

Institution: Glasgow Caledonian University
Unit of Assessment: 17: Business and Management Studies
1. Unit context and structure, research and impact strategy <u>Unit Context and Structure</u> <p>Business and Management Studies research at Glasgow Caledonian University embeds our Common Good mission through a commitment to co-producing research that has a direct impact on the communities in which we are embedded – whether local, national or international. This research impacts positively on both policy and practice in the public, private and third sectors, and strengthens, supports and underpins research-informed teaching in connection with the UN PRME (Principles of Responsible Management Education) agenda. Our overall goal is to conduct world-leading research that has a direct impact on our economy and society, reflecting the University's mission and aligning with the UN Sustainable Development Goals (SDGs); in particular SDGs 1 (No Poverty), 3 (Good Health and Well-being), 4 (Quality Education), 5 (Gender Equality), 8 (Decent work and economic growth), 10 (Reduced Inequalities), 16 (Peace, Justice and Strong Institutions) and 17 (Partnerships for the Goals).</p> <p>Our submission for UoA17 is highly interdisciplinary and draws upon the work of colleagues based within various Departments of our Glasgow School for Business and Society (GSBS) and the Yunus Centre for Social Business and Health. Four research groups facilitate cross-working across departments and centres to address these issues and drive research-informed teaching:</p> <ul style="list-style-type: none"> • Social Economy • Community Development, Citizenship and Participation • Economics of Health and Wellbeing • Migration, Populism, Equalities and Social Inclusion <p>This interdisciplinary work is undertaken mostly (but not exclusively) in three Research Centres:</p> <ul style="list-style-type: none"> • The Yunus Centre for Social Business and Health • The WISE Centre for Economic Justice • The Moffat Centre for Travel and Tourism Business Development <p>Research Group (and Centre) leads meet regularly to develop research agendas and promote working across themes. We collaborate with colleagues across the University around thematic, methodological and theoretical areas of shared interest, and with universities across the world. We engage with stakeholders in the public, voluntary and private sectors to develop our research and knowledge exchange strategy, and to maximise the impact of our research.</p> <u>Progress since REF 2014</u> <p>We have made significant progress since REF 2014, the results of which indicated that we had to focus on a number of key areas, including: significantly increasing our research income, particularly from European and 'blue-chip' funders; developing our research environment; broadening and internationalising our research partnerships and outlook; and increasing both the quality and volume of significant, rigorous and impactful research outputs. Our main objectives were to:</p> <ul style="list-style-type: none"> • Invest in strategic areas of international expertise and interdisciplinary research strength (Outputs)

- Develop a publicly focused and collaborative approach to knowledge exchange based on stakeholder engagement (Impact)
- Develop mechanisms of support to facilitate our research culture (Environment)

As this Environment Statement demonstrates, we have achieved considerable success. Notable highlights include:

- Significantly increasing our research income over the REF period (from £0.934 million in REF 2014 to £3.69 million)
- Improving the number of researchers submitted to the UoA (from 18 to 24)
- Growing the number of research doctoral degrees awarded (from 23 to 74.84 FTE)
- Establishing a new Research Centre (WISE Centre for Social and Economic Justice) and further investing in the Yunus Centre for Social Business and Health
- Facilitating four thematic research groups, encouraging cross-department/centre working
- Leading several major EU funded projects (e.g. VOLPOWER, RESPOND) including some specifically related to supporting researcher mobility (e.g. FAB-MOVE and EMPOWER-SE).

Research and Impact Strategy

Since 2014, and in line with the 2017 refreshed University Research Strategy, our Business and Management Studies research has been focused on growing our income, increasing the number of PhD completions, and improving the quality and impact of our research outputs.

Following the institutional strategy of focusing attention on nurturing 'pockets of excellence', over the course of the REF period for Business and Management Studies we have focused attention on building niche areas of international excellence and critical mass via strategic investment into three Research Centres in particular. For UoA 17, the focal point for much of this attention has been on:

1. The Yunus Centre for Social Business and Health, which works to conceptualise and evidence ways that lives of individuals and communities can be improved through a better understanding of various community-based and health-focused initiatives. Directed by Baker (submitted to UoA3), and where our PVC Research Donaldson, conducts the majority of his research, over the last ten years the Yunus Centre has grown to become one of the largest centres of its kind in the world. It comprises some 36 research staff and PGR students, and is organised into three research groups, namely: (i) Social Economy (led by Roy), (ii) Community Development, Citizenship and Participation (led by Steiner) and (iii) Economics of Health and Wellbeing (led by Mason, who is submitted to UoA 3).
 - i. In the first group, the idea of 'Social Economy' is conceptualised in two ways: as a term to mean the 'third sector' comprising value-led organisations, such as social enterprises, voluntary organisations, co-operatives and mutuals; and as a term that reframes and disrupts notions of the economy as a web of relationships designed to serve the needs of society. Researchers within the group draw upon and combine a range of methods from both constructivist and realist epistemologies, with specific expertise in qualitative research methods; from ethnography (including digital ethnographic techniques) to participant observation, in-depth interviewing, oral histories, and realist evaluation. They regularly work with the social enterprise sector in Scotland, the UK and internationally, particularly in relation to shaping policies and instrument to support the growth and development of the social economy.
 - ii. The work of the second research group, with an emphasis on Community Development, Citizenship and Participation, is focused on community, resilience,

and the conditions that enable people to thrive. Recognising that participation of different kinds contributes to healthy communities and a functioning democracy, work under this theme explores participatory approaches that, through community empowerment and civic involvement, effectively utilise local assets, capacities, and resources in order to address the needs of citizens. Researchers within the group work closely with government representatives as well as community groups, businesses, and social enterprises, co-constructing responses to social vulnerabilities, empirically testing new ideas through action research, participatory evaluation, surveys, and outcome measurement to generate applied knowledge that informs community development practice, labour market policies as well as advancing theories in the field.

- iii. The third group, the Economics of Health and Wellbeing, works at the interface between UoA 17, UoA 3 (Allied Health Professions, Dentistry, Nursing and Pharmacy) and UoA 16 (Economics and Econometrics, albeit GCU are not submitting to this UoA). The work of this group focuses on resource allocation, societal wellbeing and distributional justice, on the basis that decisions are made all the time about how shared resources are used by government, by officials working in health and social care systems, and by households. Most of our economic evaluations are collaborative projects with colleagues across the School of Health and Life Sciences at GCU as well as within the NHS and academic partners elsewhere, with expertise in health economics, Q methodology, preference elicitation and priority setting, and in the use of 'financial diaries' to examine the links between microfinance, health and wellbeing.
2. The WISE Centre for Economic Justice, which fosters creative interdisciplinary initiatives to inform public policy for more just societies, and thus also relates to UoA 20 – Social Work and Social Policy. Directed by Cantillon (submitted to UoA 20), the WISE Centre undertakes interdisciplinary research on economic equality, new economics, public policy, gender, social history, poverty, migration and human rights issues under the broad theme of economic justice. The WISE Centre undertakes both theoretical and empirical research on issues relating to economic equality, gender, social justice and human rights; poverty and income inequality, financial exclusion, living standards within households; gender budgeting, occupational segregation and employability, skills, race and migration, both locally and internationally. The main research areas relate to the historical and cultural origins of inequalities and theories of justice; public policy, governance and institutional change; labour market and household inequalities; the political economy of care; social inclusion and migration; and activism and social change. Our migration, population, equalities and social inclusion-themed work is led from the WISE Centre. Korkut, who leads these efforts, has had considerable success with European projects on this topic (including the aforementioned VOLPOWER and RESPOND).
3. The Moffat Centre for Travel and Tourism Business Development, which is the UK's largest university-based consultancy and research centre for tourism and travel market research and economic development. The Moffat Centre was established in 1998 following a commercial endowment from The Moffat Charitable Trust (family trust of the founders of AT Mays Travel Agents). Since 2016, the Centre has compiled national accommodation performance and occupancy data (from 2,000+ organisations) and since 1999 national visitor attraction performance data (from 1,000+ organisations). These are unique, highly representative data sets that are cited by OECD and UNWTO and used by Scottish Government (SG) in calculation of the value of tourism and most recently in the impact of the Global Pandemic.

Strategy for growing our research income

Research income has grown from £0.934 million in REF 2014 to £3.69 million in the current REF period. This is due to a deliberate strategy of growing a critical mass of excellent researchers capable of competing regularly for blue chip funding and offering them the capacity, encouragement and support to do so.

The Research and Innovation Office are tasked with highlighting specific responsive mode funding opportunities aligned with each Centre's strategic aims. Our research leaders assemble bid teams with a range of complementary skills and expertise, commensurate with the size of the opportunity. Depending on the nature of the bid, this can involve working across Centres or Schools, or – as regularly happens – with colleagues at other universities, including internationally. Partnerships are created and maintained through regular attendance at conferences and other scholarly activities, facilitated by interchange opportunities (such as the aforementioned FAB-MOVE and EMPOWER-SE). New opportunities are targeted to meet, as far as possible, towards the end point of grants, with the aim to build sustainable, long-term research, building on earlier successes and maintaining a credible and impactful track record while Centre Directors are responsible for ensuring a pipeline of funded projects and ensuring continued employment for researchers.

There has been a conscious effort made to grow research activity from (often small-scale) exploratory projects to large-scale awards, regularly dovetailing with the scale and ambition of the journey of our emerging research leaders, where they would be encouraged to bid for a personal Fellowship, and then move to build up to their first grants as Principal Investigator, and then to large-scale programme grants. Unsuccessful bids are regularly repurposed so writing and thinking are rarely wasted, thus ensuring efficiencies and partnerships built up are maintained, grown and encouraged. Finance Business Partners are involved in regular meetings with a view to ensuring that research leaders are aware of the time lag between submission of a bid and commencement of research, so that this can be appropriately bridged. Effectively, success has involved appreciating that a combination of strategies is usually the key to attaining and achieving a solid pipeline of research income across different portfolios.

Strategy for improving the quality of research

One of our key priorities has been increasing the number of, and improving the quality of, research outputs. Rather than focusing on research income in order just to ensure continuity of work, our whole emphasis is to translate such work into quality, impactful research.

In the current REF period, we have focused attention on creating opportunities for researchers to create and maintain partnerships with colleagues in other universities in order for them to increase our internationally co-created and co-authored research outputs through interdisciplinary research of global excellence, funded by the most prestigious grant awarding bodies, including the Research Councils and various Foundations and Government bodies. We timetable in bid writing and the establishment of consortia as part of the Workload Allocation Model, in addition to conducting research. We seek to reward collegiality and recognise the potential for research leadership, via promotion criteria for research pathways.

Strategy for increasing the number of PhDs

Over the course of this REF period, we have grown the number of research doctoral degrees awarded to 74.84 FTE from 23 FTE in REF 2014. We did this by:

- Offering funded scholarships and recruiting funded PhDs as a consequence of being part of collaborative research projects. Often European research projects (e.g. VOLPOWER) have had a number of PhDs attached.

- Growing our reputation. As the international reputations of our Centres have increased, we have seen a number of excellent students approach us, often with grant funding secured (e.g. through the Commonwealth Scholarship Commission), to undertake a PhD with an internationally recognised scholar in a world-class research centre (e.g. on the topic of social innovation/social enterprise).
- Specifically targeting countries (e.g. in the Middle East, China, or the Indian sub-continent) where there is demand for PhD-qualified individuals, especially from a UK institution. However, we have only recruited where we have capacity and skills to offer proper, robust supervision (thus ensuring good completion rates), and whose topics and interests closely align with our existing research priorities.
- Increasing the attractiveness of undertaking a PhD at our Research Centres through investing in co-working areas and ensuring that a collegiate and supportive infrastructure is maintained. Deliberate emphasis is placed upon ensuring that PhD students are treated as colleagues and made to feel they are a vital component of Centre life and of a thriving internationally respected and focused research community. They are involved in regular seminars and staff meetings.

Strategy for increasing impact

The strategy for enhancing the impact of our research has three components: the first relates to inculcating an 'impact culture'. This involves: ensuring that different forms of research impact are understood at all levels and discussed during staff appraisal and promotion decisions; providing support for researchers from dedicated staff members to plan for impact alongside project execution; promoting active engagement of staff with relevant external stakeholders in the public, private and third sectors through regular stakeholder events and communications; and supporting researchers to embed research outcomes and impact case studies into teaching materials. The second component of the impact strategy involves engagement with, and influence upon, stakeholders. This is done through involvement in various networks and committees by academic and administrative staff; encouraging the submission of joint research bids with community partners (e.g. to the Scottish Government's Social Innovation Fund); and ensuring regular briefings and lines of communication to the media, and in regular face-to-face events. The third component relates to investment in capacity and process to enable impact to be captured effectively which has involved investing in PURE modules to capture impact, and training on the use of these modules and in the collection and collation of evidence of impact.

Future plans

Broadly aligning with departmental structures, newer research groups have recently started to emerge to encourage and develop additional areas of research excellence, providing a framework for supporting early career researchers. These are on the topics of: Consumer Lifestyles and Experiences (led by Ritch) Responsible Business (led by McGuire), and Risk and Governance (led by McRae).

Our institutional environment statement sets out the growing importance of the Times Higher Education Social Impact Rankings and, in particular, our ambition to become the world's leading university focused on social innovation. The institution will continue to align our research with the UN Sustainable Development Goals. Indeed, the research undertaken over the course of the current REF period in this UoA affirms the importance of Business and Management Studies to delivering key strategic outcomes for GCU. With this in mind, our future strategic aims will involve building on our growing international reputation on the topic of social innovation in particular, through:

- Developing infrastructure to facilitate even greater interdisciplinary and transdisciplinary research across the Research Centres and research groups, better facilitating,

recognising and connecting the work that goes on within different Schools and Research Centres broadly defined as 'social innovation'.

- Creating further research groups, including within business and management studies, focused on addressing key societal challenges, and connecting these to research clusters in other areas of the University. All of these activities will be mapped to the SDGs and the Scottish Government's National Performance Framework. This provides a clear line of sight between work with community groups, research (co-)design, policy priorities, and global actions.
- Co-locating researchers and research students in a dedicated physical space centred around a 'living lab'. This will bring community groups and practitioners, researchers, policymakers and knowledge exchange professionals together, with a view to meaningfully co-producing local social innovation solutions, responding to global challenges.

2. People

Staffing strategy and staff development

As a post-92 institution, we recognise the continuing need to constantly work at embedding a 'culture of research' into all parts of the University. One advantage is that our 'Common Good' mission, operationalised through actions linked to the SDGs, has shaped the type and nature of the research we have undertaken in Business and Management Studies. This has attracted several excellent researchers to come to GCU because of our mission and ethos and the type of research we undertake, and also works to encourage and motivate staff who have not been research active to become engaged in research consistent with their values. Our mission is fully supported by our staff and has shaped our institutional identity – particularly over the course of this REF period – in innumerable ways.

All staff in this UoA comply with GCU's [policy](#) for Open Access to Research established in 2014 (see University Environment Statement). The support for 'gold' open access route for manuscripts has been used to good effect, the cost of which has been supported through research grant funding and UKRI grants for open access publication, supplemented by internal funds.

Twenty-four staff have classified as having significant responsibility for research in this UoA (20 of whom are permanent members of staff while four are on Fixed Term contracts). This compares with 18 researchers submitted to the equivalent UoA in REF 2014. Of the 24 staff submitted, 10 are classified as early career researchers. While only four out of the 14 staff submitted not classified as ECRs are women, there are good signs that this trend will be addressed in future since the 10 ECRs submitted are exactly half women and men.

Research time is currently facilitated through the Research Support Allocation (RSA) process where all members of academic staff receive a research allowance as part of their annual Workload Allocation Model (WAM). In addition, all academic staff engage with the University's established systems of mentoring and performance monitoring, the core of which is the bi-annual Performance and Development Annual Review (PDAR). Reviews are generally undertaken by line managers. Individual staff discuss and monitor their goals and achievements, including in relation to publications, aspirations, training and development requirements, shaping research projects, and policy/community engagement activity.

Initiatives to support and encourage staff to become and remain research active include writing groups for publication led by senior researchers within the School; supporting early career researchers with PhD studentship applications, including to the Scottish Graduate School for Social Sciences and other funding routes such as the Research Councils; and providing funding to present quality research at national and international conferences.

An Early Career Research (ECR) Network has been established within the Glasgow School for Business and Society, providing a forum for early career researchers to discuss issues they face, but also to act as a supportive peer network for colleagues embarking on their careers in academia. This ECR network has representation on the Development of Academic Researcher Excellence (DARE) a GCU wide body convened by the Graduate School.

Regular research seminar series are held and over the current REF period these have taken a variety of forms. While our Research Centres have regularly had internationally recognised speakers, a weekly lunchtime research seminar series has run throughout term time, where PhD students, ECRs, faculty and senior Professors come together to discuss their latest research. Each lunchtime seminar includes a talk by a PhD student/ECR and a more senior colleague, in order to create a collegiate and encouraging atmosphere.

Additionally, both the Yunus Centre and the WISE Centre have 'town and gown' initiatives. The former organises the annual John Pearce memorial lecture on social enterprise, which involves a prominent speaker from the sector from the UK or internationally, while the latter organises the annual Ailsa McKay memorial lecture, providing opportunities for showcasing research on the topic of feminist economics and social justice more widely. Both events offer networking opportunities with a wide community of scholars and practitioners from around Scotland.

Over the course of this current REF period, researchers in the UoA have benefitted from outward mobility opportunities in other international research centres and organisations, principally through the FAB-MOVE (For a Better Tomorrow – Social Enterprise on the Move) project funded through H2020 Marie Curie RISE. This project has also encouraged around 20 international scholars to visit GCU for a substantive period, ranging from a month to four months at a time. Since that project, Yunus Centre researchers have also been involved in the EMPOWER-SE project funded by COST (European Co-Operation in Social and Technology) which has also facilitated international movement of researchers and improved our international reputation still further. Additionally, scholars such as Korkut from the WISE Centre have taken up visiting professorships: he visited Hokkaido University's Center for Slavic and Eurasian Studies and spent three months there in 2015.

Support for, and training and supervision of, PGR students

As mentioned previously, over the REF period, 74.84 FTE research doctoral degrees awarded were aligned to the Business and Management Studies Unit of Assessment. This compares with 23 FTE reported in the equivalent UoA in REF 2014. This is split almost exactly between female (37.84 FTE) and male (37 FTE) students. The breakdown of our research doctoral student demographics shows that we have a significant international outlook in our offerings, with 11.5 FTE completions from the EU, 16.84 FTE from the UK, and 46.5 FTE international students. The proportion of PhD students from diverse backgrounds and cultures encourages a rich intercultural dialogue and exchange of expertise, ideas and experiences.

We have invested in facilities within the Research Centres to support and encourage co-location of PhD students with supervisors. This works to build a community of researchers and encourages and facilitates peer support networks. Our success in securing European grant funding has also enhanced the number of PhD students we have been able to recruit, with one recruited to work on RESPOND and another in DEMOS. Two further PhD students are also connected to the VOLPOWER project. PhD students are invited and encouraged to participate as members of research groups and also in the organisation and delivery of staff and research meetings. They also take part in activities, such as writing workshops and seminars with the support of both their peers and their supervisory teams. PhD scholars from Business and Management regularly take part in the annual 'Three-Minute Thesis' competition and in the annual celebration and promotion of post-graduate research. The PhD students in RESPOND and DEMOS also contributed to writing the project reports. Furthermore, VOLPOWER has a

myriad of activities involving training volunteers and an online exhibition and the VOLPOWER PhD students have played pivotal roles in delivering these activities.

The training needs of each PhD in business and management are negotiated individually, with funds allocated to support their learning and development needs, such as formal learning as part of a Certificate in Research Methods taken in parallel with and complementing PhD study, courses provided by the Graduate School and the training provision organised around the Vitae Researcher Development Framework, guiding students through the entirety of their doctoral journey. Over and above this, PhD students in business and management studies have access to methods training provided by leading scholars. Many of our PhD students have attended the five-day residential Academic Writing School and Writing Retreat, which is regularly hosted at GCU, have attended summer schools, conferences and PhD training connected to our involvement in European projects and also access the Scottish Graduate School for Social Sciences summer schools and training.

Progress of PhD students is monitored formally from the start with the formal registration of the research project (by the end of month one), at which research questions are identified and a brief outline of the thesis provided to the Graduate School, and the more-rigorous confirmation of progression (at around month nine), at which the student provides substantial written documentation, generally in the form of a literature review and detailed plan for the remainder of the thesis. This stage is reviewed, in the form of a mini-Viva, by an academic staff member who is not part of the supervisory team and is accompanied by a seminar presentation. All research-active staff in the area are strongly encouraged to attend the seminar presentation component of the student's mini-Viva. They provide an early opportunity for PhD researchers to gain experience of delivering academic presentations, asking and receiving questions, and delivering constructive feedback. All PhD researchers are encouraged and supported to attend at least one academic conference per year, and to build and maintain networks of peers and senior colleagues. Wherever possible, PhD students are supported to undertake a placement, particularly later in their studies. Recent placements have been to the Scottish Government, funded by the Scottish Graduate School for Social Sciences; to the World Health Organisation in Copenhagen, funded by the Wellcome Trust; and to research centres in universities abroad, including Queen's University in Canada, and George Mason University in the US, funded by the Marie Curie-RISE FABMOVE project.

Equality and Diversity

At an institutional level, GCU: recognizes that institutional racism is a structural and not an individual issue; embraces tackling inequalities as part of the University's Common Good mission; supports a whole institution approach involving all students, staff and stakeholders. For UoA 17 we promote equality and diversity in terms of access to research support by ensuring that all recruiting managers undertake diversity awareness and unconscious bias training to ensure we recruit a diverse workforce, and that, once recruited, staff have equality of opportunity, regardless of their background. We value and champion equality and diversity through our research leadership and mentoring programmes. Having mentors and role models from under-represented groups has significantly worked to address historical imbalances. Although we know that for this UoA there are still challenges to be overcome, for example on gender equality at more senior academic levels, we have a far more equal representation of men and women at ECR level, which should bode well for the future.

In light of the challenges surrounding ethnicity of both students and academics across the University (14% of undergraduate students are BAME), a series of recommendations has been made, recognising that institutional racism is a structural and not an individual issue and that tackling racism and racial inequalities should form a core part of the University's Common Good mission.

Work undertaken by our research groups has encouraged a focus on the 'upstream' or systemic (and intersectional) drivers of social inequalities. This includes inequality on the basis of gender and, indeed, this is the principal focus of the WISE Centre specifically, which adopts an explicitly intersectional approach. As the University for the Common Good, however, this moves us beyond merely studying social change, to praxis. Section 4 of this Statement covers our collaborations with community groups, and regular, deep and longstanding relationships with some of the most prominent national and international bodies, including local and national politicians, concerned with addressing social inequalities, including issues related to BAME communities, LGBTI+, Roma, and other traditionally excluded and disenfranchised communities. Athena Swan has been granted to the institution as a whole, and this therefore covers all organisational units comprising the UoA in relation to gender equality.

3. Income, infrastructure and facilities

As our income figures demonstrate, over £3.69million in research income has been earned over the course of the REF period, compared to £934,000 in REF 2014. This represents a remarkable 395% increase in research income since REF 2014. The average annual research income over the current REF period has been £527,227 per annum (equivalent to £21,967 per researcher, or £22,531 per FTE).

We have had significant success in collaborative EU project funding, with the greatest proportion (37%) being derived from EU government bodies. In addition to this, almost 22% of the total research income, just under £791,000, was received from the Research Councils. This is a significant change from REF 2014 when £14,747 in total was received from the Research Councils.

This is a clear demonstration of the success of the Centre's strategy, and represents a clear step change both for GCU, and this UoA in particular. For the university to compete for, and win, competitive funding regularly from 'bluechip' funders such as the Research Councils and EU Horizon 2020 is testament to the success of our strategy of investment in people and in research infrastructure and facilities, as discussed below. Just over a quarter (27%) of our research income has come from UK central government departments (which includes the Scottish Government). A smaller amount (representing 12% of the total) has come from UK-based charities via open competition, and from UK industry sources (2.8%).

The CommonHealth programme grant led by Donaldson jointly funded by the MRC and ESRC (worth £1.9million in total, of which £757,712 has been apportioned to this UoA) was a five-year programme grant focused on developing methods to evidence social enterprise as a health and wellbeing 'intervention'. This programme grant enabled the Yunus Centre to expand significantly, recruit an excellent cadre of young researchers, and reach international prominence. It is therefore no surprise that the impact and legacy of this programme forms the basis for one of our REF impact case studies.

A project also led by Donaldson on Fair Credit, Health and Wellbeing: eliciting the perspectives of low-income individuals (FinWell) was funded by the Scottish Government Health Directorates' Chief Scientist Office (£198,281). This study, a collaboration with the Universities of Sheffield and Newcastle, employed qualitative methods (financial diaries, interviews and Q methodology) to establish the links between the use of social finance initiatives and wellbeing and the mediating mechanisms that might facilitate this association, such as confidence and social connectedness. Another project entitled Priority Setting in Health and Social Care (£193,303 to this UoA) from the same funder investigated methods for supporting policymakers and public sector managers to better develop and utilise evidence-based policy.

Other projects have been awarded by the Scottish Government's Social Innovation Fund, which was supported in part by European Structural Funds. Steiner has led several projects including COOL Music (worth £394,314 or £143,783 to the UoA) and Sheds for Sustainable Development (totalling £204,720 or £129,925 to the UoA). The Community Oriented Opportunity Learning

(COOL) Music project is the focus of one of our Impact Case Studies and relates to working with a social enterprise – ‘Heavy Sound CIC’ – to develop and evidence actions designed to support the inclusion and development of disadvantaged young people who have faced significant barriers in life including adverse childhood experiences. The Sheds for Sustainable Development project, meanwhile, was funded by the Community Fund (previously known as BIG Lottery) and focused on supporting the development and sustainability of community-based ‘Men’s Sheds’ in Scotland to be both financially and socially sustainable, with a key focus on improving health and wellbeing within vulnerable groups. The team also undertook an evaluation of the potential health and wellbeing benefits associated with being involved in shed activities.

Researchers in the UoA have demonstrated their competitiveness in attaining European funding. Over £484,000 was awarded to the migration, population, equalities and social inclusion group over the current REF period through several collaborative projects involving partners across Europe led by Korkut, funded by the EU’s Horizon 2020 framework and the Asylum, Migration and Integration Fund. The project VOLPOWER (£126,851 to the UoA) focused on how youth volunteering in sports and arts activities can serve as a mechanism for social integration; RESPOND (£239,767 to the UoA) studied the effects of migration and the ongoing refugee crisis; and DEMOS (£117,164 to the UoA) focused on democratic efficacy in the face of rising populism across Europe. The H2020 project TransSOL (£138,818 to this UoA) focused on transnational solidarity across Europe in the face of the current refugee crisis.

The Moffat Centre, led by Lennon, was awarded £222,563 for the Scottish Accommodation Occupancy Survey project, and for tourism research with Scottish Canals (£94,920) and Scottish Tourism Alliance (£109,063), and £82,757 for involvement in an EU-Interreg funded project entitled Cruising Oceans on Latitudes above 51° North - The Cool Route to investigate all aspects of the practical logistics and business potential to establish a bi-directional yacht cruising route along the western offshore areas of the Northern Periphery Area, stretching from Co. Cork in the South of Ireland, to the UK, Faroe Islands and Norway.

A range of large-scale capacity building projects funded under Erasmus+, focusing on the area of innovation, entrepreneurship and social innovation, generated a total of £174,959 for this UoA, specifically for research activities (while also enabling us to develop impact): Common Good First, LASIN (Latin American Social Innovation Network), SEASIN South East Asian Social Innovation Network), SIKE (Social Innovation Knowledge Exchange), Strategy for Change, NEXUS, ENPRENDIA and Free Network). Importantly, all of these projects have been collaborative projects with international partners and have cemented GCU as the UK’s largest beneficiary of Erasmus+ project funding, and enhanced GCU’s reputation as one of the leading universities on the topic of social innovation in Europe and beyond (more details on collaboration below).

The quality and significance of the research has been as a result of a sustained (ten year) investment in both people and infrastructure over the REF period. All research staff occupy bespoke accommodation which includes co-location of PGR students who share offices with, for example, personal access to networked PCs, phones, photocopying and grants for conferences. School-based academic staff are provided with individual offices. Visiting Professors have access to personal offices within Centres, or to a dedicated workstation within co-working spaces. Seminar rooms and shared relaxation spaces develop a sense of collegiality and the sharing of ideas. University-wide facilities such as the library and access to research support through the University’s Research and Innovation Office are described in the University Environment Statement.

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

Research networks, collaborations and partnerships

Our research supports evidence-based policy making and organisational practice in Scotland and beyond. Additionally, our researchers make important contributions to a range of academic

disciplines through contributions to professional societies and conferences, academic journal editing, and collaborations with other universities, and, particularly through community engagement.

As stated at the outset, there has been a firm strategic drive to develop mutually beneficial research networks, collaborations and partnerships, particularly with international colleagues. Each Research Centre and the School has a reference group made up of external stakeholders to help shape the strategic direction going forward.

The following are examples of collaborative research projects involving research staff submitted to the UoA with a range of national and international partners from Universities, companies and civil society organisations:

- Towards an International Social Solidarity Enterprise Network for Justice (funded by the Scottish Universities Insight Institute, with colleagues from the Universities of Strathclyde, Edinburgh and Northumbria, and the social enterprise sector in Scotland and internationally).
- A Program of Research to Evaluate the Effectiveness of Work Integration Social Enterprise in the Mental Health Sector (funded by Employment and Social Development Canada, in collaboration with Queen's University, Canada).
- Optimising the Roles of Online Communities in Rural Resilience (funded by the Australian Research Council, led by colleagues at Swinburne University, Melbourne, Australia).
- Can Social Enterprise Reverse Regional Socio-economic Disadvantage? (funded by the Australian Research Council Discovery, led by colleagues at Swinburne University, Melbourne, Australia).
- FAB-MOVE (For a Better Tomorrow – Social Enterprise on the Move) (European Commission Horizon 2020 Marie Curie RISE, led by colleagues at Münster University, Germany and involving dozens of international partners).
- The Challenges and Opportunities for Employment of Marginalized Groups by Social Enterprises – Regional Research Promotion Programme Western Balkans (funded by the Swiss Agency for Development and Co-operation and involving developing research capacity on social enterprise in the Balkans region of Europe).
- EFESIIIS - Enabling the flourishing and evolution of social entrepreneurship for innovative and inclusive societies (funded by European Commission 7th Framework Programme for Research) in collaboration with colleagues at the University of Florence. Partners comprised: Nxitja e Biznesit Social (Albania); Impact Hub (Austria); Syddansk Universitet (Denmark); University of Northampton; Sciences Po, Fondation Nationale des Sciences Politiques (France); Westfaelische Wilhelms-Universitaet Muenster (German); Stichting Dienst Landbouwkunding Onderzoek (Netherlands); Fondacija Za Razvoj Ekonomske Nauke (Serbia).
- Developing Methods for Evidencing Social Enterprise as a Public Health Intervention (CommonHealth), funded by the Medical Research Council / Economic and Social Research Council and involving the University of Stirling, Robert Gordon University and the University of the Highlands and Islands, with Glasgow Centre for Population Health and many social enterprises around Scotland.
- The Atlantic Social Lab: Atlantic cooperation for the promotion of social innovation (ASL). Co-financed by the European Regional Development Fund (ERDF) through the

INTERREG Atlantic Area Cooperation Program, this project supports GCU's partnership with eighteen organisations located around the Atlantic coastlines of Spain, Portugal, France, and Ireland. Partners comprised: Enterprise North West; Centro de Estudos Sociais- Universidade de Coimbra; Comunidade Intermunicipal do Ave; Chambre régionale de l'économie sociale et solidaire de Bretagne; Communauté d'agglomération Pau-Pyrénées; Concello de Santiago de Compostela; Comhairle Cathrach Chorcaí.

- Led by GCU, Latin American Social Innovation Network applied research in social innovation to institutions in the region. Partners comprised: COPPETEC Foundation, and Universidade Federal do Estado do Rio de Janeiro (Brazil), Universidad de Desarrollo, and Universidad Tecnica Federico Santamaria (Chile), Fundacion Universidad Area Andina and Universidad de Antioquia (Colombia), Universidad de Istmo and Universidad Catolica Santa Maria La Antigua (Panama).
- A network of gender researchers at GCU and the University of Cape Town and Stellenbosch University was launched in 2019-2020 to explore gender inequalities and gender relations in South Africa. Funding was awarded by GCU's Global Challenges Fund. The network is led by Teasdale and she received a second round of funding to undertake capacity building and a small-scale research project on digital storytelling and the gendered division of labour.
- The Moffat Centre has managed a range of EU funded projects including Cool Routes; Cruising Oceans on Latitudes North of 51 degrees latitude, BODAM (using big data to understand international tourism value) and Trail Gazers (using travel routes to stimulate tourism).

These collaborative grants have also included civil society partners and, in line with GCU values, facilitated knowledge exchange at local, national and international levels.

The expertise of the people submitted to this UoA is regularly drawn upon to shape and influence various policy agendas (e.g. academics from the WiSE centre on various committees relating to economic and social justice; appearances in All-Party Parliamentary Groups and Parliamentary Inquiries within the Scottish Parliament on the topic of social enterprise; advising on the Scottish Government's social innovation grant scheme). This expertise is drawn upon not only to evaluate the impact of national policies, but also to support the voice of practitioners at a national level.

Researchers have been involved in advising the UK Government (including Beattie's work with the lead of the UK's Centre for Excellence in Physical and Personnel Security, which forms part of the UK Government's new strategy on Developing Government Security Professionals) and transnational actors such as the OECD, ILO, European Union, and international practitioner forums such as the Social Enterprise World Forum. Principally through involvement in European projects, our researchers have developed a number of policy briefs aimed specifically at developing and influencing transnational EU policy on, for example: improving transnational solidarity in the face of populism and the refugee crisis (TransSOL); multilevel governance in the face of migration (RESPOND); developing effective social enterprise and entrepreneurship ecosystems (EFESEIIS).

Steiner collaborates closely with the Community Empowerment team at the Scottish Government, informing and contributing to governmental debates about the Community Empowerment Act (2015) Scotland and participation legislation. He acted as an advisor on the Scottish Government Men's Sheds Short Life Working Group and contributed as a speaker to the Scottish Parliament's Cross Party Group on Rural Policy.

Roy also works closely with the Scottish Government, particularly advising on SIF grants, the development and implementation of social enterprise strategies in Glasgow, Scotland and

internationally (key positions on Boards such as the Scottish Government's Social Enterprise and Health Round Table, and the Glasgow Social Enterprise Board for the city).

Teasdale co-led a workshop on gender awareness training for the Scottish Government in November 2019.

Whittam is a Board member for Sunny Govan Community Radio and the Scottish Community Development Centre (SCDC), and an advisor to Linwood Community Development Trust. SCDC and Kibble Education and Care Centre were named partners in the Atlantic Social Lab project.

Ritch has been involved with the Glasgow Science Festival and in various roundtables, including those organised by Hays Recruitment.

Lennon, the Dean of GSBS, is a Director of Glasgow Chamber of Commerce, the Glasgow Chamber Business Resilience Committee (working on a post-Covid-19 urban recovery) and the Glasgow Tourism and Events Group. He is also a Non-Executive Director of North Coast 500 Ltd (the organisation that markets and manages the most successful touring route in the UK), with a professional membership of 1100+. Lennon was a Senior Policy Advisor to VisitScotland (2008-2015) and a Non-Executive Director of Historic Environment Scotland (2009-2016).

Donaldson has been a trustee for WEvolution (Self-reliant groups network for Scotland), Church of Scotland Priority Areas Committee, is currently a member of Sistema Scotland Evaluation Advisory Group and a member of the Research and Knowledge Exchange Committee Universities Scotland on the Supervisory Board.

Peer Reviewing

During the current REF period members of the submission have been involved in peer reviewing for major grant funders. Donaldson, for example, has been a member of the Medical Research Council Expert Review Group for the National Prevention Research Initiative, a member of the Carnegie Trust Small Grants Panel and a member of the Expert Review Group on Society and Ethics for the Wellcome Trust. Roy has been a regular grant reviewer for the National Institutes for Health Research, the Nuffield Trust, the Economic and Social Research Council, Health and Social Care Wales, the Scottish Government's Chief Scientist Office, and the Leverhulme Trust.

Journal Editorship

Staff provide editorial leadership to a number of prominent journals. Roy is Editor in Chief of Social Enterprise Journal and Associate Editor of the Journal of Social Entrepreneurship. He is also on the Editorial Board of ANSERJ – the Canadian Journal of Social Economy, and Voluntas: the International Journal of Nonprofit and Voluntary Sector Research. McGuire was the Editor in Chief (Nov 2016-Jan 2020) of the journal Industrial and Commercial Training and also of Citescore (Nov 2016-Jan 2020). He is currently an Editorial Board Member of: New Horizons in Adult Education and Human Resource Development; Human Resource Development Review; and Human Resource Development Quarterly. Peng is Associate Editor for Event Management and Eurasian Business Review. Donaldson is Associate Editor of Social Business. Steiner is Associate Editor of the Journal of Social Entrepreneurship and a member of the Editorial Advisory Board of the Social Enterprise Journal. He also acted as a guest editor for Journal of Rural Studies. Ring is on the Editorial Board of The Journal of Corporate Governance, Insurance and Risk Management and the Journal of Accounting, Finance and Auditing Studies.

Conference organisation and contribution to learned societies

The UoA has hosted the following international conferences during the REF cycle: International Social Innovation Research Conference (ISIRC), September 2016 and 2019; ISBE (Institute for Small Business and Entrepreneurship) Graduate Day 2017; Regeneration Enterprise Sport and Tourism (REST) 2014; Rural Entrepreneurship Conference 2015; Social Care workshop 2020; EMES International Research Network on Social Enterprise 2016; Social Enterprise World Forum Academia Conference 2018. The WiSE centre organised and hosted the 2019 IAFEE (International Association for Feminist Economics) conference. In 2017, Lennon organised two major international conferences at GCU: the International Entrepreneurship Educators Conference (350 delegates) and The Interpretation, Architecture and Evidence for Curators and Management of Sites Associated with Incarceration, Mass Killing and the Holocaust (260 delegates).

Roy was (2013-2015) an elected member of the EMES International Research Network on Social Enterprise and is Deputy International Chair of the Annual Social Business Academia Conferences. He chaired the Social Enterprise World Forum academia conference in 2018. He regularly serves on the scientific committee of the EMES International Research conference and Polanyi International seminars organised by EMES, as well as the annual International Social Innovation Research Conference.

Ring is a Senior Associate Member, Centre for Risk, Banking and Financial Services.

Donaldson is Chair of the Scientific Committee for Annual Social Business Academia Conferences and member of the Dental Contract Pilots Evidence and Learning Reference Group.

Whittam is on the Rural Entrepreneurship Annual Conference Committee and on the organising committee for REST.

Edgar has served on the organising committee of several international conferences including: the European Conference on Games-Based Learning; European Conference on Management, Leadership and Governance.

Expert appointments

Donaldson is on the Supervisory Board, Scottish Graduate School for Social Sciences, he served as a member, Dental Contract Evidence and Learning Reference Group, appointed by the Department of Health and was a member of the Scottish Government's Roundtable on Social Enterprise and Health. He was also appointed to the Lancet-LSE Commission on the Future of the NHS.

Steiner was invited to provide evidence to the Scottish Parliament's Local Government and Communities Committee supporting Post-Legislative Scrutiny of the Community Empowerment (Scotland) Act 2015. Steiner also acted as judge for the Rural Resilience Award 2019, an event that celebrates achievements of the European Union LEADER initiatives and awards accomplishments in areas of Rural Entrepreneurship, Rural Resilience and Inclusive Communities, UK.

Lennon has been appointed to the Glasgow Tourism Partnership Executive Committee charged with management and marketing of the tourism assets of the city following the global pandemic.

Teasdale is a member of the Scottish Government's working group on the gender pay gap and also serves as a UK expert with the Fondazione Giacomo Brodolini (FGB) foundation contributing to the European Commission's SAAGE network (Scientific Analysis and Advice on Gender Equality for the EU).

Roy works closely with Scottish Government, particularly advising on SIF (Social Innovation Fund) grants, the development and implementation of social enterprise strategies in Glasgow, Scotland and internationally (key positions on boards such as the Scottish Government's Social Enterprise and Health Round Table, and the Glasgow Social Enterprise Board for the city). He has also addressed the Scottish Parliament's Cross Party Group on Social Enterprise in two parliamentary sessions.

Steiner and Kelly were advisors on the Scottish Government Men's Sheds Short Life Working Group (Community Empowerment Team, January – September 2019). He also served on the governmental group set up to progress Community Empowerment Asset Transfers and Participation Request legislation.

McGuire serves as a Member of NISAG (National Independent Strategic Advisory Group), Police Scotland, and is also a Community Advisor for Police Scotland.

Awards and conference keynotes

Staff are regularly asked to give keynotes at international conferences and events.

Donaldson has been a keynote at several international conferences and professional conferences including: Common Wealth to Common Health, TEDx Glasgow at the Conservatoire of Scotland; Global issues, local solutions: Rethinking health and wealth through the lens of social enterprise; 'Community is the Answer' Conference, University of Glasgow; 'Health Economics: coming of Age' Conference, London School of Hygiene and Tropical Medicine.

Beattie has had her pioneering work on People Security/Personnel Security showcased at international and national professional/sectoral bodies including: The Chartered Institute for Personnel Development's Annual Conference (for members) and The CIPD's Annual Research Conference; the Defence Industries Security Association Annual Conference; Finance Sector; IT sector; The First International Atomic Energy Conference for Insider Threat (organised by Belgium's agency for civil nuclear security & the US Department of Energy).

Roy was awarded the Helen Potter Award of Special Recognition 2017 for the most original article in Review of Social Economy by the US-based Association for Social Economics. He was also awarded the Best Paper Award at the 12th International Social Innovation Research Conference Social innovation and enterprise for more prosperous, fair and sustainable societies in Sheffield in 2020. In 2019 he was awarded a Fellowship at the Center of Theological Inquiry, Princeton (Research Workshop on Religion and Economic Inequality). Roy has been a keynote speaker at the Forum on Social Entrepreneurship and Social Innovation in Emerging Markets at Renmin University of China, Beijing; at University College Cork, Ireland on Work Integration Social Enterprise; for the International Labour Organisation, Momentum Social and Solidarity Economy Conference, Trento, Italy.

Steiner was a keynote speaker at Social Economy Conference 2020: Social Entrepreneurship in the face of the 21st century challenges, Poland and 16th Rural Entrepreneurship Conference. He provided a keynote at the Social Entrepreneurship and Social Innovations in Rural Regions RurAction Conference and at the 7th EMES International Research Conference on Social Enterprise: Sustainable development through social enterprise, co-operative and voluntary action, in Sheffield in 2020.

McGuire provided a keynote at the Conference on Coaching, Mentoring and Supervision Research Conference; Forum for Human Resource Development Conference; 14th International Conference of the Asian Chapter of Academy of Human Resource Development; McGuire was also invited to present a podcast entitled: New Zealand Prime Minister Jacinda Ardern's Success in Eliminating COVID-19 as part of the Dear Human Resources podcast, hosted by Western

Carolina University; and a webinar entitled: Impact of the COVID-19 Pandemic on Work, Worker, and Workplace organised by the Academy of Human Resource Development.

Other significant keynotes provided by UoA staff include:

- PBMA and Option Appraisal at an NHS Scotland Joint Strategic Commissioning – analysis event, Dunblane Hydro, Scotland
- Reflections on the 2nd Conference: Academia @ GSBS: our brief history and longer-term future. 2nd International Research Conference on Social Business, Mexico City
- Lost in translation: an economist's rant. Introduction to Health Economics Network for Scotland event on 'Lost in Translation': economics and public health, University of Glasgow
- Economics and the new integration agenda. Chief Social Work Officer and Scottish Government Strategic Workshop. Edinburgh
- Perspectives on social enterprise and its potential contributions to public health: a research programme for Scotland. Canadian Institutes for Health Research/SIT-NET workshop on New pathways to health and well-being through social enterprise
- 2nd Conference on Regional Development at Hallym University, Chuncheon, South Korea
- Scottish Communities Re-Investment Trust Annual General Meeting on Funding the Social Economy in Edinburgh
- Griffith University, Brisbane, Australia, on Understanding the role of social enterprise in addressing social inequalities
- Ontario Provincial Government on how social enterprises contribute to social inclusion in Toronto, Canada
- Center of Theological Inquiry, Princeton on The Role of the Social Economy in Addressing Health Inequalities
- FinSERN (Finnish Social Enterprise Research Network) Conference, Helsinki
- AICCON-Federsolidarietà School of Social Enterprise in Bertinoro, Italy on the topic of Social Impact Bonds
- Politécnico Gran Colombiano, Bogota on Developing Research Profiles
- National University of Colombia, Bogota, Manizales and Medellin on The Doctoral Research Journey
- Challenges in Social Innovation at the University of St Gallen, St Gallen, Switzerland
- Innovation and Social Innovation in Latin America at the Swiss School of Latin American Studies (SSLAS)
- National University of Colombia, Bogota, on Advancements in Supervising Doctoral Students and Publishing
- Business Models and Planning for Spin-Offs at the FreeNetwork, Managua, Nicaragua
- European Policies Research Centre at Strathclyde University
- Swinburne Social Innovation Research Institute at Swinburne University of Technology, Australia
- 15th Summer Academy on Social Economy and Sustainable Rural Development, Greece
- Social Policy Congress, Poland
- Entrepreneurship in Higher Education conference, Cape Town sponsored by the British Council
- Annual Conference on Entrepreneurship, the Hunter Centre for Entrepreneurship at the University of Strathclyde
- Conference on Social Innovation and Market Failure, University of Coimbra, Portugal
- Leading Change in the Public Sector Colloquium, Queen Margaret University, Edinburgh.

Summary

To summarise, we have set out how Business and Management Studies research at Glasgow Caledonian University embeds our Common Good mission, co-producing excellent research with a range of partners and collaborators, which has direct impact on the communities we serve. We have set out the context and structure of the UoA, explained our research and impact strategy, and the highly significant progress we have made since the last REF period. We have outlined our staff development strategy, including support for early career researchers, Post Graduate Research Students, and focus on equality and diversity; explained the strategic investments we have made over the REF period to enhance the research environment; and the significant contributions made by our researchers, through collaborative working, to positively enhance our economy and society. We have explained the actions we have taken to impact positively on evidence-based policy and organisational practice in the public, private and third sectors, all of which have strengthened and supported the delivery of internationally excellent research-informed teaching, aimed at addressing the most serious societal challenges, including those encapsulated by the UN Sustainable Development Goals.