

Institution: York St John University
Unit of Assessment: Business and Management Studies (UoA 17)
<p>1. Unit context and structure, research and impact strategy</p> <p>Since the last REF, the Business and Management division of York Business School has entered a new phase in its development. It is producing research of international excellence. It has created impact with key regional partners and has improved the research environment for staff and PGRs.</p> <p>REF2014 In 2014 the Business and Management division at York St John University (YSJU) entered the Research Excellence Framework (REF) for the first time. A total of 6.5 staff FTEs, 24 outputs and two impact case studies were included in the submission. Overall performance in the REF2014 was modest and reflected its size and relative newness. Since REF2014, there have been significant changes in the way both the university and the division approach research. Key institutional changes include the granting of research degree awarding powers (RDAP) to the university and a greater emphasis on research in the university strategy. Key changes at the divisional level include a more strategic approach to research, resulting in improvements in governance, management, monitoring, and support. These changes have led to a cultural shift and tangible improvements in the quality of research in the division. Our research is focused, well-led and demonstrates clear indicators of success. Our current submission reflects our growing research achievements comprising 11.5 FTE staff with significant responsibility for research, 29 outputs and two impact cases.</p> <p>Context and structure The Business and Management division is now part of York Business School (YBS). Since 2014 research focus and capacity within the division has significantly advanced as a consequence of key institutional changes at the university and school levels.</p> <p>At the university level, YSJU was awarded RDAP in 2015, an event that resulted in an important and lasting cultural shift. RDAP also provided the impetus to improve the structure and governance of research. The university created the new senior academic leadership post of pro vice-chancellor for research and knowledge transfer, who also serves on the senior executive and is chair of the University Research Committee (URC). It also established a dedicated central Research Office (RO). This new emphasis on research has been underpinned by the incorporation of 'impactful research' as one of three strategic priorities for the university (alongside inspiring learning and enabling students to be clear about careers).</p> <p>At the school level, the Business and Management division became part of the newly inaugurated YBS in 2018. As a result of this, administrative and academic Business and Management staff moved into the larger, recently built De Grey building. The improvement in facilities benefitted both academic staff and postgraduate research (PGR) students and provided premium and much-needed space for the growing research community (see section 3). The organisation of research in the school has been refined and improved since the last REF. The YBS research lead plays a pivotal role in providing leadership for the research community and is also a member of the senior management team, the URC and chairs the School Research Committee (SRC). The SRC provides liaison with the URC, as well as managing, monitoring and supporting research activity within YBS.</p> <p>A critical outcome of these combined measures has been the strengthening of the research culture within the division and improved research leadership and governance. The division's focus has shifted from mainly teaching, to teaching balanced with impactful research. Research active staff have a commitment to and clear understanding of research quality, rigor, impact, ethics, equality issues and sustainability. Collectively these changes enhanced the research</p>

reputation of the division and have enabled the recruitment of high calibre research staff and PGRs.

Research and impact strategy

Strategy

The review of the outcome of REF2014 led to a revised research and impact strategy with realistic and appropriate goals and performance indicators for YBS. The core aim of the revised research and impact strategy is to conduct quality, purposeful and impactful business and management research in a supportive environment. We recognise our special role in the city of York and the region and seek to develop research that is of national and global significance and that can be applied to regional issues. Four objectives underpin our current and future work on creating a sustainable research community.

Objectives:

- To conduct original, rigorous and significant research that is relevant to stakeholders of YBS and results in outputs of high quality.
- To maximise the impact of our research by engaging in collaborative partnerships and focusing on measurable outcomes.
- To develop a dynamic, fair and supportive research environment that operates on a sustainable basis.
- To contribute to the operations and development of the Business and Management Studies research base and community.

The strategic objectives are underpinned by five focused activities:

- To recruit high-quality staff and PGRs.
- To provide staff and PGRs with high-quality support, training and development opportunities.
- To provide structures and systems to support research and ensure diversity and equal opportunities.
- To develop regional, national and international networks and collaborations.
- To further develop indicators of success to evaluate progress.

In addition, the university drives implementation of the Concordat on Open Research Data and has Open Access policies to encourage an open research environment.

This strategy ensures that research and impact of YBS is effectively organized, supported and monitored. The YBS Research Committee is responsible for the implementation and regular review of the strategy, while the achievements of the strategy are monitored by the YBS Research Committee and through individual staff appraisals.

Staffing and recruitment

The recruitment of research-active and high-calibre staff has been a key part of the turnaround strategy to build research capacity in the division. The YBS Staff Recruitment Strategy is underpinned by a set of overarching guiding principles: 1) attracting staff that are either at the leading edge of their field or 2) have the potential to make a significant contribution to knowledge through appropriate mentoring and development. YBS has a commitment to ensuring that 3) all staff recruited will already possess a PhD or be close to completion.

Research and impact directions and highlights

As part of its strategy to promote research of international significance with regional application and impact, YBS has expanded its engagement with the regional economy through a number of research-related activities. Following the appointment of Gammie as dean in 2016, YBS has strengthened its identity and role within the region. It is a key sponsor, participant and host of the annual York Business Week. YBS has a significant role in the York Top 100 Business Awards, for which it evaluates York's most significant employers. This research is undertaken by a team of YBS staff and students and involves extensive analysis of financial reporting data. Since 2018 YBS has accelerated its research business consultancy role through its work with local and

international firms and anchor organisations operating across Yorkshire (see section 2). YBS also provides research-driven consultancy opportunities and placements for PGR students in addition to an expanded range of courses to prepare students for the world of work and to consolidate YBS's contribution to business in the city and beyond. These active outreach initiatives have enabled YBS to forge strong collaborative relationships with three significant regional anchor organisations: Visit York, Yorkshire and Humber Leadership Academy and West Yorkshire Police.

Particular emphasis has also been given to developing an effective model to encourage impact:

End-user engagement > Funding > Research > Publication > End-user adoption > Impact

In contrast to the previous situation, where research outputs were often seen as the main goal, researchers are now encouraged to engage with end users at the planning stage in order to facilitate adoption of research findings. Our impact case studies reflect this approach, which is further supported by seed funding and professional development.

Our activities sit under three core themes, each demonstrating research and impact of international significance and local relevance.

Theme 1, The Visitor Economy and Experience, is relevant to international and national agendas. It has special relevance for York and its hinterland as a tourist destination, which generates substantial economic benefits, as well as sustainability issues that require careful management. This area of research activity is led by Paddison and Tribe. Currently four doctoral researchers are working on projects within this theme. In terms of engagement and impactful research, Paddison has an established, long-term working relationship with Make It York (a UK tourism organization) as a member of the Visit York visitor economy steering group since 2016. Paddison's research-driven contribution to Visit York strategic plans are the basis for the "Improving Management Practices and Techniques in Tourism Destination Management" impact case study, part of our current REF submission. It demonstrates how internationally important research into public policy and strategy for destination management can be usefully applied to our local context. Furthermore, this impact case illustrates the benefits of our policy of early end-user engagement and shows how research findings have been adopted, bringing a significant improvement to strategic decision-making at Make it York. This research was also innovative in assisting destination management organisations in the UK and Spain to engage stakeholder groups (e.g., government, suppliers, residents) in the creation of public policy and strategy. Tribe's tourism publications continue to be highly cited and influential in the tourism academy, as exemplified by his seminal article, "The Tourism Knowledge System". Hall is a recent addition to the team as an early career researcher (ECR) producing research on wilderness and mountaineering tourism.

Theme 2, Organisational Change and Futures, responds to the UK government call to unleash the Northern Powerhouse and level up the regions by offering important research findings and applications to support this agenda. This area of research activity is led by Gold and Boak. Currently there are four PGR doctoral students working on projects under this research theme. Gold drives two streams of research here. The first concerns organisational and cultural change through the methodological practice of action learning research. Notable projects include the non-executive directors (NEDS) Project led by Gold (Principal Investigator [PI]) to develop a competency framework for non-executive directors in Yorkshire and Humber Leadership Academy. Gold also developed and implemented an evaluation framework for health innovation projects for the NHS Leeds North Clinical Commissioning Group. In 2017–18 Gold commenced the Predictive Policing Action Learning Project conducted with West Yorkshire Police. This large action learning research project resulted in significant and impactful outcomes to improve organisational culture and performance within this police force. This project forms the second impact case submitted for the REF. Its action learning method further illustrates our policy of end-user engagement and the application of research to improve practice in a large regional anchor organisation. Gold also leads work on the Business Futures and Foresight Programme

within YBS. In November 2019, Gold, working with the YSJU Institute of Social Justice, ran a series of workshops to develop scenarios for the year 2030 on the issues of poverty, housing and homelessness, employment and training, and health and social care in the York area. This work illustrates our efforts to involve diverse communities in our research. Boak's research includes organisational change in team performance in health care.

Theme 3, Ethics, Equality and Diversity, is the research theme that relates to the wider YSJU research focus on social justice and its Institute for Social Justice. It is led by Weir. Three doctoral researchers supervised by Weir are working on projects that engage with issues associated with ethical business practices. Further examples of research activity here include Weir's work on Islam and business; on ethical issues related to auto-ethnography; and on women's work with Amal Al Kharouf of the University of Jordan. His research is being consolidated in a book on Islamic business that is to be published by Palgrave Macmillan. Dales is co-investigator within FLEXIS, a University of Leeds research project, investigating the sustainable management of supply chains. McIntosh has researched gender issues in nursing and the impact of student debt on biomedical research. Adams has researched ethical issues in HR management, natural resource exploitation and executive hubris. Hall's research has considered gender inequalities in mountain leadership.

The future

The research strategy and research themes outlined above have proved to be effective in improving the quality of our research and will continue to inform the direction of research and impact in the next REF cycle, subject to regular review and updating. Our priorities will be:

- to grow our research effort at a sustainable rate.
- to improve our understanding of and progress towards inclusivity, equality and diversity.
- to extend and deepen our collaborative research networks.
- to increase research grant submissions and successes.
- to improve the integrity and effectiveness of each research theme.
- to be mindful of our research themes in the recruitment of new staff and PGRs.

2. People

Staffing strategy

The YBS research staff strategy aims to recruit and retain a well-balanced team of effective researchers and offer focused support and development that is responsive to a diversity of needs. Since 2014 the Business and Management division has nearly doubled in size. It currently employs 44 members of staff (37.3 FTEs), of which 17 are lecturers, 21 senior lecturers, three professors, two associate deans and the head of Business and Management and YBS dean, Gammie. Our staffing strategy is to build upon our achievements in the current REF cycle and strengthen the division's three core research areas.

The staffing strategy aims to deliver research excellence through recruitment and retention of a team that is well-balanced between experience and potential. The recruitment of an experienced professoriate that can shape and grow our research and impact has been a priority since the last REF and we have been successful in recruiting key, high-calibre researchers at the leading edge of their fields. New professorial appointments Tribe, Gold and Weir support the division's three research themes. All the professors were hired during the current REF cycle in order that the school had appropriate research knowledge and experience to strategically develop the research activity in their respective areas, and to provide an appropriate environment in which ECRs could develop. The leadership the professoriate provides has been central to developing a purposeful research environment that fosters research integrity and creativity.

The professoriate has also played an important role in recruiting and mentoring of ECRs (five staff are ECRs and were recruited in this REF period). Our recruitment of ECRs is a strategic investment in research talent, focused on those who have the potential to make a significant contribution to knowledge and impact to our three research themes. Examples of ECRs who

have benefitted from this strategy include Dales, Hall and Moisieiev. Additionally, YBS has made a substantial investment in up-skilling existing staff with research potential by offering them PhD opportunities. The number of staff with doctorates is now 28 (64% of the division). Seven academic staff members are also working towards or near completion of their doctorates.

Staff training and development

Staff have an annual personal development review (PDR), with research as an integral part. Topics discussed include reviewing progress, setting objectives for published outputs, research engagement (grant applications, PGR supervision, scholarship, knowledge exchange) and research development (external visibility, conference attendance, networking). YSJU is a signatory on the Vitae Concordat to Support the Career Development of Researchers, which directly informs our staff development approach. Our centralised research CPD programme (over 40 sessions) is aligned to the four core Vitae competencies and recognises staff individual development needs while also acknowledging that a common set of requisite personal and professional skills are needed for success. CPD delivery is mainly delivered by our professoriate and by external speakers (e.g. Professor Mark Reed delivered our impact workshop). Our new open data repository service (RaYDaR) and research repository (RaY) will further increase the impact and transparency of research at YSJU and support researcher development.

Currently the division employs five promising ECRs – Dales, Moisieiev, Hall, Holmes, and Usman. ECRs receive mentorship from the professoriate and experienced colleagues to support their career progression and skills development. The current CPD programme at YSJU includes training sessions targeted at the professional needs of ECRs. YSJU also offers a special scheme to reward and incentivize ECRs. After two years' employment, highly productive ECRs can apply for promotion to senior lecturer under the accelerated promotion process coordinated by the Senior Lecturer Promotions Panel. The panel meets annually to consider applications for progression from lecturer to senior lecturer. Advancement is evidence driven and based on research contribution, outcomes, and impact criteria. In YBS, three staff have benefited from the accelerated route during this REF period.

Research students (recruitment, studentships, facilities)

Business and Management PGR students are an active and diverse group of UK and international students studying full- or part-time projects. Currently we have 15 doctoral students (seven full-time and eight part-time) and one MRes student. Three doctoral PGR students receive Higher Education Scholarships for Palestinians (HESPAL) and a further three receive York St John Scholarships. Since 2014, five doctorates have been completed, an outcome that is reflective of the recent granting of RDAP to YSJU. We aim to recruit well-qualified PhD candidates and to be sensitive to any additional needs. Our small size and modest PGR programme means that students are part of a caring, close-knit research community and feel a strong sense of identity and belonging.

Business and Management Research Student Summary (2013–14 to 2019–20)

Year	PhD FTE	PhD Headcount (FT and PT)	PhD	Research-based professional doctorates	PhD Completions
2013–14	6	9	9	0	1
2014–15	7.33	11	11	0	1
2015–16	8	12	12	0	0
2016–17	10.65	16	17	0	1
2017–18	12.09	16	16	0	1
2018–19	10.04	16	16	0	1
2019–20	10.91	15	15	0	0

Business and Management PGRs are all housed in an open-plan office in the dedicated YSJU Graduate Centre. PGR desk space is also provided in the Fountains Library and Learning Centre. The Library and Learning Service at YSJU includes hard and digital copies of key research resources with on- and off-campus access to online databases. Scholarly assistance is

delivered through the Library and Learning Service, academic liaison librarians, repository librarian and copyright and licensing officer. This begins during the PGR induction process and continues throughout the PGR development programme for PhD students. All PhD students receive one-to-one bespoke advice and support from their named academic liaison librarian.

Research students (monitoring and training)

YSJU has well-established processes for induction, training, and monitoring of PGR students. Formal reviews of PGR student progress are conducted every six months by academics external to the supervisory team. Progress is monitored centrally four times a year (by Research Degree Committee). All supervisory meetings are logged. Supervisory teams are made up of multiple academic staff from the PGR student supervisory register. To be added to the register, staff are required to meet stringent criteria for PGR supervision eligibility pertaining to engagement in research, continual professional development and formal YJSU training. Endorsement from Heads of School or School Research Leads is also required. Applications are assessed by a central committee of senior research staff (again, by Research Degree Committee). It is mandatory that all supervisory teams have at least one member of staff with experienced supervisory status (have previously supervised a PhD student to successful completion). In addition, all PGR students have a PGR tutor who is available to provide support outside of the supervisory team.

All students undertake needs analysis periodically and an individually tailored training programme is created. The needs analysis is based on competencies in the Vitae Researcher Development Framework. Support is provided by supervisory teams and via a centralised PGR training programme that includes core and supplementary workshops at each year of study. Like our staff training programme, our PGT training programme aligns with the Vitae Researcher Development Framework. Core parts of the programme include Research Ethics and Integrity, General Data Protection Regulation (GDPR) for Research, Data Management, and Copyright and Intellectual Property rights. These sessions are compulsory for all PGR students.

A range of other central and local support is available to PGR students that include (1) access to centralised services (e.g. Student Services, Chaplaincy, Library and Learning Services, Careers); (2) access to a stipend of up to £900 (£450 part-time) to support travel and consumables associated with their research and professional development; (3) access to the YJSU Graduate Centre providing study space and remote access to a range of specialist software (e.g., AMOS, MPlus, Comprehensive Meta-Analysis); (4) opportunity to complete a postgraduate certificate in academic practice to achieve associate fellowship of the Higher Education Academy (HEA); (5) administrative support provided by the School and Research Office and (6) various PGR events held throughout the year (e.g., Three Minute Thesis (3MT), Bake Your Thesis, and the annual PGR conference).

The Business and Management division has a long-standing weekly seminar series in which PGRs and staff, internal university collaborators and external academics are invited to share their research. The series is advertised campus wide and showcases the ongoing research in YBS and with linked organisations. It provides further opportunities for our PGR students to engage with a range of current research projects.

Equality and diversity

UoA17 sits within a broader context of support for equality and diversity at YJSU which has implemented several initiatives which ensure policies and practices relevant to researchers are inclusive, equitable and transparent. This is formalised in the YJSU Equality, Diversity and Human Rights Policy and the targets within the YJSU 2026 strategy (e.g., 10% BAME student and staff population; all staff are engaged in equality and diversity training and development appropriate to their role; median gender pay gap below 10%; 95% of staff think the university is a good place to work). Equality impact assessments are a routine part of annual monitoring and progress towards YJSU targets are reported to executive board and the governing body on a yearly basis. Of additional note, YJSU is a member of the Athena SWAN Charter (and is currently applying for a Bronze Award), a Stonewall Diversity Champion (ranked 49th place on the 2020 Top 100 Employers list) and Top 20 Trans employer, a Disability Confident employer,

and a Mindful Employer. There are also several active staff networks available for staff to join that align with these awards and this agenda including the LGBT+, BAME and Disability staff networks.

Managers of researchers are effectively trained in aspects of equality, diversity and inclusion, wellbeing and mental health. Senior leadership and staff across the division are proactive in sustaining a positive, collegiate working environment that strives to achieve freedom from unfair treatment, discrimination and harassment for all those who study, work and engage with the institution. The professoriate plays an important role in mentoring and supporting the development and trajectory of female researchers at both ECR and mid-career stage.

In addition to online resources on equality and diversity provided for permanent and fixed-term staff, newly appointed staff complete mandatory e-learning modules covering equality and diversity. Members of recruitment panels complete unconscious bias recruitment training and the recruitment and appointment process is monitored to ensure that the process is fair and equitable and to identify gaps.

Supervisors and PGR pastoral tutors utilise the Equality and Diversity Resources Moodle page to raise awareness amongst PGR students. The university offers specific leadership development opportunities, including coaching and mentoring, to women and Black, Asian and Minority Ethnic (BAME) staff on the Diversifying Leadership programme, as well as to women via the Aurora Developing Women in HE Leadership programme and the North East and Yorkshire Action Learning Sets for Women; one member of staff is currently participating in the Aurora programme.

Some specific examples illustrating good practice in inclusivity, equality and diversity include:

- Three recent appointments to lecturer were women (Hall, Johnson, Walker-Smith), of which one is a PGR and another an ECR.
- 20% of our research outputs come from BAME researchers.
- We have a PGR cohort from the Middle East and have ensured that their English language/literacy needs (and those of other PGR students) are supported by allocated, skilled library staff.
- As the YBS representative on the YSJU Race Equality Charter Self-Assessment Team, Dales is championing the school's engagement with the application process and is progressing the delivery of actions coming out of the process within the school.
- Female researchers are supported in "breaking the glass ceiling" within YBS and have been promoted to positions of responsibility, with Dales recently appointed to school research knowledge transfer lead.
- The research findings of our Ethics, Equality and Diversity group (Theme 3) are shared with the school.

Research staff who have returned from maternity have been supported through a range of measures including flexible working patterns and provision of professional development and training that had been missed due to periods of leave.

We recognise that, as with the university sector more generally, there is a need to proactively challenge structures that sustain entrenched privileges and hierarchies. The process of improving upon existing measures that support equality, diversity and inclusivity is continuous. It is a process that the division will pursue going forward through actions including:

- Subject areas identifying targets for decolonising the curriculum (an activity facilitated by the university's submission to the Race Equality Charter).
- Increasing diversity of the professoriate at YBS through new appointments.
- The formation during 2021 of a formalised equality and diversity action plan for implementation throughout the forthcoming REF202X cycle.

Wellbeing initiatives

YBS is committed to providing a working environment that promotes employee wellbeing and good health. A range of central YBS policies, networks and employee benefits supports this aim, including Care First, an independent leading provider of professional employee support services.

3. Income, infrastructure and facilities

Internal research funding

Internal funding has been used to accelerate specific research trajectories. At YBS there are three internal funding sources. Two of these – the research development and innovation fund (RDIF), and the Students as Researchers scheme – are centrally administered by the RO. The RDIF works across schools to promote interdisciplinary and multidisciplinary research activity. School-based quality-related (QR) funding is the third funding stream and is divided into four categories: research capability funding, research project and collaboration funding, grant preparation funding, and impact and public engagement funding. This REF period saw researchers within the division receiving funds from internal income to seed fund research activities and develop impact. Income from the Students as Researchers Fund has contributed to an innovative approach involving PGRs on research projects and providing assistance to academics. Each of the research themes – The Visitor Economy and Experience, Organisational Change and Futures and Ethics, and Equality and Diversity – have productively engaged students as researchers. Staff members who are undertaking doctorates at YBS and at UK universities also receive research funding from YBS through funding support for doctoral course fees.

External research income

During the current REF period there has been a change in emphasis for generating research income within Business and Management at YBS. Previously research funding was mainly generated from internal sources. However, progress has been made towards expanding external funding sources and achieving long-term sustainability of research. The research strategy now emphasises the importance of research bidding and income generation for research-active staff. Support for external bidding is provided through the central RO, the CPD Programme and by mentoring from successful colleagues. The total external research income generated during the current REF period reached £213,977, a marked increase on that generated in the REF period up to 2014 (£1,758). Of the external funding received, 98% of external income came from UK central government sources.

Academics within the Organisational Change and Futures research theme received substantial project grants during the current REF period. The 2015–16 NEDS Project directed by Gold received £18,000 to develop a competency framework for non-executive directors in Yorkshire and Humber Leadership Academy. In 2015–17, £100,000 was received from the NHS Leeds North Clinical Commissioning Group for Gold to develop and implement evaluation framework for health innovation projects. A further £91,000 was received during 2017–18 from the Home Office Police Innovation Fund as part of the project “More with Less: Authentic Implementation of Evidence-Based Predictive Patrol Plans” with West Yorkshire Police, in which Gold led an action learning research project to improve cultural acceptance of predictive policing technology. In 2016 Waehning received a Scottish Universities Insight Institute grant (£20,000, not reported as research income on the Higher Education Statistics Agency [HESA] return) to examine Scotland's craft beer sector. Funding was also received via the YBS Institute of Social Justice

for a policy-based Business Futures project led by Gold.

Infrastructure

Infrastructure supporting research and impact within Business and Management has improved significantly due to the reorganisation of research management and support facilities within the university. The university has pursued the strategic expansion of, and investment in, estates, facilities and resources to create a significantly more modern and research-enabled institution. For example, notable infrastructure improvements include the move to the state of the art De Grey building for YBS in 2017. This offered big improvements, including the bringing together of staff and the provision of space and facilities conducive to effective teaching and research. Postgraduate provision is provided in the Graduate Centre.

IT resources and training are regularly reviewed and updated so that research needs are fully met. Library and Learning Services have expanded their support and provision for research. Their capital investment in information resources has risen by 44% in the REF period, ensuring facilities and resources are appropriate to enable research at all levels. This has resulted in a substantial increase in available journal titles. They provide structured support and advice for PGRs. They enable open research through open access and research data management policies and the provision of repositories for research outputs and data, which exceed current open access requirements for REF2021.

We have benefited from a new central RO, which includes a head (1.0 FTE) and 5.15 FTE staff. The RO is responsible for overseeing research governance and compliance, supports grant applications, manages PGR student experience, coordinates staff research training and monitors research performance. This has relieved academics in the UoA of substantive administrative duties associated with research supervision, allowing us to maintain a high-quality experience as we expand our PGR cohort numbers. The RO directly improved the quality of support for research grant applications, as evidenced in the increased number, range and type of the UoA's grant applications.

The new Business Development and Knowledge Exchange Office (BDKEO), which includes a director (1.0 FTE) and 13.5 FTE staff, supports schools in increasing the range and scope of applied research, business development and knowledge exchange and is our main conduit for impact and public engagement. It helped gain accreditation for Knowledge Transfer Partnerships (KTPs) and registered YJSU with Innovate UK, as an approved KTP knowledge base deliverer. It was integral to YJSU achieving Silver Watermark accreditation from the National Co-ordinating Centre of Public Engagement (NCCPE).

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

Collaboration and engagement

YBS has encouraged researchers to extend collaborative research and deepen engagement with end users through support mechanisms, focussed funding and mentoring. InCites data confirms our progress here, showing that, comparing the current with the previous REF period, international collaboration papers have risen from three to 23, UK collaborating institutions from 11 to 22 and international collaborating institutions from four to 15. Successful research collaborations include interdisciplinary projects with seven UK universities (e.g., Glasgow and Leeds) and seven international universities (e.g., SKEMA Business School, France, and the University of Jordan). By way of illustration, Weir has been working with the Sheikh Khalifa Government Excellence Program (UAE) with Professor Mohamed Zairi, Prime Minister's Office, UAE, and the Business Excellence Institute, Ireland, on organisational excellence and Paddison has worked with the University of Seville, Spain, on visitor experience research.

An important and effective engagement activity mentioned previously is through the annual York Business Week, a well-supported platform for disseminating and sharing knowledge between regional enterprises and their stakeholders. Furthermore, in 2020 YBS overcame the obstacles of the COVID-19 pandemic and hosted the annual Tourism Education Futures Initiative (TEFI)

global conference in virtual mode via Teams, with over 50 attendees joining from Australasia, Brazil, East Asia, Europe, India and North America. This forum enabled educators from different countries to share and apply cutting-edge research in tourism education. Other fruitful engagement activities include Gold's work with the Joseph Rowntree Foundation and West Yorkshire Police and Paddison's collaboration with Visit York.

Contribution and recognition

YBS researchers have been active in contributing to the vitality of their disciplines including at the highest levels and have received recognition for their scholarship. Tribe is internationally recognised as having made a particularly notable contribution to the development of tourism. YBS researchers have shown a strong commitment to supporting our subject journals: twelve staff are regular peer reviewers for over 35 journals, with Boak receiving the Outstanding Reviewer Award from the *Leadership & Organization Development Journal* in 2017. Staff are represented on the editorial boards of ten journals. Three editorships or subject editorships are or have been held by staff in this REF period, including editorship of the flagship 4* tourism journal, *Annals of Tourism Research*. Active support towards learned societies include the Geographies of Leisure and Tourism Research Group and the Royal Geographical Society. An important contribution has been made by staff through their service on the scientific committee of the prestigious Chartered Association of Business Schools' *Academic Journal Guide*. The international reach and influence of YBS researchers is evidenced by the fact that of the 23 keynote conference presentations made, 20 were international, including those in Brazil, Australia, India and Hong Kong.

Recognition of individual YBS researchers include the following:

McIntosh: technical advisor to the Shadow Minister for Health, Mr Miles Briggs (Scottish Parliament); Outstanding Paper in the 2016 Emerald Literati Network Awards.

Dales: Honorary Research Fellow, School of Environment, Education and Development, University of Manchester.

Gold: Best Paper at the Human Resource Development Conference in 2017.

Paddison: best paper in Academy of Marketing, 2016 conference track.

Tribe: Visiting Research Fellowship, University of Queensland, Australia, 2015 and 2016; Distinguished International Visiting Academic Fellowship, University of Newcastle, Australia, 2016; International Conference on Tourism Lifetime Award for Achievement in Tourism Research, 2016; Fellow of International Academy for the Study of Tourism; Fellow of the Academy for the Social Sciences.

Weir: Foundation Fellow of the Leadership Trust; Companion of the Chartered Institute of Management; Best in Management History Track; awarded the Halloran Prize; Best Paper, *Academy of Management Proceedings*.

In conclusion, since the last REF the turnaround research strategy of YBS and the Business and Management division has created a more structured, supportive and enabling environment, developed a more vibrant research culture and empowered a well-led research team who have significantly improved research successes and impacts in and beyond academia. This progress also provides a solid foundation for the future.