

<b>Institution: Queen Margaret University, Edinburgh</b>
<b>Unit of Assessment: UoA 17 Business and Management Studies</b>
<p><b>1. Unit context and structure, research and impact strategy</b></p> <p>Research submitted in UoA 17 has been developed by staff at Queen Margaret Business School (QMBS), which sits within the School of Arts, Social Science and Management (ASSaM). Research within this UoA addresses the intersection between businesses, employees, and consumers. Connecting much of this work is an overarching institutional concern with social justice, diversity, and inclusion. This is a relatively small and developing research unit that did not submit to REF2014. During the current census period, a strategy has been developed and implemented to build our activity in this area, based on three clusters of researchers and a commitment to excellent, impactful research. QMBS are working to develop a research centre (based on institutional criteria), but, as an interim route to support, researchers within this unit are members of the Research Centre for Applied Social Science Research (CASS).</p> <p>Developing the research culture within QMBS has been a key feature of the current census period and our desire to work towards the establishment of a dedicated research centre. Engaging staff with the research environment and building their input into a new and co-created QMBS Research, Knowledge Exchange and Enterprise Strategy in 2015 highlighted the potential for research and impact development. In early 2016, available data indicated that 2-3 staff could be expected to submit to REF2021 on the basis of our institutional criteria for significant responsibility for research. The cultural shift within QMBS is evidenced by the development of this cohort, including the re-engagement of existing staff expertise and investment in new staff to create a submission where six staff are submitted to UoA 17 with a further three QMBS staff submitted to UoA 34. Our research clusters continue to develop through seminar series and collaborative events; our researchers win prizes and have confidence to share their successes; and more colleagues are active in the sphere of research, knowledge exchange and enterprise.</p> <p>Our engagement with CASS brings many benefits. CASS contains a wide range of cross-disciplinary staff, and staff are grouped into categories of membership based on institution-wide guidelines. The differing levels of membership allow aspiring researchers who do not have significant responsibility for research to be part of a research cluster alongside more experienced researchers who provide advice, support, and informal mentoring. The membership categorization of CASS staff members is reviewed at least annually, and new staff are categorized within one month of joining, based on their previous research activity and trajectory. The Centre Director (at professorial level), in collaboration with the relevant Head of Division (HoD), is also responsible for resource allocation and staff development including mentoring. The Centre receives an annual budget that can be used to seed-fund new research, support conference attendance, run public events, support staff development, and generate pathways to impact. The Centre Director, in consultation with the members, formulates the strategy for the centre. This strategy is reviewed by the School Research and Innovation Board (SRIB), which has overall responsibility for the strategic development of research within ASSaM and reports into the School Academic Board (SAB), which is chaired by the Dean.</p> <p>As part of the school strategy for the development of research centres, business management research has been identified as a priority. This is being led at professorial level and has been based on a strategic review of business research and KE activity in 2015. This review identified three key areas of focus where excellent research could be further developed, leading directly to the formation of research clusters within CASS focused on: 1) gastronomy, events, tourism and hospitality (GETH); 2) family and smaller enterprises (FaSE); and, 3) consumer dispute resolution (CDRC). Each cluster includes a range of staff members, including established researchers, industry professionals, and early career researchers, who research and work with local and international communities of research and practice. GETH exists to bring together our established research expertise in hospitality, tourism and events and ally this to developing research in Gastronomy. FaSE exists to foster ideas and intellectual capital in relation to family business and</p>

smaller enterprises, including start-up businesses. CDRC focuses upon consumer dispute resolution and consumer policy, developing research that includes organizational policies and approaches to complaints and systems of dispute resolution, allied to consumer experiences of the complaints process and the impact on staff at whom complaints are levied. The success of this strategic approach to focusing our activities is evident in the increasing number, quality, and focus of research outputs, alongside clear examples of wider societal impact, as evidenced in our case studies. Two of our clusters are represented by our impact case studies, one of which has developed from our long-standing focus on consumers and dispute resolution whilst the other builds upon family business research, which was a nascent area of enquiry in 2014. Linking much of our research is the institutional focus on social justice and a concern with equity, diversity, representation, and empowerment, channelled here into research that explores, for example, how disputes between consumers and businesses are resolved, and how family values influence business in minority ethnic communities.

The development of our research culture and practice has been supported by several wider initiatives, including work to develop an open research environment. For example, our researchers benefit from the institutional approach outlined in the new Easy Intellectual Property (IP) policy introduced in 2018, developed with support from the University of St Andrews. The aim of Easy IP is to maximise collaborative partnerships and, ultimately, the transfer of university knowledge for public benefit. This refreshed approach is intended to support QMU in increasing partnerships with external stakeholders to undertake collaborative research, gain insights into research problems and encourage early product development. However, this new policy does not replace traditional routes for exploitation of high value opportunities or externally funded research. Similarly, as Open Research Data and Open Access publishing become firmly integrated into the research environment, researchers are supported via our library and information services, in line with the Concordat on Open Research Data. Similarly, we support our researchers in articulating research outputs to external stakeholders and potential end-users through our [institutional e-repository](#) and newly launched [working papers section](#) of our website.

#### *Pathways to Impact, Public Engagement and Dissemination*

The UoA adopts a multifaceted approach to the development of pathways to impact, working with CASS but adding additional activities for the UoA to boost researcher development. Activities include public presentations, the hosting of external conferences from organisations such as WomenBeing (a local social enterprise) and Disability Scotland, as well as the publication of reports, working papers and blogs. Research in FaSE on entrepreneurship in developing economies underpins our participation in the British Council Creative Spark programme in Uzbekistan to develop and embed a curriculum for enterprise across university level education in the tourism and hospitality fields and to develop a country-level set of National Standards for University enterprise education. A new extension of this work will focus on the participation of female staff and students at University level in Uzbekistan. Between 2015-2018, CDRC published numerous reports to services that include Legal Ombudsman, Care Inspectorate, and National Endowment for Science, Technology and the Arts. The work behind the reports and the contacts developed are part of the portfolio of corroborating evidence for one of our impact case studies, whilst the second impact case study develops from a long-term partnership between the UoA and the family business organization, Family Business United. Members of the UoA and CASS are encouraged to write blogs about their activities, which are shared via personal and institutional social media accounts. Staff have also engaged with traditional media outlets. For example, Seaman has contributed to interviews and articles on family businesses, their challenges and current research for BBC Scotland, the *Scotsman* newspaper, and several local publications. Bent has contributed to several radio discussion shows on BBC Scotland about retailing and the future of UK high streets.

As part of our professional and civic engagement agenda, this UoA engages with a variety of organisations and events to build profile and to encourage researcher engagement with our wider communities. Examples include:

- Event on mental health at work, organised in conjunction with researchers from clinical

psychology and management, welcomed the former Labour Party Communication Director, Alastair Campbell, focusing on toxic work environments and appropriate responses (Bent).

- Further engagement between researchers and public administration professionals was facilitated by an award of Joint University Council Public Administration Funding for the seminar series, 'Public Leadership in Turbulent Times' (Elliott, Ross).
- Development of Scottish Family Business Week with Family Business United Scotland (2016-present) (Seaman).
- Regular workshops on behalf of the Institute for Small Business and Entrepreneurship, focusing on topics that include publication, Research Excellence Framework, development and curation of research impact, and the development of papers for publication (Seaman).
- Regular work with the local press, including radio and television, where we are a source of retail, small business, consumer and family business expertise (Bent, Pretious).

Our impact development is supported by several external networks, notably the Beltane Public Engagement Partnership, which, after 10 years of engagement between the universities in Edinburgh, continues to thrive after the signing of a new Manifesto in 2018. Beltane allows partner universities to share good practice, build on reciprocal researcher training arrangements and supports interdisciplinary pathways to impact. Through Beltane, staff have been involved with numerous successful researcher events such as Explorathon, Bright Club and the successful Beltane Gathering, which takes place in June each year. The Gathering brings together researchers into multi-disciplinary groups focusing on collaboration in public engagement around the Grand Challenges. QMU is also an active member of the Scottish Parliamentary Academic Network (SPAN). The network builds on an existing collaboration set up in 2014 between the Scottish Parliament Information Centre (SPICE), Scotland's Futures Forum, the Beltane and the Scottish Universities Insight Unit to encourage collaboration and knowledge exchange between the Scottish Parliament and the academic community. Furthermore, active participation in the University Industry Innovation Network (UIIN), including a best-practice case study based on work in FaSE, has also helped to build international networks with academics that share our philosophy on impactful research and KE. Staff from FaSE act as members of the Research Strategy Committee for Institute of Family Business (UK), Advisory Board for Family Business United (Scotland), and as founding Fellow of the Association of Family Enterprises of Ghana (AFEC). Seaman has also served on the Board of Trustees for the Institute of Small Business and Entrepreneurship, including leading the Family Business Special Interest Group and as Co-Chair of the Family and Community Business annual conference track. Williams has just completed a term of office for the Civil Justice Council and has joined the Consumer panel of the Scottish Legal Complaints Commission. Williams is a founding member of the Scottish Universities Dispute Network, which brings together academics, policy makers, and practitioners to develop robust research in the areas of alternative dispute resolution.

Research within this unit also synergises with activities in our on-campus Business Innovation Zone and the Scottish Universities Scale-Up Consortium (funded by Scottish Funding Council with University of Dundee as consortium lead). QMU was also one of the first Scottish universities to publically commit to the new national agreement committing UK institutions to developing their knowledge exchange activities. The [KE Concordat](#) provided us with a better structure for the sharing and development of research and in-demand skills by outlining good practice and showing what works. In 2014, researchers from this UoA collaborated with Scotland's Futures Forum and the Goodison Group in Scotland on a series of events across Scotland to facilitate discussion between the different research, business and advisory communities on family business (<http://www.scotlandfutureforum.org/business-succession-the-sustainability-of-family-businesses-and-smes/>).

The next stages of our impact and knowledge exchange development will be influenced by major

strategic developments at institutional level. For example, in 2018, QMU invested in and launched an annual Innovation Fellowship Scheme, intended to develop and support research activity that has the potential for significant health, cultural or economic impact and which will help us to maximise engagement with the UK Industrial Strategy and Industrial Strategy Challenge Funding. A number of nascent areas of research and potential impact have been identified for future impact and KE development, including work funded by the Scottish Government to research new routes to market for traditional and endangered crops (GETH) and Highland Games as volunteer-lead cultural events in Scottish tourism space (GETH).

Future priority will be given to empowering our researchers to act as agents of change and encourage and enable them to share insights and maximise impact pathways. We will also ensure that public participation and civic engagement are more strategically defined in the researcher journey as we grow the number of high quality, outcome-driven partnerships with the public, private, and third sector. Located in the Edinburgh area, we are the only university in East Lothian and are therefore uniquely embedded in the local community, building on the increasing policy priority of regional cohesion through our Edinburgh and South East Scotland City Region Deal. Through the City Region Deal, we are seeking to elevate our position as a collaborator that provides connectivity and coherence in innovation and which is strategically integrated into the regional growth agenda with £30 million secured to offer opportunities for industrial collaboration with the University research base. This has opened up additional opportunities for collaboration with researchers in artificial intelligence and big data. We are building our strategic alliance with the Bayes Centre, School of Informatics, University of Edinburgh to understand the potential of artificial intelligence in our areas of strength, specifically the hospitality, tourism and events industries and food industry.

#### *Research Objectives During the Assessment Period*

The strategic aims that have driven research in this UoA since 2014 are:

1. To develop existing research in business and management and to develop a small number of key foci as clusters to support future research development.

#### *Key achievements*

- Identification of five initial areas of research in 2015, narrowed to three priority areas for development, which became the clusters known as GETH, FaSE and CDRC.
- Successful operation of the three research clusters, which act as a basis for research development, RKE bids, publishing and the further development of pathways to impact.
- The development of submitted research outputs from each cluster FaSE (0A/01/17; 0A/02/17; 0A/03/17; 0C/01/17; 0D/01/17; 0D/02/17; 0D/03/17), GETH (0B/01/17; 0B/02/17; 0B/03/17; 0E/01/17), and CDRC (0F/01/17; 0F/02/17; 0F/03/17).

2. To develop the research culture of the UoA, in a manner complimentary to the work of CASS, with a particular focus on developing and supporting early career researchers.

#### *Key achievements*

- Regular meetings between the UoA lead and researchers, designed to facilitate long-term research and impact development. These are open to all staff but in practice uptake is primarily from early career researchers. Outcomes from these meetings feed into the process of Performance Enhancement and Review (PER) which is the Institutional process of review by line management.
- Staff within the UoA are encouraged to attend regular seminars held by CASS and the UoA. UoA seminars are a mixture of presentations of staff research and external speakers and have included presentations on the development of REF impact by the REF-lead from the

Business School at the University of the West of England and Meet-the-Editor sessions with three editors of key journals. Professional bodies such as the Institute of Small Business and Entrepreneurship (ISBE) have also chosen to bring meetings to QMU.

- The development of conferences on campus, including the inaugural CASS Research Conference and those organized in collaboration with external bodies such as the Enterprise and Family Entrepreneurship Research International Conference (EFERIC) (2018) and the local social enterprise WomenBeing (2017, 2020).

3. To increase participation in collaborative research and KE projects to develop income generation.

#### *Key Achievements*

- Continued successful development of bids from CDRC to a wide variety of Ombudsman organisations across the world.
- Two successful bids to the British Council from FaSE; staff from FaSE are the Creative Spark Programme partner for projects in Uzbekistan.
- Participation by staff from FaSE in the Scottish Universities Scale-Up Consortium funded by Scottish Funding Council.
- Five successful partnerships developed from FaSE with local businesses, drawing on funding from the Scottish Funding Council Innovation Voucher programme.
- Funding from the Scottish Government for staff from GETH to work as part of a consortium looking at new routes to market for traditional and endangered crops.
- GETH researchers mainly focused on securing seed funding for conducting new research, which led directly to publication outputs, dissemination of findings through conference presentations and other events, and developed research project management experience amongst the UoA.

4. To continue to support current researchers to publish and to disseminate research through conference attendance, hosting research events, industry-focused reports and media engagement.

#### *Key achievements*

- Scholarly work was related to the interests of all three research clusters.
- Advice from current editors for our Early Career Researchers (ECR)s, facilitated by visiting speakers and senior staff within the UoA.
- Staff in the UoA acted as editor of two special editions of peer-reviewed journals in their fields
- Links between our conference activity and publishing, such as the links between the WomenBeing conference (planned and hosted by researchers in the UoA) and the publication, *Interdisciplinary Perspectives on Equality & Diversity International Journal*.
- Industry reports for a wide range of organisations including NESTA, Scottish Government, and Ombudsman organisations worldwide, emanating from the work of Williams and colleagues in CDRC.

In reflecting on these aims, it became apparent that while they clearly outlined the key areas of activity, they were less detailed about our intention to develop the research environment, our links to the Graduate School, our impact activity, and our people. Therefore, the UoA plans for the next five-year period to build on these strategic aims:

1. To publish a wide range of internationally excellent research, focusing initially on the priority areas identified within the clusters but allowing scope for new areas to develop.
2. To continue expanding our research networks to support a continued increase in collaborative research projects and major grant applications.
3. To expand the scope of our impact to encompass all areas of research within the UoA.
4. To increase the awareness, visibility, and profile of business management research at QMU through academic and media avenues.
5. To increase the number of PhD and Professional Doctorate completions.
6. To increase income generated by business management research and KE.

In early 2021, these aims will be translated into specific objectives, setting the strategic agenda for the next five years and synergizing with the institutional criteria for the establishment of a Research Centre.

## 2. People

During the census period, there was relatively high staff turnover in QMBS, which has now largely resolved. Of the six staff returned to this UoA for REF 2021, four were members of staff in 2014 and are now more established researchers. We are committed to continuing the development of staff in QMBS as researchers and during the current REF period, four QMBS staff have completed PhD degrees and a further three are registered for doctoral study. There are six research centres and one institute at QMU. The size of QMU, combined with our single campus leads to regular research collaboration with colleagues. For example, Ross has collaborated with Blanche (UoA 34) to undertake a thematic evaluation of the Bank of Scotland's philanthropic grants, while Matheson co-supervises doctoral candidates and collaborated with Finkel (UoA 34) on a Carnegie Grant funded project about sex work and the Olympic Games. Seaman co-supervises doctoral candidates with colleagues from UoA 21 researching topics that include social enterprise and waste management in Nigeria. Staff take part in research seminars run by other centres to share ideas and develop research that explores crisis management and staffing in care homes (Seaman), complaints handling in secondary education (Williams), and social uses of big data (Sebian).

We have strengthened our research capacity with the recruitment of several ECRs with plans in place to support their development as independent researchers. The planning process begins at a personal level, via the Performance Enhancement Review process developed by our Human Resources team and conducted between an individual researcher and their line manager. In addition, several key institutional processes support the development of early career researchers. Within QMU, the Vitae Researcher Development Framework (RDF) is the widely endorsed framework underpinning professional development. Using the RDF supports researcher development and fulfils many of the requirements set out by funders and governments for the support of researchers and researcher careers. Institutional plans are also underway to launch a QMU Early Career Researcher Engagement Academy in partnership with Edinburgh Napier University. This will focus on key opportunities and initiatives specifically aimed at early to mid-career researchers and will be developed during the next census period supported by an institutional commitment to providing 10 days professional development for all researchers, with pro rata support for staff on fractional contracts. QMU is currently developing new policies and processes to roll out this commitment and to monitor access and uptake. We are also implementing new pathways to support the transition to researcher independence. In response to feedback from ECRs and contract research staff, we are ensuring that beyond REF 2021 the research excellence parallel quality evaluation process is rolled out to all staff who would benefit. A Strategic Projects List operates within QMU to support bridging for contract research staff who are out of contract, with plans to review and enhance our talent register. This includes a range of

short-term institutional projects for research assistants in support of our strategic research priorities. An Access-QMU process is in place for Principal Investigators (PI) and Research Managers to maintain continuity of access for out of contract researchers with a new Legacy Researchers Policy/Procedure being developed to offer further enhancements to support long term collaboration.

#### *10 Year HR Excellence Award for the Concordat for Researcher Development*

This census period has seen a commitment to and the implementation of the Concordat for Researcher Development. QMU was in the first cohort of UK HEIs to submit to the 10 Year HR Excellence Award for the Concordat. Central to this activity is an ethos of co-creation and importantly shared ownership between the researchers and the institution. Our Principal publicly declared QMU's commitment to the new Researcher Development Concordat in October 2019 and our enthusiasm and support are reflected in our position as one of the first 10 UK institutions to sign up. We recognise that the last few years have seen fundamental change in the research landscape as funding and policy increasingly straddles the domains of research, innovation, skills and place. The new Concordat for Researcher Development Action Plan 2020 reaffirms our commitment to supporting the 2019 Researcher Development Concordat underpinned by core centralised research support and provision continuing to be a key driver over the next period of the Concordat.

#### *Researcher Integrity*

In 2019, QMU became a member of the UK Office for Research Integrity Office (UKRIO) and in May of that year delivered a QMU/UKRIO Research Integrity training workshop in support of the Concordat to Support Research Integrity. UKRIO training and awareness materials are actively promoted throughout the campus and on our web and intranet sites. UKRIO monthly training webinars are promoted to all staff, research managers, professional services and research students.

We are also members of the Scottish Research Integrity Network (SRIN) led by the University of Dundee and University of Edinburgh and regularly attend sector best practice events and contribute to discussion and debate. All researchers benefit from access to collaborative Research Integrity training modules and new QMU whistleblowing procedures were launched in 2020. Support and strengthening understanding of the application of research integrity issues within our UoAs is a key objective in our 2020-2022 Concordat for Researcher Development Action Plan. An annual statement on progress in implementing the Concordat for Research Integrity is provided to University Court and published on our website every Autumn.

#### *Culture, Employment and Development in Academic Research Survey (CEDARS)*

In 2020, QMU was one of only 22 UK HEIs to participate in the first pilot UK biennial CEDARS Survey. This survey gathers anonymous data about working conditions, research culture, career aspirations and career development opportunities for research staff and research leaders in HEIs across the UK. A total of 79 QMU participants responded to CEDARS, a response rate of 31%. This reflects a significant improvement in participation rates in previous National benchmarking exercises, i.e. the Careers in Research Online Survey (CROS) (7%) and the Principal Investigators and Research Leaders Survey (PIRLS) (17%). The new questions in CEDARS provided opportunities for researchers to share their experiences of research culture and the associated responsibilities of their managers. Over the current census period, CEDARS has allowed us to measure the success of our researcher experience strategy interventions and to undertake an institutional researcher health-check. In response to the Wellcome Research Culture Report, the University hosted Wellcome Café Culture events using the Wellcome Trust toolkit to promote discussion with peers on research culture, which has identified several examples of supportive practice as well as areas for on-going development.

### *Research Mentoring*

There is recognition of the need to enhance support for institutional level research mentoring as we continue to develop a supportive, fair and inclusive research culture, particularly to Early Career Researchers. We are investing in a number of new mentoring initiatives to better align expectations, promote professional and career development, address equity and inclusion, foster research independence, and cultivate ethical behaviours and integrity.

- In 2020, external funding was secured to support a pilot inter-institutional research mentoring programme in response to Covid-19, recognising that post-doctoral early career researchers are particularly vulnerable to the impact of Covid-19 given security of tenure and unprecedented uncertainties in the research environment and culture. In collaboration with Edinburgh Napier University, the scheme will support the long term career, professional development and wellbeing needs of researchers. This includes peer to peer mentoring.
- Key to our future strategy for research mentoring, QMU has been accepted as a partner in the Teaching, Research & Academic Mentoring Scheme (TRAMS) led by the University of St Andrews and the University of Dundee and in partnership with Abertay University, Glasgow School of Art and the James Hutton Institute, and Trinity College Dublin (School of Medicine).

### *Research Careers*

We support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondment. We recognise and actively encourage the movement of researchers to and from careers out with academia, recognising that this is one of the most impactful pathways of knowledge exchange. Our on campus Scottish Enterprise Business Gateway service provides bespoke support for researchers in enterprise creation and collaboration with industry.

### *Researcher Wellbeing*

Our research culture is underpinned by a commitment to the promotion of researcher mental health and wellbeing, through for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues. Researchers have been invited to participate in the institutional Staff Wellbeing Working Group and three annual workshops on Mental Health First Aid. A number of collaborative researcher wellbeing workshops have taken place including with the University of Dundee, Edinburgh Napier University, Heriot Watt University, University of Glasgow and the University of Edinburgh. These have included Academic Writing: Reduce Anxiety and Wellbeing in Academic Research.

### *Research Students*

Our doctoral cohort has continued to develop. During the census period we have offered two programmes of doctoral study: 1) a traditional UK award of PhD, and 2) a Professional Doctorate Programme, expanded in 2017 to include an exit award of Doctor of Business Administration (DBA). The PhD and Professional Doctorate candidates are considered as one cohort and have been brought together to enhance the research culture and support networks for doctoral candidates. Whilst the two programmes have different assessment approaches and 'checkpoints', the candidates have much in common and have developed a strong community of research practice.

Currently, there are 15 PhD students and 3 Professional Doctorate students registered with this UoA, with doctoral research being carried out in each of the three clusters. Eight are supported by QMU bursaries or as staff, and 7 are self-funding candidates, often supported by the Government of their home country or employer. During the census period, 21 candidates have been awarded



PhDs. Our engagement with the Professional Doctorate programme is more recent and candidates have yet to graduate from this programme, but further development after REF2021 is a priority, alongside engagement with the new PhD by Publication and PhD by Creative Practice routes approved in 2020.

All PhD candidates are allocated a supervisory team of either two or three staff. A research proposal and evidence of activity is submitted to a probationary panel, which interviews the candidate at the end of the first year. Doctoral candidates are affiliate members of CASS and fully integrated into research activities. The development of the Graduate School over the current census period has offered the opportunity for greater staff engagement, with attendant benefits in terms of the research environment. All staff with significant responsibility for research can engage in doctoral supervision and examination at both final viva voce and interim assessment stages. Training and mentoring in the supervision of doctoral students is provided in conjunction with the Graduate School and is compulsory for all who supervise on the PhD or Professional Doctorate programmes. We are implementing the UKCGE Good Supervisory Framework and belong to the Scottish Graduate School for Social Sciences, which provides additional external training, networking, and learning opportunities for both candidates and supervisors.

QMU has an annual university-wide competition for funded PhD places. Successful candidates receive an annual stipend of £15225 for three years, together with an allocated budget of £2000 to spend on research activities. Topics are advertised internally and externally and in each year during the assessment period, a CASS candidate has successfully gained funding. Candidates receive research training from the Graduate School at tri-annual study weeks. Non-studentship candidates may also apply to CASS for conference attendance support. The Graduate School also offers opportunities for all candidates to apply for training and development funds to support non-core training and skills development. QMU studentship candidates are provided with professional development opportunities including two years of teaching experience. Candidates not in receipt of a QMU studentship are often provided with paid teaching experience. All doctoral candidates are required to undertake a short course in teaching and learning and can complete a PGCert in Teaching and Learning free of charge. We also provide a 60-credit Doctoral Certificate in Researcher Enhancement and Development (READ) as part of all Doctoral programmes. READ is based around the Vitae RDF and enables the integration and synthesis of theory with practice to enable the development of transferable research skills, ensure the rigour of academic thinking and promote the achievement of personal and professional goals.

### *Equality and Diversity*

We have robust structures to address equality and diversity, primarily organized at Institutional level. In the wider University context, new management information reporting was developed in response to REF 2014 good practice, drawing on protected characteristics data held within the HR and research infrastructure systems. Research Centres collaborate with the Equality and Diversity Committee to highlight the importance of HR holding full and accurate demographic data about all staff. Equality Impact Assessments now underpin the development and revision of all research policies and procedures. A bespoke training programme, delivered in partnership with Advance HE and others, supports online Equality Training for Research. Key, however, is the inclusive and diverse institutional research culture, reflected both in the profile of staff designated with significant responsibility for research and indeed in the topics on which their research focuses.

We are developing a leading position for QMU in terms of female research leadership with over 70% of our REF2021 eligible staff being female. An institutional programme of online equality and diversity training for research is available to all staff with additional resources to support Equality Impact Assessments. In 2019, a number of our researchers participated in our EntreprenHER event with our Chancellor Prue Leith promoting gender and innovation and we have dedicated funding for female researchers to attend events such as Soapbox Sciences and AcceleratHER. We have a strategic collaboration and MoU signed with Women's Enterprise Scotland (WES) to embed Female Entrepreneurship in our research culture and to support QMU's contribution to the Edinburgh and South East Scotland City and Region Deal. During the current census period, members of CASS and researchers of this UoA have been supported to undertake the Aurora

leadership development initiative run by Advance HE. Upon completion of the development programme, these staff can join the QMU Aurora network of previous Aurora delegates. This network aims to encourage peer-to-peer support on issues facing QMU female leaders and provides mentorship links for future Aurora cohorts. QMU was awarded an institutional Athena SWAN Bronze Award in April 2013 and 2017. Since then, the Athena SWAN team has continued to progress gender equality across the institution by addressing actions set out in the University Action Plan, alongside a clear commitment to embedding Athena SWAN principles across our workforce. ASSaM (in which both CASS and this UoA are based) is currently working towards a LGBT Bronze Charter Award in 2021.

### 3. Income, infrastructure and facilities

#### *Research Funding Strategies*

Our approach to research funding can be encapsulated by several key principles: centralized support services for research, an approach to organizational change that, where possible, prioritizes research, the provision of internal research funds via research centres and active support for applications for external funding. CASS is provided with a dedicated budget each year to support both the development and dissemination of research activity and pathways to impact. This funding is prioritized into five key strands:

- Developing pathways to impact
- Developing the research environment, in particular supporting staff to host on-campus seminars, workshops, and colloquia.
- Seed funding for new research projects
- Presenting at conferences
- Developing networks that could support future grant applications.

This UoA benefits from access to CASS funding and support from the wider School development funds. These funds are open to all staff who can apply for up to £1K at one of three calls across the course of the academic year. The School Management Team (SMT) awards funds based on alignment with the School Operational Plan. Activity supported through this route has included conference attendance, teaching support and the funding of writing retreats.

Research activity has also been supported financially from external sources such as The Carnegie Trust for the Universities of Scotland, Citizens Advice Scotland, Social Care and Social Work Improvement Scotland, BACS, Santander Funding, Scottish Government, Ombudsman Services, Standard Life plc.

#### *Organizational infrastructure for research and impact*

Activity within CASS and the current UoA is supported via the Research and Knowledge Exchange Development Unit (RKEDU), which supports the development and implementation of the institutional research policy and strategy. It supports members to undertake public engagement, researcher development, research governance, and external collaborations. Support is also available from the Research Grants and Contracts Unit (RCGU), which provides pre- and post-award support for grant submission as well as advice on how best to secure external funding. In addition to an extensive range of online journals, citation research tools and other dedicated research resources, the Learning Resource Centre (LRC) and dedicated Research Support Librarian provide researchers with information retrieval advice and manage the repository data sets. Researchers also have access to an institutional subscription to Research Professional, the leading sector database of research funding opportunities. A review of research support structures is scheduled for 2021 and will be led by the Deputy Principal. This will be informed by an analysis of pilot collaborative activity with other HEIs, including the procurement of back office communication/IP support from the University of St Andrews.

**4. Collaboration and contribution to the research base, economy and society***Inter-institutional relationships*

To expand the scope of our work, we have developed connections with other HEIs. We are part of a large-scale consortium of Scottish Universities funded by the Scottish Funding Council as the Scottish Scale-up Consortium, which focuses on research-led approaches to business innovation and growth. Our researchers also work with research-based start-up and scale-up businesses. We are the only Scottish University with a Scottish Government funded on-campus Business Gateway located in our Business Innovation Zone, hosting agencies that support research-led enterprise, i.e. Scottish Institute for Enterprise.

*International Profile*

Researchers within the UoA are regularly invited to give keynotes or to undertake scholarship at International institutions, including the University of Finance & Management, Warsaw, HTMI in Switzerland, Universidad di Extremadura, Spain, University of Vermont, and Concordia University in Montreal. Funded by a variety of sources, including ERASMUS and Santander Universities funding, visiting researchers contribute different perspectives and experiences on their return. The engagement of staff with external and international conferences develops networks and researcher perspectives; examples include working on the Scientific Committees of the 2nd International Conference on Contemporary Issues in the Theory and Practice of Management in Poland; the International Conference 'Challenges of Contemporary Economics 2020', organised by the University of Economics and Human Sciences in Poland; the EIASM Firm Management Workshop at Audencia Business School (2019); and the International Conference on Human Capital developed by Taylor's University in Malaysia. Developing and bringing the Enterprise and Family Entrepreneurship International Conference to QMU was a direct result of links built by Seaman with the Universidad di Extremadura. Our publications contribute to the profile that led to work with the British Council Creative Spark Programme and Silk Road International University in Samarkand and, indeed, to ongoing bids to conduct further work for the Government of Uzbekistan (Robertson, Seaman).

Submitted researchers have been invited to keynote at eight events over the census period, alongside public lectures in Warsaw and Spain. Seaman contributes as a journal editor to publishing workshops at the Academy of Management Conference (2019, 2020, 2021) and European Institute for Advanced Studies in Management Conference (2019), is a regular co-chair for the family business and sustainable business tracks at the European Academy of Management and led the Family and Community Business track for the Institute of Small Business and Entrepreneurship (ISBE) from its inception in 2015 until 2020. Our developing reputation has also attracted overseas academics to QMU from institutions that include the University of the Basque Country, Universidad di Extramedura, and the Shah Abdul Latif University in Pakistan. Submitted researchers from the UoA have acted as doctoral examiners during the current census period for ten institutions on three continents.

Over the last census period, members of the UoA have contributed to the wider knowledge base via editing journal special issues, book series, and edited collections.

Journal special issues edited by staff within the UoA include:

- International Journal of Entrepreneurial Behaviour and Research. Special Issue on 'Institutional Influences on Entrepreneurial Behaviors of business families, family businesses, and family business groups' (2020) Volume 26 Issue 1
- Nutrition and Food Science, Special Issue on Gastronomy (2016) Volume 44, Issue 4.

Seaman edited a collection of chapters in a book titled, *Corporate Citizenship and Family Business* (2021) from Greenleaf Publishing, acts as Editor-in-Chief for the *Journal of Family Business*

*Management* and serves as a member of the founding editorial board of *Futures and Foresight Science* (John Wiley and Sons). Bent and Matheson review papers for the *Journal of Destination Marketing and Management*; *Gender, Place and Culture*; *Journal of Family Business Management* and *Journal of Place Management and Development*. Seaman, Bent, Ross and Sweeney have also contributed chapters to peer reviewed edited collections.

*Policy relationships, professional practice and civic engagement*

Policy relationships, professional practice, and civic engagement are a strength within the three research clusters in this UoA. CDRC work with consumer and dispute resolution organizations, including Ombudsmen organizations, carrying out consultancy and professional development training rooted in their academic research. CDRC has reviewed consumer ADR organizations in New Zealand, Australian Public Transport Ombudsman in Victoria and New South Wales Energy and Water Ombudsman. CDRC place a particular emphasis on taking the consumer perspective into account to ensure that this is fully considered when evaluating if the systems and processes meet consumers' needs. Recent work from CDRC on supporting staff who have been complained about identified the need for organizations to design complaint systems which support the needs of all actors within the system. To help ensure that consumers' views are represented, individual members of the team have been appointed to several external bodies. During this REF period, staff from CDRC chaired the newly established Consumer Panel at the Scottish Legal Complaints Commission, acted as members of the Office of Rail and Road Consumer Expert Panel, the Civil Aviation Authority Consumer Panel, chaired the Chartered Trading Standards Institute Qualifications and Awards Board, convened the Regulatory Committee of the Law Society of Scotland Scottish Mediation and acted as a consumer representation on the Scottish Civil Justice Council (2016-2019).

Within FaSE, we continue to champion alignment between the focus of innovation and the pressing enterprise and societal issue of gender inclusion. Increasing female entrepreneurship is an institutional strategic priority, reflected through this UoA in terms of researcher-led engagement with the entrepreneurship agenda. In addition to gender-focused research by Ross, we engage with a wide variety of external stakeholders to contribute to this priority. Examples include:

- Active participation by Seaman in the cross-parliamentary group on Women and Enterprise within the Scottish Parliament at Holyrood.
- Contributions to reports on gender within the Scottish context that include:
  - Thomson, E., Ross, S., and Campbell, J. (2014). Underemployment in Scotland: A Gender Analysis, Women in Scotland's Economy (WiSE) Research Centre Briefing Sheet June 2014. Glasgow: Glasgow Caledonian University.
  - Campbell, J., McKay, A., McSorley., L., and Ross, S. (2014). The Legacy of Gender Mainstreaming within the Scottish Structural Funds Programme 2007-2013 Research Report. Glasgow: Glasgow Caledonian University.

Staff from FaSE also serve as Board members for a local family business (Robertson), charity (Bent) and social enterprise (Seaman).