Conflict Risk Index. Seiferling has advised government officials in Bangladesh, the Gambia, Ghana, India, Indonesia, Jamaica, Kuwait, Maldives, Moldova, Nigeria, Rwanda, Sierra Leone, South Africa, Sri Lanka, Tanzania, and Zimbabwe on improving national accounting systems. Esteve has consulted with the regional government in Catalonia on social service, health care, and justice provisions. Schuster has collaborated with the World Bank, European Commission, OECD, Inter-American Development Bank, UN, and ten governments to improve public management practices through surveys of civil servants. Poulsen, as an advisor to the Foreign Office, has played a key role in the design and delivery of Whitehall's large training programme to prepare for post-Brexit trade policy. With UCL Consultancy, the Department won a 2019 bid to lead Whitehall's Advanced Trade Policy Programme for senior trade officials and a 2020 bid for a policy skills programme for senior policy advisors in the UK Treasury.

Several research projects are funded by international development donors, with stakeholder input and impact. Hartman's randomised controlled trial of community monitoring of natural resources in Liberia is funded by the UK Department for International Development. She has also conducted impact evaluation of community-based land dispute resolution in Myanmar, funded by the International Growth Centre and the Norwegian Refugee Council. Hudson, with the Development Engagement Lab, has worked with UK and French development agencies and more than 150 development organisations to help develop campaigns that strengthen public support for development aid.

Engaging with civil society, Vanhala has worked with charities such as Independent Age, BBC Children in Need, and the Baring Foundation, and with the governmental Equality and Human Rights Commission, on justice and equality challenges. Cronin-Furman's work on human rights abuses has been informed by her collaboration with PEARL, a Tamil human rights organisation, and Adayaalam, the first English-language think-tank in north-eastern Sri Lanka.

In the media, beyond the Constitution Unit, Cronin-Furman regularly comments on human rights—her *New York Times* op-ed on “The Treatment of Migrants Likely ‘Meets the Definition of a Mass Atrocity’” has 1,024 comments—while Gift, Plouffe, and Provost, along with Norman (Lecturer [Teaching]), frequently commented on the 2020 US election as part of the mission of the new Centre for US Politics, featuring on Al Jazeera, BBC, Bloomberg, CNBC, CNN, ITV, and Sky News. Howard often contributes to the BBC on ethics and public policy. Covering topics ranging from Labour's relationship to the working class in the UK to public opinion towards Russia in Crimea, staff and PhD students have provided commentary or been cited in *The Conversation*, *Financial Times*, *Foreign Affairs*, *Foreign Policy*, *Guardian*, *Independent*, *New York Times*, *Slate*, *Sun*, *Wall Street Journal*, and *Washington Post*.

Staff contribute to public debate in other ways, too. Weale's *The Will of the People: A Modern Myth*—a book on democracy written for a general audience—led to a number of public speaking engagements, including at the Guernsey Literary Festival in 2019. Blumenau and Lauderdale are data science advisors to YouGov and have conducted forecasting for elections in the UK, the US, and Germany. This work featured prominently on front pages and commentaries of national newspapers in the 2017 and 2019 UK general elections.

As a Department, we conduct rigorous research that addresses global policy challenges. Responding to the Covid-19 pandemic in 2020, several staff members developed collaborative research projects aimed at assisting policymakers and citizens around the world. Schuster, working with the World Bank and academic collaborators, developed a survey of public servants to help governments understand the needs facing public employees during the pandemic. It has been implemented in eight countries (Brazil, Chile, Colombia, Ghana, Kazakhstan, Laos, Morocco, and Serbia), with over 150,000 participants. Hudson's Development Engagement Lab provided rapid response message testing for UK and US NGOs to assist practitioners assess the public's development priorities in the early months of the pandemic. Harris, working with experts on the ground, conducted panel surveys of citizens in Malawi and Zambia to foster better understanding of people's willingness to get tested and comply with government directives limiting the pandemic's spread. The team has discussed key findings, which were published in January 2021, with the Malawi Ministry of Health. Pegram and GGI collaborators have published research and policy reports on the climate governance implications of the pandemic—with the aim of securing an ecologically sustainable and socially equitable future—and are leading on this policy project as part of the COP26 Universities Network, which brings together 30 UK-based universities to help deliver climate change outcomes at the 2021 UN climate summit in Glasgow. And, addressing political challenges in the UK, Blumenau, Hicks, and O'Grady are collecting longitudinal data from a panel of British citizens to understand public support for the British government's newly expanded role in society, with findings disseminated online and in our Policy and Practice seminar. Our research and impact strategies, and the steps we have already put in place moving forward, will enable us to continue tackling future global challenges.