

Institution: University of Warwick
Unit of Assessment: C19 Politics and International Studies
<p>1. UNIT CONTEXT AND STRUCTURE, RESEARCH AND IMPACT STRATEGY</p> <p>(1.1) DEPARTMENTAL ETHOS</p> <p>Warwick's Department of Politics and International Studies (PAIS) began life in its modern form in 1990. Yet its origins go back much further, to the creation of the separate Departments of Politics (in 1965) and International Relations (in 1975). PAIS continues to owe much to its founders' ambitions to promote interdisciplinarity and to embed a global component into research content wherever possible. However, we have changed out of all recognition in the diversity of our staff base, the varied intellectual backgrounds of our new recruits, our embrace of new topics, our engagement with real-world challenges, and our capacity to drive methodological advances. We have now fully transcended the original Department's size, shape and focus, helping to position UK Politics and International Studies as a thriving and truly cosmopolitan discipline. We are now collectively capable of identifying and interrogating every way in which politics intervenes in people's everyday lives. Such changes are by design. They reflect our commitment to the idea that research excellence follows from expanding our exposure to different voices both within-and-beyond our subject field and within-and-beyond academia [REF5b-1.5]. They also reflect our commitment to the idea that the richest and most welcoming research environments are those that allow all colleagues to flourish simultaneously, whatever their personal circumstances or their chosen style of research [REF5b-2.3/2.4].</p> <p>We have four research clusters: Comparative Politics; International Political Economy; International Relations and Security; and Political Theory. There is no single 'Warwick way' in any of the areas in which we specialise; neither should there be. We have sought over many years to construct a research environment whose vitality comes from the conscious embrace of pluralism in approach, theoretical underpinning, methodology and impact strategy. Our clusters are asked to provide spaces in which all colleagues are confident that their research will find a receptive home, and the Department's Research and Impact Committee (RIC) funds their activities in a way that allows everyone to find their own voice within their target specialist literature. We have a consciously people-centred approach to our research environment, based on the belief that we all do our best work when feeling supported to think outside our immediate comfort zone. This is about guaranteeing equality of access to research time for all colleagues, and then ensuring that structures are in place to allow that time to be used in pursuit of innovative research programmes and the encouragement of progressive social change [REF5b-1.6].</p> <p>Consistent with our stated objectives at REF2014, managing our research environment in line with these principles has allowed us to: (i) secure high levels of staffing stability as a measure of underlying staff satisfaction [REF5b-2.2]; (ii) embed our newer hires into the behaviours and values of the Department [REF5b-2.1]; (iii) bring greater ED&I sensitivity to colleagues' experience of career development [REF5b-2.3]; (iv) contribute to tackling the gender gap across all staffing levels in the profession [REF5b-2.4]; and (v) place our historically-strong doctoral and postdoctoral programmes on even firmer foundations [REF5b-2.5/2.6]. Our primary objective in the years ahead is to protect our forward momentum in each of these people-centred areas, as a means of deepening our proactive equality agendas in relation to all protected characteristics [REF5a-3.4]. The hugely impressive way in which colleagues voluntarily rallied around throughout the Covid-19</p>

pandemic to reduce the burdens on those whose research time was most disrupted is indicative of the strength of buy-in to such agendas.

(1.2) OVERSEEING RESEARCH SUCCESSES

We have truly matured as a Department. Our 63-person submission is comfortably our largest ever, and it is based on the widest ever sharing of its most notable research successes. This has followed a conscious effort to involve the Equality, Diversity and Inclusion (ED&I) Committee in all decisions relating to the structures within which individual research is conducted [REF5b-2.1]. The creation of increasingly conjoined spaces within which our Research and Impact and ED&I Committees operate ensures that the influence they have on colleagues' working lives no longer feels distinct. RIC is chaired by the Director of Research and Impact, who is responsible for the functioning of our research clusters, research centres and impact clouds [REF5b-1.4]. They are assisted in setting the Committee's overall objectives by the Directors of Research Income and Research Strategy, working collectively within the broader institutional structure established through the University's Research Executive and Research and Impact Services [REF5a-2.4/1.7/2.6]. All three Directors of Research, plus the Director of ED&I, attend weekly Senior Management Team (SMT) meetings chaired by the Head of Department. SMT provides further scrutiny of how closely RIC decisions align with the Department's expressed ED&I commitments. Consistent with stated Athena Swan and Researcher Development Concordat best practice, the three Directors of Research and the Director of ED&I undertake an annual 'gap' analysis to determine whether current practice falls short of our aspirations to forge sustainable career paths for all [REF5a-3.3/3.4, REF5b-2.1].

Across the whole of the staffing scale PAIS colleagues have been honoured for their research achievements during the reporting period. Before joining the Department, di Salvatore and Saberi-Zafarghandi were awarded prestigious Dutch and Canadian PhD prizes. Our own doctoral students additionally won one ECPR (Tooker), one PSA (Braun) and two BISA PhD prizes (Eberle, Rossdale). Rai received an ISA Eminent Scholar award in 2015, Aldrich an ISA Distinguished Scholar Award in 2017. Rai's coincided with writing *Performing Representation*, the keystone publication from her five-year Leverhulme Programme project, Gendered Ceremony and Ritual in Parliament; Aldrich's coincided with the publication of *The Black Door*, his latest critical political history of Britain's intelligence services, and the second edition of his renowned *GCHQ*. Elden won two book prizes and is now half-way to completing his already celebrated tetralogy presenting the first integrated intellectual history of Michel Foucault's entire career, with the third and fourth books due in 2021 and 2022. Kibris published an open-access dataset providing the most comprehensive account available of all fatalities in the conflict since 1984 between the Kurdistan Workers' Party, the PKK, and the Turkish state. This was a decade-long endeavour, during which time she received the 2017 Manas Chatterji Award for Excellence in Research on Peace Economics and Peace Science; Bove received the same award in 2016. Hyams won the 2015 Sanders Prize in Political Philosophy, the most prestigious essay prize in that part of the discipline, and the 2020 Andrew Light Award in Public Philosophy for his work on ethics in international development and adaptation to climate change. Saward won APSA's 2020 George H. Hallett Award for the book that has had the most profound effect over the last decade on the political theory of representation and electoral systems. In 2019 Lynch received both the annual ESRC prize for outstanding international impact and the Market Research Society's President's Medal for her impact work in East Africa. Aldrich, Breslin, Clift, Saward and Watson all held externally-funded professorial fellowships during the reporting period.

(1.3) RESEARCH SPECIALISMS

Our Comparative Politics cluster has driven the development of a number of theoretical literatures on democracy, representation, elections, citizenship and political stability, collectively combining quantitative and mixed-methods approaches with a commitment to sustained fieldwork. Koinova held prestigious personal fellowships in Germany and the US as international recognition gathers momentum for the path-breaking research on diasporas undertaken on her recently completed five-year ERC Starting Grant. Bove received two prizes for the work that informed his new book, *Composing Peace*, and his, di Salvatore's and Kibris's appointments enabled us to build new capacity in quantitative peace studies. Long received the ISA Diplomatic Section's Young Scholar award in 2015, when he published one of *Foreign Affairs*' 'Books of the Year' on Latin American foreign policy towards the US.

Our International Political Economy cluster has established new ways of thinking in debates about gender, international development, global governance, finance and trade, helping to bring more of a substantive focus on the everyday and a theoretical focus on intellectual history to the specialist literature. Elias and Rethel were strongly commended for their Newton Fund work with Universitas Indonesia on the gendered everyday politics of evictions in Jakarta, helping to propel the British Council agenda of linking UK universities to developing-country HEIs. Cliff's Leverhulme-funded research on the IMF post-global financial crisis deepened our profile in the field of international economic institutions, earning him requests for expert opinion from the UK Treasury, Bank of England, Office for Budgetary Responsibility and Cabinet Office. Watson continued to develop original political readings of the history of economic thought from his ESRC Professorial Fellowship project, *Rethinking the Market*.

Our International Relations and Security cluster has reshaped the intellectual discussion of security, intelligence, borders, migration and war, introducing important issues concerning spatiality and materiality into all of these areas. Heath-Kelly secured a Leverhulme Early Career Fellowship, an ESRC Future Research Leaders Fellowship and an ERC Starting Grant in a single REF cycle, as she carved out a new research agenda on the increasing embeddedness of counter-radicalisation initiatives within health policy. King's and Welland's appointments added new expertise in war studies; King gave 61 specially commissioned talks to armed forces globally, and won the 2020 British Army Military Book of the Year for *Command: The Twenty-First Century British General*. Squire, Stierl and Vaughan-Williams continued publishing innovative migration research, collectively contributing five books to our output pool that juxtapose on-the-ground realities of people in transit with policies of migration deterrence. Shanaah, a Research Fellow, is one of only ten academic appointees to the Advisory Board of the UK Government's Commission for Countering Extremism.

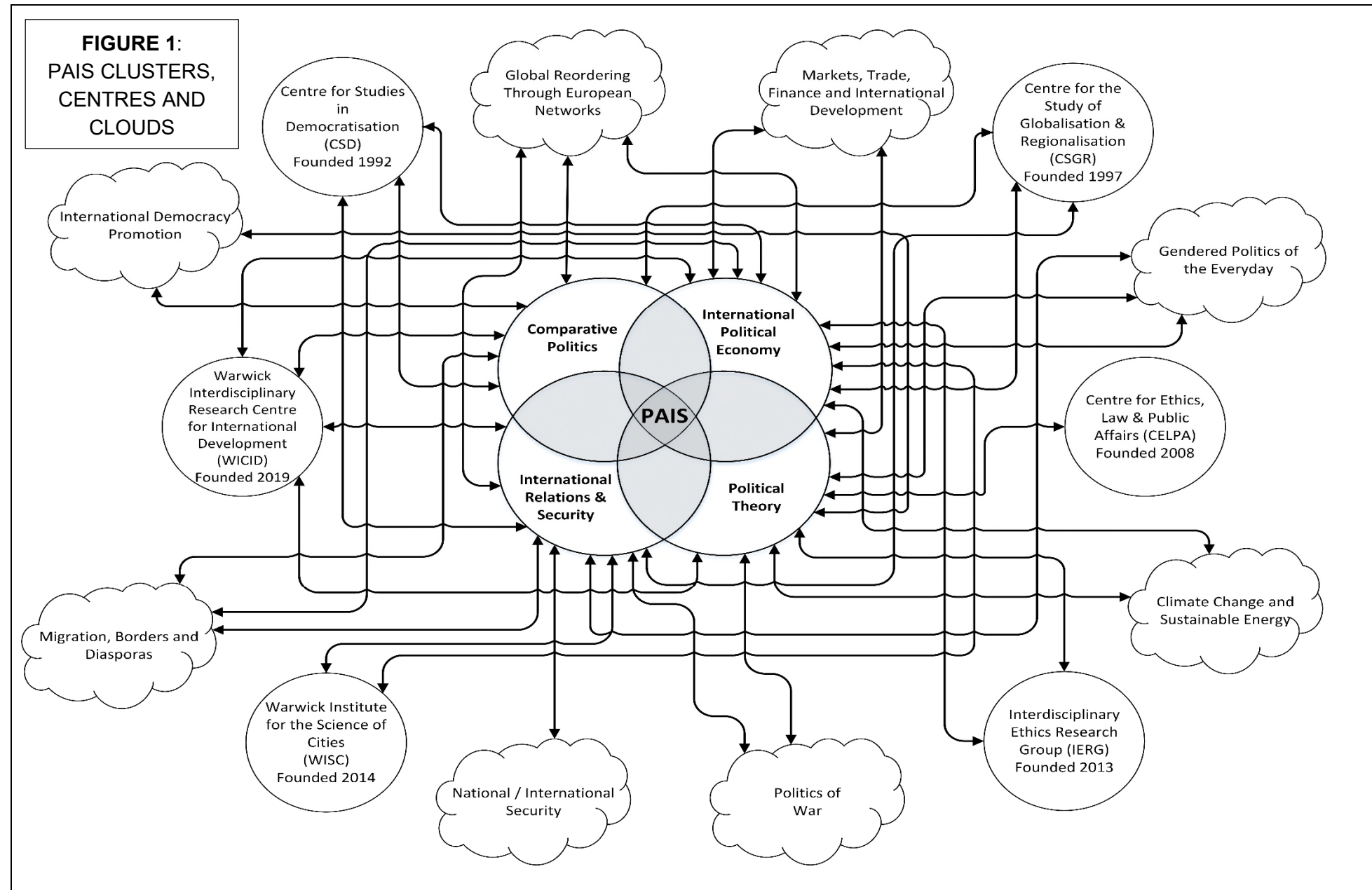
Our Political Theory cluster has introduced important new lines of scholarship in normative political theory, Anglo-American analytical political philosophy, continental political philosophy and the history of political thought, thus bridging the most important methodological divides within the field. The award of a three-year Spencer Foundation grant to Clayton, Mason and Swift for their faith schooling project confirmed PAIS as the leading UK hub for research into the political ethics of childhood and schooling. During the first lockdown, Sorell was appointed to the Security and Policing subgroup of SAGE, the Government's Scientific Advisory Group for Emergencies. Caney addressed the 2020 UN Executive Committee retreat on Governance and Ethics for the Future, on the invitation of the Secretary-General António Guterres and the Director of the UN Environment Programme Inger Andersen.

(1.4) RESEARCH AND IMPACT CLUSTER, CENTRE AND CLOUD STRUCTURE

We have met the REF2014 objective of maintaining our historic strength in International Political Economy and International Relations and Security, while rebalancing overall through strategic staffing investments in Comparative Politics and Political Theory. Just as importantly, we have increasingly embedded our six research centres and eight impact clouds into our cluster structure, so that none now acts truly independently. Together they provide a dynamic context for all colleagues to refine their approaches, arguments and analytical skills [REF5b-1.1], as well as helping grant applications to mature [REF5b-3.1] and ensuring that everyone is able to recruit only the highest quality PhD students and postdoctoral fellows [REF5b-2.5/2.6]. Clusters represent the broad areas of the subject field in which we are active, centres the substantive topics in which we have built critical staffing mass, and clouds the areas in which our public engagement activities are concentrated. We encourage the relationship between clusters, centres and clouds to evolve in a bottom-up manner tailored to the needs of their members, and we provide PAIS money to fund their activities on that basis. Space has been created in termly Research Away Days and the weekly Departmental Seminar Series for convening ongoing discussions about enhancing colleagues' experience of this structure.

Figure 1 maps the PAIS-managed University Research Centres and the departmental impact clouds onto our clusters. The incremental development of our centre structure reflects the long-term growth of the Department and the related development of researcher concentration in different areas of substantive intellectual concern. The introduction of all clouds simultaneously in 2014 signalled a step-change in the desire to project our findings more systematically to non-academic audiences and to use those findings to bring about progressive social change. We used our two-day Impact Festival in November 2016 to turn into a genuinely national debate what was already our ongoing process of self-reflection about how broadly impact might be conceptualised in Politics and International Studies.

The complex interactions between the three layers of the PAIS research structure encapsulate the flexible and vibrant nature of departmental research understood as a whole. Different groupings from different clusters, centres and clouds come together on different topics to help drive enhanced individual understanding of real-life issues. We have always emphasised puzzle-oriented research that confronts the problems people navigate in their everyday lives. Our clusters allow us to contemplate the way in which such problems are dealt with in the established academic literature; our centres hone our conception of how they are experienced as lived realities; our clouds connect us to the networks through which those realities might be changed for the better, so that ever more people can live fulfilling, dignified lives free from oppression. The University's most recent Research Strategy commits it to encouraging provocative research, especially when the provocation leads to material changes to make everyday life fairer, more just, more equal [REF5a-1.0]. For PAIS, that merely institutionalises still further how we already defined our research mission.

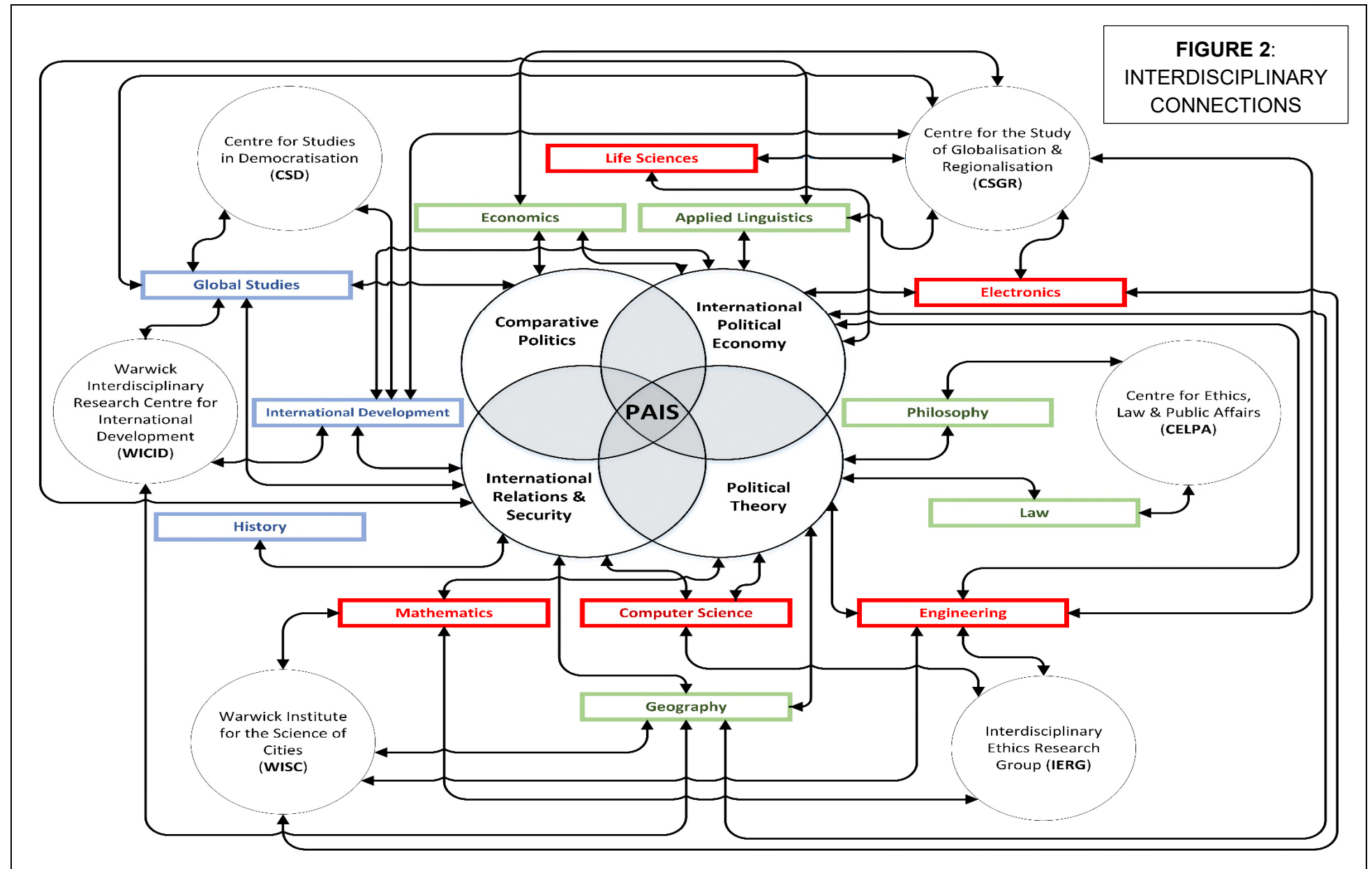


(1.5) INTERDISCIPLINARY RESEARCH

We have always been an avowedly interdisciplinary Department in how we locate Politics and International Studies within the social sciences, arts and humanities (marked in green and blue respectively in Figure 2). PAIS has five people in the Stanford University global list of the top 2% of the world's leading scientists in 2020, but only one, Vaughan-Williams, is in one of our constituent subject fields (International Relations). The others are in adjacent disciplines: Caney (Philosophy); Coaffee (Urban and Regional Planning); Elden (Geography); and King (Sociology). However, we have also made concerted efforts over the last decade to transcend interactions only with close-to-home disciplines and to move towards additional further-afield engagements with researchers in STEM subjects (in red in Figure 2). One-half of our output pool is influenced by outward-looking collaborations beyond PAIS [REF5b-4.1], and fully one-fifth by structured collaboration with colleagues beyond the social sciences.

The fact that we now have increasingly intensive relationships with scholars whose research has very different starting assumptions to our own owes much to University initiatives to create cross-campus dialogue [REF5a-2.1/2.3]. Further-afield interdisciplinarity has arisen primarily from collaboration with Warwick's Alan Turing Institute [REF5a-2.12.2] and the University's Global Research Priorities (GRPs) [REF5a-2.9.1]. A framework has been established to give Warwick researchers the confidence to think beyond their normal disciplinary boundaries, and we have seized those opportunities with gusto. There are currently ten GRPs receiving significant financial support from the University. PAIS colleagues have played numerous key coordinating roles within them, helping to align wider Warwick agendas with our own interdisciplinary activities and aspirations. Rai was the academic co-lead of GRP International Development from 2011 as it facilitated the founding of WICID in 2019; Jones was a steering committee member. Rethel and Homolar were respectively academic co-leads of GRP Global Governance's finance and security streams for eight years from 2011; Saward was a board member. Kuzemko has been on the steering committee for GRP Energy, initially as a PhD student, since its launch in 2011. She also sits on the ESRC Standing Group on Energy Policy, Politics and Governance. Coaffee has been the academic co-lead since GRP Sustainable Cities was formed in 2013. Aldrich has been the academic co-lead of GRP Cyber Security since its inception in 2015; Christou (a member of the UK's Information Assurance and Advisory Council) and Sorell (Vice-Chair of the Home Office Biometrics and Forensics Ethics Group) are co-founders and steering committee members. All three played pivotal roles in Warwick receiving National Cyber Security Centre gold standard recognition under its UK Academic Centres of Excellence scheme. Bove has been a board member of GRP Behaviour, Brain and Society since its rebrand in 2019.

The centrality of PAIS voices within the GRPs embeds concerns about the politics and ethics of governance dynamics into STEM research at Warwick [REF5a-2.3/4.3]. These same questions are also centre-stage in the closer-to-home collaborations that we pursue across the social sciences, arts and humanities. Colleagues have established 15 outward-looking networks with cross-departmental and even cross-institutional reach from within PAIS; they also play leading roles in a further 15 interdisciplinary networks established in partner departments/institutions.



(1.6) IMPACT CASE STUDIES

Our case studies all reveal the imprint of the PAIS research environment, being models of how we harness the organisation of our research to our approach to impact. Each has underpinning research that sits at an interdisciplinary crossroads; each has been facilitated by colleagues' participation in research groupings that populate the in-between spaces within our cluster, centre and cloud structure; each works with a variety of policy-process stakeholders to increase the number of access points through which policy-makers can be held to account; each operates to a vision of social change designed to challenge the institutionalisation of harms.

Looking ahead, important new capacity has been added to our impact activities in the areas of climate change (Caney, Hyams, Page), new energy futures (Kuzemko), counter-radicalisation and public health (Heath-Kelly), social care (Elias, Rai), trade policy (Richardson, Siles-Brügge), and policing and security (Sorell). All exhibit the features that make them recognisably PAIS impact work. Consistent with our general commitment to research internationalisation, we are dedicated to raising the minimum ethical standards by which lives are currently being led around the world. This involves challenging overly narrow understandings of policies that are politically acceptable to the mainstream population, and challenging even what is meant by 'the mainstream population'. We strive to widen the conception of what is politically possible across all issue areas on which we conduct research, as a means of making the realm of normatively permissible political activities respond more directly to visions of how we might learn to live together more peacefully, equitably and sustainably.

2. PEOPLE**(2.1) OVERSIGHT OF DEPARTMENTAL RESEARCH**

We have always stood against the introduction of a targets-based culture for research outputs, income or impact. Instead, the role of Research and Impact Committee is to work closely with ED&I Committee in pursuit of our people-centred objectives [REF5b-1.1/1.2]. Its membership comprises representatives of all career stages and all clusters, centres and clouds, plus those with responsibilities for enacting our strategies for career progression and for monitoring our Researcher Development Concordat, Athena Swan and broader ED&I commitments.

Every decision about the structure of our research environment must be consistent with our departmental ethos, and consequently requires checks for consistency with our Researcher Development Concordat and Athena Swan action points, as well as formal ED&I Committee approval. As per our commitments at REF2014, we have made the practical enactment of gender equality a specific area of focus for this REF cycle. In addition, we have also completed all of the background analysis so that we can now press ahead over the next phase of our evolution with deepening analogous workplace reforms in relation to all other protected characteristics. Our approach to workplace equality has seen us operate within the broad Dignity at Warwick framework [REF5a-3.4] to produce PAIS-specific norms of communication and action that reflect expected behaviour under the Equalities Act 2010. This has led to the development of multiple 'open space' conversations, through which all colleagues – but especially those with protected characteristics – have been empowered to activate discussions about how the Department can enhance its working environment in ED&I terms. Such conversations have led to many initiatives that the Senior Management Team has eagerly sponsored. Our coronavirus response provides

numerous examples: guaranteeing that working patterns are sufficiently flexible to accommodate home-schooling; supporting colleagues in shielding households to maintain their research profile even if their normal research sites remain out-of-bounds; providing preferential protection of research time first to those who are newest to the profession; ensuring that those whose lives have been most disrupted by the pandemic receive priority allocations of available student research assistants. The Department's involvement in individuals' research thus focuses on developing networks of nurture within which everyone can flourish, even in the most inauspicious of circumstances. Far from being knocked off-course by Covid-19, our experiences during the pandemic have merely increased our determination to provide workplace equality for all.

The pairs for our departmental mentoring scheme and for our involvement in the University's Personal Development Review process are only confirmed once requisite ED&I checks have been performed. We can call upon the experience of some of the most senior members of the profession to populate such pairs. They have included since 2014 five elected members of the Academy of Social Sciences (Breslin, Croft, Grant, Hughes, Rai), one of its Australian equivalent (Stone), two of the Royal Historical Society (Aldrich, Moran), and one of the British Academy (Elden). However, we have made conscious efforts increasingly to align such meetings to the practices of reverse mentoring, which allow the person being mentored to say what working in the Department feels like from their perspective, rather than having assumptions about what is relevant set by the mentor. This has been particularly important in enabling colleagues with protected characteristics to disclose how they encounter the effects of what might otherwise remain invisible disadvantage when formulating their research goals. The ED&I Committee also ensures that SMT roles rotate fairly and equitably, as well as that prolonged periods of SMT membership do not impede access to research time and study leave. Everyone who has been eligible to apply for study leave during the reporting period has had it granted, with one term's credit accruing for every six worked. The PAIS Study Leave Committee advises how this investment in colleagues' time might materialise in long-term plans for research development, supplementing the more immediate orientation of ongoing mentoring.

(2.2) CORE STAFFING STRATEGY

We have always only recruited the brightest and best of early-career generations; we then trust our internal support structures to persuade them to commit long-term to building their career in PAIS. Only three of the 71 staff members who have held permanent contracts with us over the last decade have left Warwick for other UK HEIs. This focus on retention promotes active buy-in to our research culture from across the Department, and it enables that culture to become more deeply embedded than under higher levels of staff turnover. It also makes succession planning easier, because leadership roles in our clusters, centres and clouds – as well as in Research and Impact and ED&I Committees – can evolve over time to ensure that none becomes overly dependent on any single person.

We have consolidated our last large expansion in staff numbers, which followed the 2010 changes to the student fees regime. Our appointments in this cycle have been overwhelmingly of early-career colleagues, knowing that they will benefit most from our established research support structures and that they have the longest-term stake in helping us to build an even more successful Department. Atikcan, Blanchard, Bove, Clarke, di Salvatore, Gelepithis, Heath-Kelly, Jones, Kuzemko, Long, Murr, Parr, Rogers, Welland and Wells have been appointed to Assistant Professorships; Hyams, Kibris and Siles-Brügge to Associate Professorships; and Caney and King to personal chairs.

Every stage in the recruitment cycle is subjected to rigorous ED&I checks, with the Equality, Diversity and Inclusion Committee signing off on the wording of the advert, the composition of the shortlist, and the structure of the interview day. Adverts specifically reach out to potential colleagues with protected characteristics who are currently underrepresented in the Department. Members of relevant clusters assist the appointment panel, all of whom have undertaken increasingly demanding ED&I training related to interview technique and post-interview decision-making [REF5a-3.3]. As a joint Athena Swan/Researcher Development Concordat action point, we have moved from disallowing all-male appointment panels to now requiring gender-equal panels.

(2.3) CAREER PROGRESSION

The success of our core staffing and research oversight strategies is borne out by how swiftly PAIS colleagues typically move through the ranks. Fourteen of the eighteen post-2014 appointees who were eligible for promotion have already secured at least one. Colleagues promoted to Associate Professor by completing probation during the reporting period have needed, on average, only two-fifths of the University's standard five-year probation period to do so. Overall, PAIS staff can boast 41 successful promotion applications since 2014, with the average time to promotion from initial appointment/previous promotion being just 34 months. More than half of these promotions have gone to women on an FTE of approximately one-third/two-thirds, compared with fewer than one-in-five between RAE2008 and REF2014. Three-in-ten of those eligible for promotion – six women, five men – have actually been promoted more than once in the last seven years, with Bove, Elias and Heath-Kelly each securing three separate promotions.

The Department has significantly enhanced its support for colleagues seeking career progression. In 2018 the University introduced a new system to govern the decision-making process around promotion applications, publishing transparent criteria to help colleagues understand when they had met the standards for elevation to the next career stage [REF5a-3.3]. A PAIS Promotions Committee with ED&I Committee participation was convened the year before. It provides a much more robust oversight mechanism for supporting colleagues making promotion applications, taking that responsibility away from one-to-one conversations with departmental mentors and allowing a more panoramic view of career progression within the Department as a whole. The new system explicitly encourages all colleagues – especially those with protected characteristics – to raise concerns about how the promotions process makes assumptions about performance that might be particularly challenging for them. It also enables the Promotions Committee to work on tailored solutions on a case-by-case basis.

(2.4) GENDER EQUALITY

Our REF2021 return includes a higher proportion of staff who are women than ever before (up one-fifth from REF2014 and three-fifths from RAE2008). Supported by extensive ED&I checks governing our output selections – as outlined in the 4,000-word PAIS addendum to the Warwick Code of Practice [REF5a-3.5/3.6/3.7] – they have made a bigger contribution per FTE to our output pool than ever before. The progress over the last three cycles has been from ten and twenty-two percentage points below proportionality to now one percentage point above proportionality. Many are making their way into senior positions, as we predicted seven years ago. Since 2014, Koinova, Lynch and Squire have been promoted to Professor from Associate Professor and Elias from Assistant Professor. As we look ahead, we seem certain to narrow further the remaining gender gap at professorial level using internal promotions, as we have never had a stronger cohort of women in mid-career positions. Also, since our last large expansion began in 2011, more women

than men have been appointed to the early career positions which feed the pipeline into senior ranks.

Moreover, PAIS does not only *look* different because of the heightened prominence of women within the Department; it also *feels* a different place to work because of how deeply the commitment to gender equality is now institutionalised throughout all of our workplace practices. Our Athena Swan Bronze Award, currently tenable until 2023, reflects the successful change in culture. We have transcended our previous commitment to creating a gender-inclusive working environment by demanding that nothing less than full gender equality is sufficient. This has involved activating a listening and learning process that has received buy-in from every PAIS member. Departmental mentoring, the Personal Development Review process, ED&I Committee focus groups and anonymous staff questionnaires have all been repurposed to ensure that everyone is conscious of what must be done to guarantee active workplace gender equality. This objective is now so deeply ingrained in the Department's collective consciousness and practices that it is both unthinkable and structurally impossible for further changes to our working environment to be introduced without a gender impact assessment first being undertaken as part of wider ED&I analysis.

The phrasing of job adverts has been thoroughly overhauled. On the advice of colleagues with protected characteristics, it now emphasises measures of departmental collegiality that permit healthy work-life balances and appeals to groups underrepresented in the Department to let them know how they will be supported. Induction processes have been reconstituted, with probation expectations set according to these same norms. Regular demystifying promotions events are held, laying out various routes to meeting the University's promotions criteria and inviting female colleagues to talk through their recent successes for the benefit of future applicants. Since the new Warwick Academic Returners Fellowship was introduced in 2015, departmental support has been provided to all eight eligible colleagues to take full advantage of the scheme [REF5a-3.4]. Anyone returning from a period of statutory maternity leave is now provided with an equivalent amount of time to focus on reactivating their research agendas before they have to resume a full departmental workload. PAIS research funds go beyond the University Conference Care Support Fund in meeting caring needs to facilitate colleagues' fieldwork as well as to help them deliver papers. Feedback through various listening and learning mechanisms has shown that female colleagues now feel better supported to have thriving research careers. The fact that their output pool contribution has exceeded proportionality and many are moving quickly through the career stages offers proof to back such positive impressions.

(2.5) PhD PROGRAMME

The PAIS PGR programme continues to prosper across all specialist subfields within the Department. All enrolments have been for PhDs rather than professional doctorates, and numbers have risen across all clusters despite recent funder retrenchment. In the pre-austerity decade to 2009/2010 we had an average starting cohort of 10.8, in the decade of depressed external funding to 2019/2020 nearly double that of 20.5. We have significantly surpassed our previous record of securing PhD studentships from 50 different sources in one cycle, with a new best of 68. As befits our status as an avowedly international Department, this includes studentships funded by the Governments of Algeria, Belgium, Canada, Chile, China, Colombia, Denmark, Finland, Indonesia, Japan, Kazakhstan, Kurdistan, Mexico, Qatar, Saudi Arabia, Singapore, South Korea, Switzerland, Taiwan and Turkey, as well as various Commonwealth and EU schemes. Warwick recorded its highest score in the QS2020 World University Rankings for international students (99.2/100), and three-quarters of PAIS PhD students over the past twenty years have come from

outside the UK. Our programme has become ever more international, over the last three RAE/REF cycles recruiting students from 23, 39 and 45 countries. This mirrors the cosmopolitan nature of our staff profile, with over half of colleagues having received training overseas.

The same ED&I standards apply for PGR as for staff recruitment, but more discerning practices for identifying suitable candidates and more demanding in-programme progression criteria have generated a virtuous circle of simultaneously enrolling more students and enhancing our within-four-year completion rate. Our objective for the future is to keep that latter figure at the 95% level it has maintained since an internal programme review in 2017, which is roughly twenty percentage points higher than at the start of the reporting period. Additional skills training has been introduced as one means of boosting this figure. Where previously such training was undertaken solely on an opt-in basis – our students can still sign up for an unlimited number of events delivered by the Department, the ESRC Doctoral Training Partnership, the University and external providers [REF5a-3.9.2/3.8/3.10] – now we have supplemented this approach by also tying completion of our own mandatory research training to end-of-year progression criteria. Every PAIS PhD student receives in-house the necessary level of generic skills training commensurable with successful completion of every intermediate year of study, and the Department provides financial support should students need to go beyond Warwick to satisfy their specialist skills needs. Additionally, our PGRs are helped to create their own networks and organise their own seminar series – some, like the Warwick Critical Finance Group and the Warwick Political Geography Group, have now achieved international prominence – and we continue to run our popular advice series providing students with insights into the academic careers to which so many aspire.

PhD students coming to PAIS consequently know that, whatever their specialist field of study, they will receive strong supervisory, pastoral and programmatic support, helping them to fulfil their potential and realise their ambitions. The number of PAIS-supervised PGRs moving into an academic post has increased from 66 in the last cycle to 103 in this. Well over half, 57/103, have gained permanent posts (equivalent to 37.75% and 68.21% of the relevant starting cohorts). One (Zeng) has moved through the professional ranks in one REF cycle all the way from PhD student to a full professorship. Internationalism and interdisciplinarity abound in these student destinations. Our PGRs have secured permanent lecturing posts in 26 different countries since 2014, plus multiple-year postdocs in a further seven. Their academic labour market successes have taken them into Departments in the following 17 subject fields as well as our own: Business Studies; Communication and Culture; Computer Science; Development Studies; Economics; Environmental Science; European Studies; Geography; Global Sustainable Development; Law; Manufacturing Science; Middle Eastern Studies; Organisational Management; Philosophy; Social and Behavioural Sciences; Sociology; and Theology. A further 23 have won Early Career Fellowships at Warwick's Institute of Advanced Study specifically to receive additional interdisciplinary training on completion of their PhDs [REF5a-2.9.2].

We have developed strategies designed to correct the leaky pipeline that sees proportionately fewer women move from MA to PhD study across our subject field as a whole. Over the last decade, our enrolments were in the ratio of 57 men to 43 women. Room for improvement remains, but this is better than the 60:40 ratio cited in Pflaeger et al's most recent research as the likely long-term upper limit for our discipline, as well as significantly better than our 70:30 ratio for the previous decade. The change has been driven primarily by internal progression from our own Master's programme, as we institutionalised our Athena Swan action point to communicate earlier and more clearly with female MA students who are performing at a level commensurable with entry into doctoral study. Our new programme features have also helped to stave off leaky-pipeline effects for those exiting doctoral study. Taking Plaeger et al's 60:40 ratio once again as

the benchmark, 41.94% of PAIS-supervised PhD students securing academic employment since 2014 have been women, and 44.23% of those securing permanent posts have been women.

(2.6) SUSTAINABLE CAREERS

We have always made departmentally-approved research support available to Research Fellows and Teaching Fellows on the same basis as to permanent staff. Everyone in such posts is supported with an annual personal allowance and departmental conference and fieldwork support. Claims on these budgets were 52.96% higher for fixed-term staff members than those with permanent contracts, totalling £1,200 per year for every RF/TF. We also provide one-to-one mentoring, advice on every aspect of research activity from grant-getting to publication plans, and help to build research and impact networks and broader research profiles both in our subject field and beyond. This is no small undertaking, as there have been 164 years of RF and 69 years of TF experience in PAIS over the last decade. We have actually provided this support 270 times over for ECFs when adding the interdisciplinary postdoctoral fellows we mentor on behalf of Warwick's Institute of Advanced Study [REF5a-2.9.2]. Consistent with our overall objective to build realisable progression routes between every level from PhD student to professor, our aim is always to assist RFs/TFs in creating sustainable career paths [REF5a-3.1]. Seven-out-of-every-eight fixed-term contract RF/TFs employed during the reporting period remain in academic employment, 33 of whom have moved into permanent posts. One (Cormac) graduated from a TF to a full professorship within 6 years.

3. INCOME, INFRASTRUCTURE AND FACILITIES

(3.1) GRANT CAPTURE PROCESS

We have introduced a new structure for overseeing the pursuit of research income, with the goal of making the grant-getting experience more inclusive than previously. This was an ED&I response designed to assist colleagues with their career planning, recognising how important the receipt of research income can be to academic career progression [REF5b-2.3]. It has meant first identifying and then confronting the barriers that might otherwise hold back individual members of staff when they seek to activate a new research project. We have now established structures that enable all colleagues to experience support closely tailored to their individual circumstances as they target the grant that will help them realise their ambitions. The University's Research and Impact Services is always available to assist with the technical aspects of applications [REF5a-1.7/2.6], and the Department's Research and Impact Committee helps with content. Such internal support continues in the post-award phase. The need to manage more awards than ever before – with an in-cycle peak of 82 live grants open simultaneously – means that these activities are now supported by an existing 0.7FTE and a new 0.5FTE departmental position.

A new PAIS post of Director of Administration for Research was created in 2015 and a new academic role of Director of Research Income in 2019. They work together to identify sources of potential research funding for colleagues from as wide a base of schemes as possible. They then talk jointly with colleagues to discuss funding plans on a case-by-case basis, so that everyone can be matched individually to the most suitable scheme for meeting their immediate career objectives. Those conversations fit into broader departmental dissemination structures to ensure that grant-getting activities are fully aligned with our objectives for increasing the proportion of PAIS research available in open access format [REF5a-2.5/2.10] and for ensuring that the highest standards of research integrity are met [REF5a-2.5/2.11].

The Director of Administration for Research and the Director of Research Income are also the first point of contact for colleagues who have grant applications in train, using the collective expertise of Research and Impact Committee to organise internal peer review as grant applications move beyond the first-draft stage. The type of support provided reflects what the applicant has highlighted as the particular hurdles they need to overcome. It therefore manifests our commitment to embedding the techniques of reverse mentoring as a departmental norm: the initiative is always taken by the person concerned to request the specific type of support that will best help their career planning. This provides both greater flexibility and greater inclusivity when seeking to nurture colleagues' application skills.

(3.2) SUPPORTING RESEARCH EXCELLENCE

Our desire to enhance grant-getting support is driven by how important research income has become to research outcomes for so many colleagues [REF5b-1.1]. It is obviously still possible to use purely desk-based research to produce publications that leave a lasting mark on disciplinary-level debates, and our output pool would be much diminished if we assumed anything else. This is evidence of our continued commitment to research pluralism, with Swift's desk-based studies *Family Values* and *Educational Goods* sitting in the same output pool as Pratt's ethnographic study of female political activists in Egypt, Jordan and Lebanon, *Embodying Geopolitics*; Atikcan's mixed-methods study of public opinion towards European integration, *Framing the European Union*; and Moran's archival study of the CIA's treatment of secrecy and censorship, *Company Confessions*. The latter are representative of research which could only possibly have been conducted on the back of successful grant-capture activities. Ever more of our research as a Department is of this nature (one-third of our output pool at RAE2008, two-fifths at REF2014, but now three-quarters).

Research income in our subject field buys two all-important commodities: additional time to reflect on what is required to deliver the next major publication and the space to be away from the office to undertake the preparatory research, fieldwork and data collection to make that publication possible. Our commitment to an overall strategy of research internationalisation makes it particularly important that we engage as extensively as possible with grant-getting activities so that colleagues can be wherever in the world is necessary to activate their research plans successfully. During the reporting period, grant capture has facilitated fieldwork in 54 countries across the following eight regions. *Middle East and North Africa*: Egypt, Jordan, Lebanon, Malta, Morocco, Qatar, Saudi Arabia, Tunisia, United Arab Emirates; *Sub-Saharan Africa*: Côte d'Ivoire, Ghana, Kenya, Mozambique, South Africa, South Sudan, Uganda, Zambia; *Central America and the Caribbean*: El Salvador, Mexico, Panama, Trinidad and Tobago; *North America*: Canada, United States; *South America*: Argentina, Brazil, Chile, Colombia, Guyana; *Asia*: China, Hong Kong, India, Indonesia, Japan, Kyrgyzstan, Malaysia, Singapore; *Central and Eastern Europe*: Armenia, Bulgaria, Czech Republic, Hungary, Kosovo, Turkey; *Western Europe*: Belgium, Finland, France, Germany, Greece, Ireland, Italy, Netherlands, Norway, Spain, Sweden, Switzerland. In each case the fieldwork has been accompanied by public engagement activities with policy-makers and/or civil society groups attempting to enact greater scrutiny of the effects of policy. Thus we see how colleagues are using grant successes to enhance their outputs and outreach profiles simultaneously.

All of our impact case studies are built upon multiple instances of research income capture, through which colleagues leveraged connections developed during the ensuing fieldwork into an expanded network of impact partners [REF5b-1.6]. Unusually for our subject field, two are written

specifically from the perspective of the global South – those led by Lynch and Squire – following sustained periods when the respective researchers and their teams were embedded locally [REF5a-2.1]. While not being constructed explicitly in the same way, our other impact case studies – those led by Aldrich/Moran, Breslin and King – are nonetheless equally sensitive to the need to emphasise to western policy-makers that their stakeholders extend far beyond their own country. When policy-makers seem reluctant to heed such calls, impact can still be secured through creating accountability mechanisms that bring to the public's attention the prevailing global pattern of inclusion/exclusion. Atikcan, Bove, Caney, Coaffee, Elias, Hassan, Heath-Kelly, Hyams, Jones, Kibris, Koinova, Long, Murr, Page, Pratt, Rai, Rethel, Richardson, Siles-Brügge, Sorell, Stierl, Vaughan-Williams and Welland have also all undertaken impact work since 2014 which exhibits the same desire to ensure that national and international policy-making processes ultimately reflect local voices. This demonstrates our commitment to using grant-getting to explore the outer limits of impact internationalisation.

Such goals are now fully incorporated into our strategy for supporting impact on an individual basis [REF5b-1.4]. Impact cloud events are organised specifically to facilitate discussions of how colleagues might connect themselves within local and national networks that operate in the sphere of international policy-making. Until the coronavirus crisis led to temporary cuts to departmental research budgets, all academic colleagues received an annual £250 allowance to help them identify and begin working within the networks that provide the most sustainable assistance to their future impact plans. This was on top of annual allowances of £500 and £1,500 for general research purposes and conference attendance, with this additional money also able to be redirected towards impact activities on the agreement of Research and Impact Committee. Mentoring meetings and Personal Development Reviews are used on an ongoing basis to monitor progress towards colleagues successfully upskilling their impact practices.

(3.3) RESEARCH INCOME CAPTURE

At RAE2001 we were able to report overall research income spend of £1¼ million over the duration of the cycle, at RAE2008 £3 million, and at REF2014 £6 million. Our total research income spend for the last seven years was £11,803,000. This is a factor increase of 2 on REF2014, 4 on RAE2008 and 7 on RAE2001, as against a respective factor increase on FTE of 1.3, 1.8 and 2. It equates to a 20-year increase in monthly research income spend from £29,307 to £140,512, which even when controlling for the Department doubling in size over that period is still a factor increase of 2.34 per FTE. Setting these numbers within the comparative frame of historical HESA benchmarking data, we have outperformed the average research income spend per FTE for other Russell Group Politics Departments by 19.23% (£37,200/FTE/year: £31,200/FTE/year). We are also 3.42% above the mean of the other four Departments alongside us in the Political Studies Association's 'REF2014 Big Five' (£37,200/FTE/year: £35,970/FTE/year).

However, even more important than the fact that we can report a doubling of our research income for the second REF cycle running is *how* we have achieved that outcome. We were aware that a small number of big wins were previously driving the headline figures and we committed ourselves at REF2014 to achieving a better balance in our research income capture across different career stages and different funders. Our new internal systems of support have now helped many more colleagues meet their research aspirations through successful grant-getting activities. We will strive to maintain the greater sustainability that has been brought to our income streams as grant-getting has been distributed more widely.

At RAE2008, we reported that professors had been responsible for 95.67% of our aggregate research income capture. At REF2014, this figure was down to 68.69%, reflecting in part our ability to use the external labour market during a phase of marked expansion to 'buy in' a proportion of the non-professorial research income. Now it is down again to 43.00%, and with bought-in research income falling by three-fifths all but a tiny fraction of non-professorial research income is now generated through purely internal means. Compared with the previous two reporting periods, this represents 39 and 57 percentage-point increases in the share of our internally-generated research income capture going to non-professorial colleagues. As seniority differences have historically been gendered, we have also seen marked increases in the amount of research income being awarded to PAIS women as non-professorial staff have come more to the fore in our grant-getting successes. Our increasingly inclusive, proactive and individualised support for grant applications has clearly paid dividends in this regard. Over the past three cycles female colleagues have secured £77,752.46, £105,103.94, and now £231,753.80 of research income per FTE. This has been a contributing factor to their recent success in securing internal promotions and being represented more than proportionately within our output pool.

A further source of imbalance has also been tackled. Historically, our successful grant-getting displayed a top-heavy reliance first on the Economic and Social Research Council and then on the ESRC and the European Research Council combined. Our attempt to mitigate such dependence was already under way before the twin effects of austerity and Brexit made it more necessary, with the Director of Administration for Research and the Director of Research Income now significantly enhancing departmental awareness of a broader array of available funding schemes. Over the last two reporting periods our diversification has become 1.73 and 2.58 times more pronounced than its RAE2008 baseline, as we have reduced our reliance on our top-two funders from 82.93% of our total research income capture in 2008 to 74.57% in 2014 and to 56.03% now. Since 2014, colleagues have worked on projects supported by 45 additional bodies: other UK, overseas and international public funding agencies; the public sector both within and beyond Britain; and charitable trusts and private foundations from around the world.

(3.4) CAREER ENHANCEMENT THROUGH GRANT-GETTING

We have always encouraged all colleagues to apply for personal fellowships, even when they require subsidisation out of PAIS funds. At an early stage of the current reporting period we reached a position where we had achieved a 'fellowship full house' of simultaneously having both Early Career Fellows and Mid-Career Fellows or above for each of the three major national funders of the ESRC, British Academy and Leverhulme Trust. Some of these schemes have been discontinued, which means that the composition of such a full house is no longer directly comparable. It also means that Watson remains the only person in our subject field to have held an ESRC Professorial Fellowship during this reporting period. We have also been the only Department in any discipline in REF Main Panel C ever to have held four Leverhulme Major Research Fellowships concurrently (Aldrich, Breslin, Clift and Seward, with Elden and Mason also previous recipients and King's starting in 2021). Sorell has held an ESRC Global Uncertainties Leadership Fellowship, Vaughan-Williams a Philip Leverhulme Prize Fellowship, Pratt a British Academy Mid-Career Fellowship, Fagan, Holmes, Rethel and Squire Leverhulme Research Fellowships, and Parr an ERC Marie Curie Individual Fellowship. Competitively-awarded named personal fellowships have been held by Rethel and Parr at Princeton University, Mason at the European University Institute, Rai at Jawaharlal Nehru and Delhi Universities, and Koinova at the Universities of Notre Dame and Duisburg-Essen. For the first time we have had a colleague embedded in the House of Commons Committee structure, as Siles-Brügge won a Parliamentary Office of Science and Technology Fellowship with the International Trade Committee. Also as a

new departure, two of our most recent graduating PhD students (Akhter and Rumsby) have won ESRC Impact Acceleration Account Postdoctoral Innovation Fellowships, enabling them to focus time in the immediate post-PhD phase specifically on impact activities.

We have always allocated time and resources to training the next generation of scholars for the profession. It is here that we have really raised the benchmark for our future performance. We have set a clear departmental record for any equivalent period by hosting 22 highly prestigious early career awards during the reporting period, with five Future Research Leaders Fellowships and two Postdoctoral Fellowships from the ESRC (Gruin, Hassan, Heath-Kelly, Homolar, Kuzemko and Beardsworth, Bouteffeu-Moraitis), three Postdoctoral Fellowships and one Newton Fellowship from the British Academy (Bove, di Salvatore, Moran and Saberi-Zafarghandi), and eleven Early Career Fellowships from the Leverhulme Trust (Clarke, Copley, Heath-Kelly, Heyward, Kranke, Löffmann, McDaniel, Moreno Zacarés, Nunes, Stierl, Welland). The European Research Council Starting Grants won by Heath-Kelly, Kibris and Koinova have all brought additional Research Fellows into the Department, as have numerous FP7, H2020, ESRC, GCRF, AHRC, EPSRC, Innovate UK and UKRI grants won for the Interdisciplinary Ethics Research Group by Hyams and Sorell and for the Warwick Institute for the Science of Cities by Coaffee, as well as Mason's and Hyams's Leverhulme Research Project grants, Squire and Vaughan-Williams's ESRC Urgency grant and Clayton, Mason and Swift's Spencer Foundation grant. Colleagues' grant successes have delivered to PAIS 82 of the 141 overall years of postdoctoral research during the current REF cycle, divided between 40 different people and funding on average approximately 12 of the 20 RFs on our staff lists each year. These are also all clear departmental records. We ensure that these colleagues' experience of life in PAIS is monitored very closely in relation to our overlapping Athena Swan and Researcher Development Concordat commitments [REF5b-2.1]. 'Open space' conversations are encouraged so that fixed-term contract researchers can give voice to ways in which the Department might further assist them in enhancing their research identity through changing behaviours that impact most directly on them. ED&I Committee focus groups for fixed-term colleagues provide a further channel for the Department to listen, learn and improve.

Going beyond Concordat best practice, we now track not only the destinations of RFs employed on externally-funded research projects, but also the destinations of TFs employed as temporary replacements when colleagues are bought out by grant successes. Surveys of the profession have suggested both a general tendency for people to get 'stuck' on this type of teaching-cover contract and a particular tendency for such pooling to disproportionately affect the progress of women into permanent posts. 17 TFs who were recruited within the reporting period following a colleague's successful grant capture have moved into permanent posts, with a further seven securing subsequent multi-year research fellowships. That is everyone who came to the Department via this route since 2014 and whose original contract has now ended. 52.94% of those securing permanent posts are women [REF5b-2.4].

4. COLLABORATION AND CONTRIBUTION TO THE RESEARCH BASE, ECONOMY AND SOCIETY

(4.1) COLLABORATIVE NETWORKS

We committed seven years ago to ensuring that our structured research collaborations became both broader and deeper. That commitment can be renewed, as we look forward to exploring what it would take to snowball our and our partners' existing networks into a genuinely global complex of global affairs institutes. We have already enhanced our involvement in the Monash-

Warwick Alliance established in 2012 as the centrepiece of the University's research internationalisation activities [REF5a-2.12.1]. Since then, we have exploited the mobility options it provides for both staff and PhD students, and held nine projects with Monash partners which have shaped seven pieces in our output pool. Recognising how engaged we were with the Monash-Warwick Alliance, the University has entrusted us over the last four years to develop on its behalf a similarly expansive institution-wide relationship with the Vrije Universiteit Brussel [REF5a-2.12]. The Brussels School of Governance was formally launched in February 2021, replicating our tried-and-tested method of signing dual-focus agreements to meet research and teaching strategic priorities simultaneously, as well as creating clear routes into PhD study. We now have an increasingly extensive structure of such agreements: Monash; VUB; Balsillie School of International Affairs, Waterloo, Canada; Universitat Pompeu Fabra, Barcelona; American University, Washington, DC; Nanyang Technological University, Singapore; Universität Konstanz, Germany. These connections have also allowed us, since April 2020, to co-organise the six-institution-four-continent interactive webinar series on the world during and after Covid-19, 'Global Insights'.

We are very well placed to assist the University in its Brexit-mitigation ambitions to sign more memoranda of understanding with higher education institutions within the European Union. We now enjoy formal relationships with 69 European universities amongst 177 partner organisations across 46 countries following successful ERC funding bids for our FP6 GARNET, FP7 DESURBS, EU-GRASP, EUSPRING, GR: EEN, HARMONISE, HECTOS, IDIRA, MAXCAP, SIIP, SOURCE, SURVEILLE and TRANSWORLD, and H2020 EL-CSID, MEDIA4SEC, PERICLES, PLOTINA, PRISMA and RESILENS projects. This is in addition to the three ERC Starting Grants and the Erasmus Mundus Joint Doctoral programme housed in the Department, and the Erasmus+ Jean Monnet Networks in Transatlantic Trade Politics and European Cyberdiplomacy that will shortly commence. One of the core group of such partners is the Université Libre de Bruxelles. Our role in supporting the creation of the Brussels School of Governance with the VUB thus allows us to work in closer collaboration with both of the major higher education institutions in Brussels.

We will also be able to take further advantage of the University's involvement in EUTOPIA [REF5a-2.12.1]. This is an initiative with Warwick and the VUB at its heart, also involving Göteborgs Universitet, l'Université Paris-Seine, Universitat Pompeu Fabra, Barcelona and the Univerza v Ljubljani. In 2019 EUTOPIA was awarded Erasmus+ accreditation under the European Universities programme through a €5 million grant, allowing Warwick to become one of only three UK universities fully incorporated into this EU initiative for a new model of international research and education in Europe. Coupled with the ongoing applications to renew our Erasmus Mundus Joint Doctoral Programme in what will now be its third and fourth iterations as TRAJECTS and GEM-DIAMOND, this will become particularly important to sustaining our enduring involvement in joint doctoral supervisions across the European Union post-Brexit.

Since the creation almost two decades ago of the PAIS-led, FP6-funded, 42-institution, 21-country GARNET network, our broader research links have always been developed in the context of commitments to enhanced cross-border PhD training. At the end of GARNET's life its PhD School formed the basis of the successful GEM School bid ('Globalisation, the European Union and Multilateralism') for full Erasmus Mundus Joint Doctoral Programme status. We were one of only two UK departments to receive EMJD status in the first tranche of these highly prestigious awards in 2009, and at the conclusion of its ten-year life we were still one of only two UK social science departments and the only one in Politics and International Studies to have been recognised in this way. The consortium has grown into a nine-country, ten-institution, five-discipline PhD programme spanning pretty much the length and breadth of Europe with institutions from China (Fudan), Japan

(Waseda), Mexico (ITAM) and the US (Boston) as associate members. Its initial offshoot, GEM-STONES, has seen PAIS supervisors collaborate with l'Université de Genève, Copenhagen Business School and l'Université Laval in Québec City, as well as for the first time with non-academic partners offering student internships (McKinsey and the German Marshall Fund, both in Brussels). Its planned further iterations will extend even more both the geographical and the interdisciplinary reach of our consortium. TRAJECTS will focus on security issues, especially those in the cyber sphere, introducing interdisciplinary collaborations across the STEM subjects for the first time; GEM-DIAMOND will focus on new forms of political dissensus within the EU and associated concerns about the sanctity of the rule of law, embedding new interdisciplinary collaborations with lawyers.

We also have a commitment to ensuring that our research collaborations facilitate enhanced public engagement and impact activities. Our position as a strategic partner of the VUB, allied with our ability to work within the €5m EUTOPIA agreement, anchors us more firmly than ever before within the heart of the international policy-making community in Brussels. This will be indispensable for maintaining our EU-focused impact networks when the sustainability of this element of our impact internationalisation strategy might otherwise be threatened by Brexit. Four of our submitted impact case studies at REF2014 and REF2021 – those led by Breslin, Grant, Squire and Youngs – have been built at least in part around contact with policy-makers, think tanks and civil society organisations in Brussels. Our participation in the Brussels School of Governance also allows us for the first time to branch out into delivering executive education programmes at taught Master's and PhD levels. The target audience will be professionals working in government, international institutions and transnational civil society organisations within the city, further expanding the influence of our research within policy-making networks located there.

(4.2) SCHOOLS OUTREACH PROGRAMMES

We have overhauled our schools outreach programmes since 2014 to deepen our relationship with partner schools through repeat visits and repeat engagements with the same students. We have also thought more strategically about how to place colleagues' ongoing research projects at the core of these activities. We have set aside considerable sums of money from live externally-funded research projects to take participating schools to landmark venues across the country as the culmination of this engagement. Taking those in London as just one example, Elden's research has provided the means to run Shakespeare Awards days at the House of Commons; Heath-Kelly, Rai and Watson's to run Colonial Hangover and Politics of Memorialisation days at the British Museum, the Shard, Chatham House and Portcullis House; and Clayton, Mason and Swift's to run Rethinking Faith days at Westminster Abbey. We also work closely with the University on ThinkHigher, the Sutton Trust Summer School and Sutton Scholars initiatives, and but for the pandemic we would already have run the Political Studies Association's first ever Summer School for sixth-formers.

Our reputation is now such for centring schools outreach programmes on departmental research that we have been increasingly approached as potential partners by other organisations with ED&I and outreach targets of their own. During the reporting period, we have worked in this way with organisations at every level from the local to the international: the British Film Institute; Coventry's Belgrade Theatre and Herbert Art Gallery and Museum; Coventry City of Culture 2021; International Slavery Museum; KPMG; Leamington History Group; Lloyds Banking Group; Lloyd's of London; New York Historical Society; Royal Academy of Dramatic Art; Royal Institute of International Affairs; UNESCO Associated Schools Network; and United Nations Remembering Slavery Programme. Covid-19 closures of public meeting spaces saw us begin to innovate with

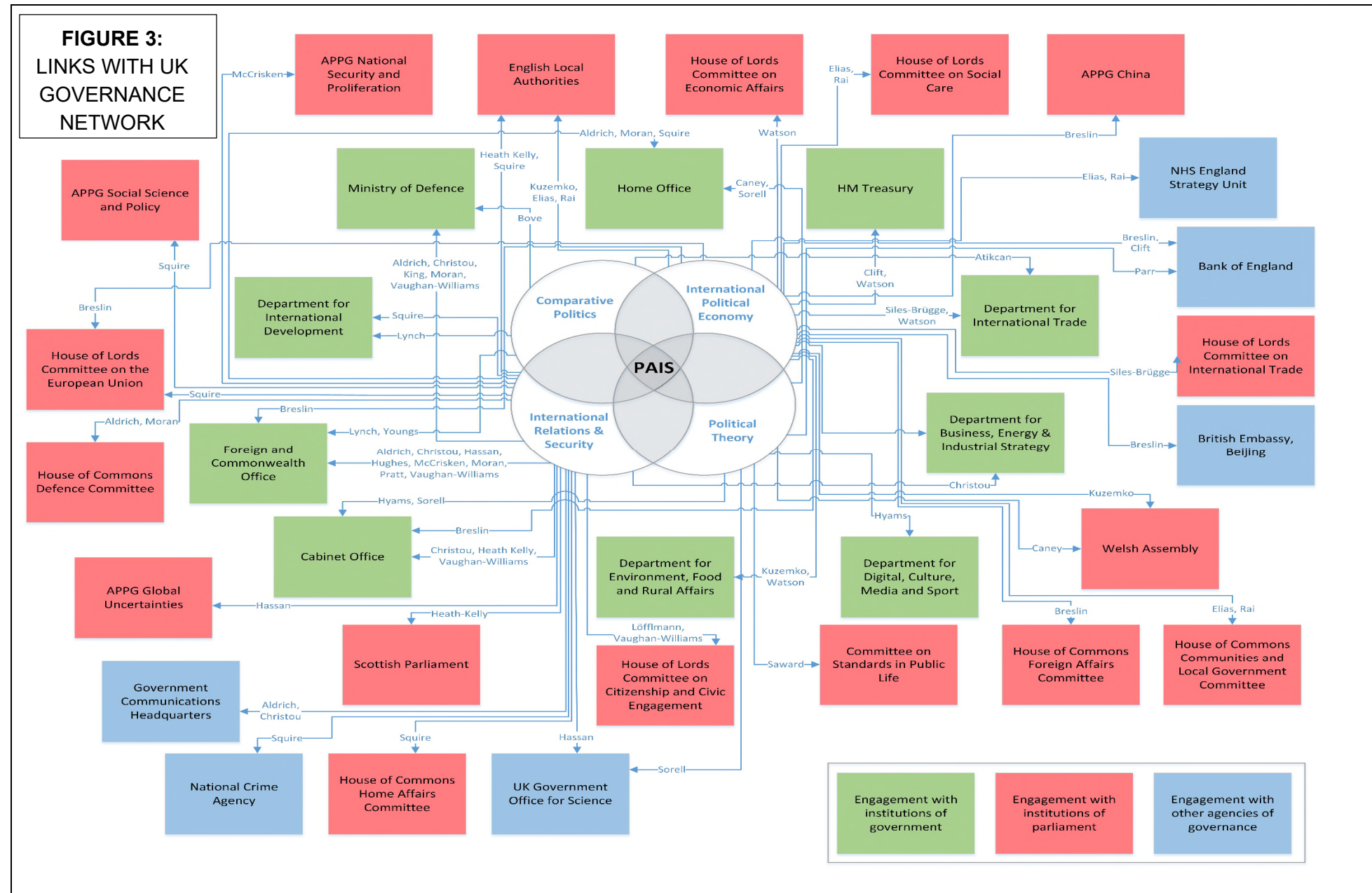
new forms of online outreach activities. Recent political developments provide significant incentives to further embed such work. In the wake of Black Lives Matter protests our schools-focused Colonial Hangover project has gained a very large social media following from academics, journalists, museum curators, artists, teachers, pressure groups, NGOs and heritage organisations. In 2021, the UN will be showcasing our work on how to teach potentially politically polarising issues in schools as an example of international best practice.

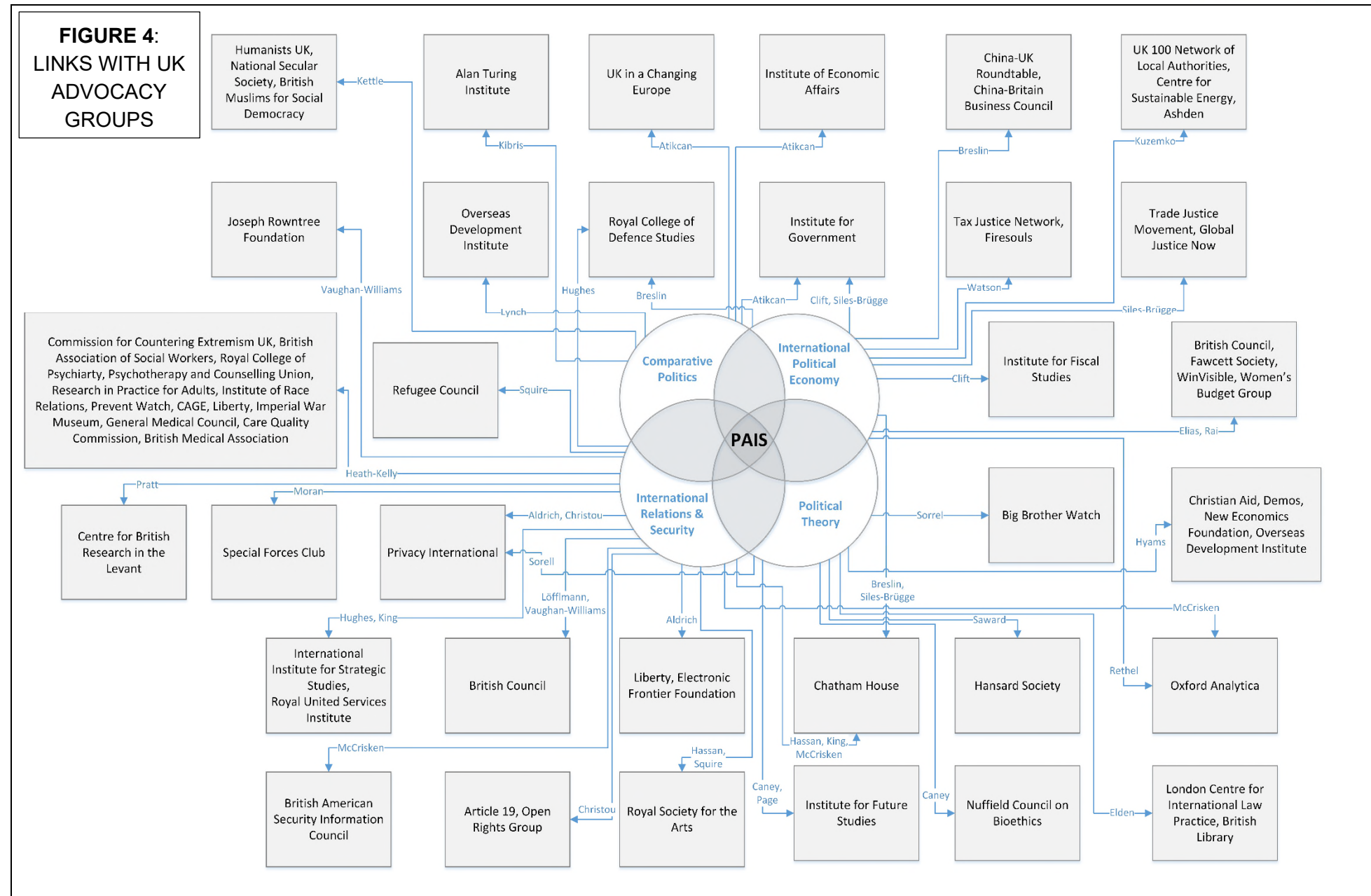
(4.3) EXPANSIVE IMPACT NETWORKS

True to our reporting-period objectives, we have moved to a position where impact is no longer a minority activity within the Department. We are committed to the idea that everyone can do impact, and that it is not restricted to those whose style of work allows them to promote particular solutions in public policy debates [REF5a-2.1]. Such activities are clearly very important, and all our case studies benefit from PAIS researchers operating within closed practitioner communities where policies are designed. In recent years, however, we have also been eager to orient departmental impact towards the broadest possible conception of policy change. The scope of relevant impact partners has similarly widened, as we seek both to influence policy-makers to remake individual policies and to help civil society actors change the underlying orientation of the policy-making process in general. This reflects an aspiration not only to allow lives to be led differently but also to show how they might be made better by thinking beyond the status quo.

For instance, since 2014, members of all four PAIS research clusters have been supported out of departmental research funds to interact with and influence policy-makers across multiple elements of the UK network of governance, as shown in the first of the diagrams below, Figure 3. This has included government (in green), parliament (in red) and associated agencies (in blue). Such coverage is overlaid with connections nurtured with UK-based think tanks, interest groups, advocacy bodies and non-governmental organisations (as shown in grey in the second diagram, Figure 4).

The diagrams capture the myriad channels PAIS researchers have used to influence thinking at every stage of the UK policy-making process. Considerable effort has been expended engaging those with responsibilities for agreeing and implementing policy within Westminster, Whitehall and their devolved equivalents, as well as groups representing civil society and professional bodies who scrutinise the way in which policy lands on the public. All of our submitted impact case studies have this hybrid identity. Consistent with the Department's overall objectives for impact, they demonstrate important work that has taken place alongside policy-makers, but the activities on which they are based also enhance the capacity for others from beyond immediate policy-making circles to contest the prevailing social, economic and political settlements. This means providing the public with greater understanding of governance processes in an attempt to foster bridgeheads against the dynamics of a post-truth world. It is therefore essential to keep open the diverse lines of communication which are captured in the following two diagrams and which encapsulate the full range of our UK impact partners.





As is perhaps to be expected of a Department where so much of the research is international in nature, a good proportion of our UK-based impact work is within those elements of the governance structure that link Britain to the rest of the world. This is complemented by substantial engagements with policy-makers and NGOs beyond the UK. Since 2014, colleagues' research findings have fed into discussions of whether to reset existing policy in the following countries: Argentina, Armenia, Australia, Belgium, Brazil, Bulgaria, Canada, Chile, China, Colombia, Côte d'Ivoire, Cyprus, Denmark, Egypt, El Salvador, Ethiopia, Estonia, Finland, France, Germany, Ghana, Guyana, Hungary, India, Indonesia, Ireland, Israel, Italy, Japan, Jordan, Kenya, Lebanon, Luxembourg, Malaysia, Malta, Mexico, Morocco, Mozambique, Netherlands, Nigeria, Norway, Panama, Papua New Guinea, Philippines, Qatar, Romania, Russia, Saudi Arabia, Singapore, Slovakia, Solomon Islands, South Africa, South Sudan, Spain, Sweden, Switzerland, Trinidad and Tobago, Tunisia, Turkey, Uganda, United Arab Emirates, United States, Vanuatu, West Papua, Zambia and Zimbabwe. This represents the insertion of PAIS research findings into some stage of the policy-making process in countries accounting for three-in-four of the entire world population.

In addition, colleagues have also collaborated with the following international institutions and their satellite agencies: EU Emergency Trust Fund for Africa; European Citizens Initiative; European Commission; European Council on Refugees and Exiles; EU Cybercrime Centre; European External Action Service; European Migrant Network; European Parliament; European Policy Centre; European Public Health Alliance; European Social Observatory; Europol; Frontex; International Centre for Migration Policy Development; International Committee of the Red Cross; International Labour Organization; International Monetary Fund; International Organization for Migration; Interpol; Médecins Sans Frontières; Mediterranean Hope; North Atlantic Treaty Organization; Organisation for Economic Cooperation and Development; Organization for Security and Cooperation in Europe; Pacific Alliance; Save the Children; United Nations Committee on Enforced Disappearance; UN Development Programme; UN Educational, Scientific and Cultural Organization; UN Environment Programme; UN Intergovernmental Panel on Climate Change; UN Office of the High Commissioner for Human Rights; UN Office of the High Commissioner for Refugees; UN Special Rapporteur on Truth, Justice, Reparation and Guarantees of Non-Recurrence; UN Special Rapporteur on the Human Rights of Internally Displaced Persons; and World Bank.

(4.4) DISCIPLINARY GOOD CITIZENS

Warwick colleagues continue to engage in numerous activities which add significant value to the research base in Politics and International Studies. Perhaps most obviously, we are extremely active within academic debates, using the publication process to consistently push their boundaries. Within the reporting period, we have: (i) written a total of 59 books, 528 journal articles and 290 book chapters; (ii) edited 57 journal special issues and 46 books; and (iii) had 17 journal special issues and 36 conference panels or workshops organised around our work. In recognition of the quality of this research, we have: (iv) worked on projects supported by 171 externally-funded and 74 Warwick-funded research grants, plus 24 impact grants; (v) held 61 visiting positions at universities in 27 countries; (vi) received 10 article, 8 book and 2 impact prizes; and (vii) been invited to deliver 264 keynote/plenary addresses at conferences/workshops/symposiums and a further 344 general departmental seminars.

Warwick colleagues continue to invest considerable time in helping to produce the public goods on which researchers across the sector rely. Over the course of the reporting period, we have:

(viii) taken on 44 editorial positions for peer-reviewed academic journals, plus a further 45 as editorial or advisory board member; (ix) served as editors of 20 book series; (x) been appointed to 226 PhD external examiner positions; (xi) had our opinions sought on 27 appointment and 126 promotion/tenure cases at universities across 25 different countries; (xii) been elected to 38 committee memberships for professional associations or their related specialist groups; (xiii) held 33 positions on Research Council Assessors Colleges or their UK equivalents; and (xiv) accepted 28 complementary positions on behalf of equivalent bodies in 16 other countries. Sorell was appointed to the Scientific Committee of Nordforsk; Elden to the Geography Section Executive Committee of the British Academy; and Caney to the Philip Leverhulme Prize Committee for Politics. Broome has been a member of ISA Governing Council; Heath-Kelly, Squire and Welland Trustees of the BISA Executive Committee; Stone a founding board member of the International Public Policy Association; Kibris the executive director of the Network of European Peace Scientists; Lynch a council member of the African Studies Association of the UK and of the British Institute in Eastern Africa; Pratt a board member of the British Society for Middle East Studies. All were elected.

The ever greater mark that PAIS colleagues are leaving on the profession – through their research findings, research leadership, nurturing of future scholars, public engagement, outreach and impact – is evidence of a Department exhibiting an accelerated upward trajectory. We are taking advantage of an explicitly inclusive research environment founded on the principles and practices of workplace equality. It has been purposefully designed to enable us to meet individual, shared and collective objectives and to ensure that the Department has become the best-ever version of itself through letting everyone flourish simultaneously.