

**Institution: LEEDS METROPOLITAN UNIVERSITY**

**Unit of Assessment: UNIT 19: BUSINESS AND MANAGEMENT**

**a. Overview**

The achievement of impact on public policy and on practice in the public, private and third sectors for public benefit has always been the key driver of research in Leeds Business School (LBS) and we have a strong track record over the past two decades of undertaking high quality applied research with impact in close collaboration with users. We have continued to build on this area of strength in the context of a new University Strategic Plan developed in 2009 by a new Vice Chancellor that have emphasised the role of the University in the social, economic and cultural development of the region and beyond, and have aimed to strengthen the influence of research as a catalyst for such development, consistent with the recommendations in the recent Witty Report. In this context, the research strategy for LBS has sought to strengthen our capacity to produce high-quality research that has a real impact on policy and practice regionally, nationally and internationally.

Between 2009-11 research was led in the Faculty of Business and Law by a Director of Research (Sanderson), supported by the Faculty Research Committee and senior staff leading PhD (Tench) and DBA (Gold) programmes. In 2012 a new Associate Dean for Strategic Development (Ward) was appointed with responsibility for research. The Faculty Research Strategy produced in 2009 identified a number of strategic research themes as the basis for the development of research in LBS:

- Leadership, Enterprise and Employment
- Retail and Innovation
- Public Relations and Communications
- Corporate and Public Governance
- International Business, Finance and Economics

In the 2008 RAE, research in Public Relations and Communications was submitted as part of Unit 66 (Communications, Media and Cultural Studies) but over the past five years has developed as an integral part LBS and is an important component of this Business and Management submission. The Faculty also incorporates Law but law research is not included in this submission.

With leadership primarily at professor/reader level, the above themes brought research-active staff together across Schools and research units and integrated research students to provide strategic direction to research. Research units have provided a strong basis for the development of research and external income generation with 18 fte research staff in 2009; this is especially the case in three areas – the Policy Research Institute (PRI) and the Human Resource Development and Leadership Unit (HRDL) in Leadership, Enterprise and Employment; the Faraday Centre for Retail Excellence in Retail and Innovation; and the Centre for Public Relations Studies in Public Relations and Communications. In the other two areas, research groups have been growing in strength and new research units are now being developed. Our research units have a strong orientation to applied research achieving impact on policy and practice and have developed strong relationships with business and governmental organisations at regional and national levels and international links for research collaboration. This orientation is reflected in the template and case studies on research impact.

The period since 2009 has been one of considerable change and challenge for Business and management research. In the 2008 RAE, 16.8 members of staff were submitted in Unit 36; 65 per cent of research was rated at international standard; and we were commended for the scale of our external research income generation, reflecting the strength of applied research in our research units. In the aftermath of the financial crisis, we have addressed the increasingly difficult challenge of securing external research income through a restructuring of the research units in the Faculty and we have sustained a strong capability in external income generation. There has been a significant turnover in senior staff since the 2008 RAE; five professors have left the University but this has been balanced to some extent by two new professors (Barnes and Robinson and a number of other recruitments; and a key element of the research strategy has been to encourage

and support lecturing staff (especially young and new recruits) to develop research in order to strengthen future REF submissions, including new professorial appointments.

### **b. Research strategy**

Our 2008 RAE submission for Unit 36 outlined a strategy for the continued development of high quality multi-disciplinary research to contribute to the knowledge base and to influence policy and practice. The primary orientation of research in Business and Management is relevance to policy and practice with the aim of achieving beneficial impact on businesses, government and communities. The strategy emphasised the continued support and development of research units as focal points for the development of multi-disciplinary research; improving support for research-active staff and students; increasing collaboration; continuing to grow and broaden research income generation; and strengthening the role of research students in supporting a culture of high quality research across the Unit.

The period since 2009 has been one of considerable change and challenge for Business and Management research, in the context of major changes in senior leadership at university and faculty levels, with attendant changes in strategy. A key element was the appointment of a Deputy Vice Chancellor for Research and Enterprise who is supported in promoting the strategic development of research in the University by the University Research Office and faculty directors of research. The new University Strategic Plan 2010-15 set the key aim for research and enterprise ‘...to be a catalyst for social and economic progress in and for our region, nationally and internationally...’, and the related Research and Enterprise Strategy instituted a fundamental review and restructuring of research centres across the university and changes in support structures for research income generation and for research-active staff and students.

Business and Management incorporates the majority of research in Leeds Business School (LBS). A Director of Research (Sanderson) was recruited in 2009 and a new Faculty Research Strategy was developed with objectives to strengthen three dimensions of research activity: the capacity for high quality research outputs; the contribution of research to curriculum development and teaching; and the impact of research on policy and practice. A major review of research units in LBS was undertaken in 2009 to respond to the increasingly difficult challenge of securing external research income following the financial crisis, the key criterion being the potential for future sustainability. At that time, the research units comprised some 18 fte posts but the review resulted in the consolidation of two research centres – the Policy Research Institute (PRI) and the European Regional Business and Economic Development Unit (ERBEDU) – while the Centre for Public Relations Studies (CPRS) continued in its existing form. A new research unit was established – the Human Resource Development and Leadership Research Unit (HRDL) – to provide a focus for research on organisational change and HRD. In 2011, with the recruitment of Prof. Barnes from the University of Leeds, the Faraday Centre for Retail Excellence was established to provide the focus for research on consumer experience in the retail and consumer product sector.

A key element of the Faculty Research Strategy was the establishment of a Research Academy to integrate and co-ordinate research planning and activity around the key research themes (see Section A) with the aim of strengthening the research culture and environment and providing a more structured approach to support for research-active staff and students, promoting collaborative working around research units, and achieving better integration of research students. The Research Academy met on a quarterly basis between 2010-12 involving heads of research units and groups, research co-ordinators of Subject Groups and the head of a new cross-Faculty Research and Enterprise Support Unit. In 2012 the Academy was re-formulated as the Research and Enterprise Group. A Research Support Framework was developed to provide time allowances for research-active staff, support for conference attendance, strengthened research mentoring and training in research skills (see Section C). Training and support was also provided for staff to increase capacity for, and quality of, supervision of doctoral students and the number of PhD students increased from 31 in 2007 to 130 at the present time, the majority funded by sponsoring organisations, largely from overseas.

A strong capability for external income generation has been sustained despite a significant decline in the contract research market. In RAE 2008, Unit 36 was commended for the relatively high level of external research income but in the post-2008 economic climate, opportunities for contract

research with government departments have declined significantly. Nevertheless, the PRI has achieved continued success in winning major research contracts, for example with the Department for Work and Pensions and the UK Commission for Employment and Skills. We have also responded by seeking alternative sources of research funding, especially from Europe in accordance with a University strategy which secured external expertise and support. We have had notable success with two significant projects (see Section C below).

Further structural change in 2011/12 resulted in a new school structure across the University. In LBS research units were incorporated into schools in order to strengthen their linkage with research-active teaching staff and with curriculum development and delivery. Each school has a Research Coordinator to promote the development of research and provide support, formulating school research plans. A new Associate Dean (Strategic Developments) (Ward) was appointed in 2012 with responsibility for the future development of research and enterprise and priorities have been identified as follows for the next REF period:

- To strengthen academic leadership as the basis for increasing research-active staff, capacity for research income generation and outputs, and numbers of research students.
- To increase external research income with continued development of capacity to bid successfully for research funding from government departments and agencies, research councils and funding charities, and European sources.
- To increase capacity to produce high quality academic publications based upon applied research and continue to strengthen the impact of such research on policy and practice in public, private and third sectors.
- To continue to increase the numbers of doctoral students, the quality of supervision and continue to strengthen the integration of research students to support the development of research priority areas.
- To develop the expertise and capacity of staff to engage in research and enterprise activity with impact and produce high quality outputs; this will include continuing to increase the number of staff with doctoral qualifications and the number engaged in doctoral student supervision.

LBS is currently seeking to recruit additional professors in order to strengthen research leadership and building capacity around six priority research themes, with research units providing the core research activities and the focus for the development of other research activity :

- Enterprise, Employment and Skills (Policy Research Institute - PRI)
- Retail Innovation (Faraday Centre for Retail Excellence)
- Leadership, Governance and Responsibility (new research centre being developed)
- Economic Transformation (new research centre proposed in collaboration with Zhejiang University of Technology, China)
- Strategic Communications (Centre for Public Relations Studies)
- International Law (Law Research Unit)

The aim is to build critical mass in research around contemporary topics in business and management to achieve excellence and impact by focusing contract research activity, academic research and publication and doctoral research (by both staff and students) around these core themes, with co-ordinated support from our Research and Enterprise Support Unit. A key element will be increased support for staff (especially junior researchers) from an augmented professoriat. Research in law will be developed to achieve alignment with other research themes (especially Governance and Responsibility), with a view to including law in the next REF exercise.

### **c. People, including:**

#### **i. Staffing strategy and staff development**

There is a structured approach to people development planning at university and faculty levels and supporting and promoting research activity is an important element. A key objective is to increase the proportion of research-active staff. It is University policy that academic staff recruited at SL and above should have a doctorate and that newly recruited staff should have restricted teaching loads.

Also, support is provided for existing staff to pursue doctoral research and the proportion of academic staff in the faculty with a doctorate has increased from 20 per cent in 2008 to 23 per cent at present (with a further 13 per cent currently studying for a doctorate). The faculty is planning to recruit eight Graduate Teaching Assistants with a reduced teaching load to allow for study for a doctorate. Under the University's performance management process, all staff have an annual Performance and Development Review and specific objectives are set for research and enterprise activity, and research development is coordinated and supported at school level by School Research Coordinators within the context of Faculty strategy.

In 2010-11 a Research Support Framework was introduced as a key element of the research strategy providing timetable allowances for research active staff, sabbaticals, support for conference attendance, research mentoring and training in research skills ('skills sharing') to supplement a University programme. The University operates a programme of research training workshops which is open to staff and students, and this has been supplemented by FBL since 2009 with sessions tailored to local needs (eg. on bidding, project management, research methods, effective writing and presentations). In Sept 2010, a Faculty Annual Research Conference was introduced as a two-day event, the first day devoted to staff research presentations and development workshops, and the second day comprising a Research Student Symposium, providing the opportunity for doctoral students to present and discuss their research (research students are also invited to the staff day). There have now been three conferences, each attracting around 100 participants and this is now an established and important element in helping to build a more vibrant and inclusive research culture in the Faculty. The Faculty Seminar Programme was also re-launched in 2010-11 comprising presentations by research-active staff and also open to attendance by research students; this has run annually with up to 15 seminars in the programme. During 2013 support for staff has been strengthened by the provision of six-month sabbaticals to undertake research linked to the key themes outlined in section B above.

There has been a significant turnover of professorial staff in Business and Management over the assessment period. Six professors have left the University since 2008 (five of these were submitted in RAE 2008). In 2011 two new professors joined the Faculty: Robinson's transfer from another faculty strengthened our research in the area of corporate social responsibility; and Barnes moved from the University of Leeds to establish the Faraday Centre for Retail Excellence. The faculty is currently seeking to recruit additional professors to strengthen research leadership and capacity. Janie Percy-Smith, an established independent researcher and former professor in FBL, has been a visiting professor over the assessment period, providing guidance, support and supervision for research students and contributing to research training workshops.

The University has an Equality and Diversity Policy that implements a commitment to providing a vibrant, ethical and sustainable working environment that values equality and diversity. The University has committed to support the Concordat and the principles of the Concordat and subsequent Researcher Development Framework have been embedded in the University's staff and research student development programme (see also section Cii below). Research career development for staff is also supported through competitive schemes such as Early Career Research Development, Research Leadership and Research Cluster Development Awards. The University has a Research Ethics Policy and Procedures, overseen by a University Research Ethics Committee and by Faculty Research Ethics Committees comprising staff from component schools who act as Local Research Ethics Co-ordinators. All proposals for research involving human participants must receive ethical approval at 'local' or Faculty level depending on the assessed level of risk. The procedures were reviewed and strengthened in 2012 drawing on the ESRC Framework and the National Research Ethics Service.

## **ii. Research students**

In 2007 the University provided bursaries for 10 full-time PhD students in the area of Business and Management and all these students have now achieved PhDs. The number of PhD students in the Faculty in the area of Business and Management has increased significantly – from 31 at the time of the 2008 RAE submission to 130 at present; of these 84 (including non HESA related students) are full time. Current full-time PhD students are mainly funded by sponsoring organisations, largely from overseas. The Faculty has also developed a strong professional doctorate programme (Doctor of Business Administration - DBA) with a model designed to provide students with strong collective

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learning and support and supervision. This commenced in 2008-09 with 16 students in Taiwan and has subsequently developed with groups in Mauritius and Nigeria as well as UK-based students. In total the programme has recruited 109 students over five years.

Staff in Business and Management have played a major role in the development and improvement of our doctoral programmes. From 2009 the research strategy incorporated development of the DBA, strengthening of supervisory capacity and the introduction of the Annual Research Conference and Student Symposium. Tench was Director of the PhD programme and implemented improvements in supervision and the development of an international PhD programme which is currently operating in Mauritius (with a total of 12 students) and Nigeria (with a total of 27 students). Students receive research training and support on a group basis and have approved individual supervisors based locally as well in FBL. Gold played a major role in the development of the DBA programme which has achieved a ranking of 9<sup>th</sup> in Europe by the European Economic Committee (<http://europestudy.org/index.php/eu-ratings/dba>). Submitted staff are extensively involved in supervision of doctoral students.

All students have full access to all aspects of the infrastructure and full-time students have allocated desk and IT facilities. The Faculty Research and Enterprise Support Unit (RESU) provides support for PhD students, ensuring that they have access to appropriate space, IT facilities, photocopying etc and helps make arrangements for conference attendance; RESU has a dedicated administrator to provide support to research students. All PhD students must undergo an approved research training programme designed to ensure that they have the required skills for undertaking their research and for their future employability. This programme was revised in 2011-12 to accommodate the broader skills required for the successful pursuit of a research career, and to be consistent with the *Joint Statement of the UK Research Councils' Training Requirement for Research Students*. The programme is needs-based, with a Training Needs Analysis to identify areas of training required, the formulation of a training plan, and the development of a portfolio to provide the evidence of training undertaken. The University provides a programme of research training workshops and on-line resources, accessible through the University's ResearchOnline system, and these have been supplemented over the assessment period by workshops and skill-sharing sessions in the Faculty (see Section Ci).

All students have a supervisory team comprising a Director of Studies and at least one other supervisor. The University provides training for doctoral supervision in the form of Research Awards Supervision (RAS) workshops and continuing professional development (CPD) for staff to promote and support effective supervision. Research Awards Supervision CPD workshops for new supervisors take place annually in September. There is also a mentoring process to enable new supervisors to reflect on supervisory practice and identify strategies for effective supervision under the guidance of experienced supervisors. New supervisors are allocated as third members of supervisory teams as the basis for this mentoring process. It has been a priority in the Faculty Research Strategy to strengthen supervision for doctoral students and we have approximately doubled the number of staff qualified to supervise through the above process over the assessment period. Overall completion rates for doctoral students have increased; thus, 83% of the total completions over the REF period were achieved in the second half.

Additional support for research students is provided by the Leeds Met Postgraduate Research Society (PORESO) which is run by students to promote communication and discussion and facilitate collaboration and social interaction, for example through workshops and networking events. Within FBL, a Research Students Forum meets annually and provides the opportunity for students to provide feedback on their experience and to raise and discuss any issues, for example on support facilities. The experience and issues raised are incorporated into the Annual Student Report to the University Research Office and addressed in an action plan.

The Faculty has improved support for new PhD students by funding attendance at up to three conferences per year. Research students also attend the Faculty Research Seminar programme, in which staff present their research (see Ci above). Doctoral students also have the opportunity to present and discuss their research at the Annual Research Student Symposium, first held in September 2010 as part of the Faculty Research Conference; the Symposium has an invited external speaker.

The relatively high proportion of international and distance students presents a challenge in terms of integration into the research culture and environment but considerable efforts have been made

over recent years to improve this through the establishment of Directors for PhD and DBA programmes, the creation of a Research Student Forum which meets annually, the involvement of research students in the Faculty Seminar programme and the development of the Annual Student Symposium. A system of annual review of doctoral provision has been introduced as a basis for learning and improvement, consistent with QAA good practice guidelines and standards.

### **c. Income, infrastructure and facilities**

We have generated some £2.5 million in external research funding over the assessment period. This represents a reduced level of funding compared with RAE 2008 due to the constraints on public sector research budgets following the financial crisis. The majority of this income derived from research contracts with government departments and agencies secured by research units, but significant funding from the EU has also been secured in recent years. As indicated in Section B above, the financial climate was a factor in the re-structuring and downsizing of the research units, but the level of income generated indicates a continued strength in attracting funding to undertake applied policy- and practice-based research and the strong reputation of the research units with key central government departments and agencies (notably DWP and UKCES). Thus, in 2009 and again in 2013 the Policy Research Institute was successful in renewing its membership of the DWP's Research Framework (first secured in 2005) and has undertaken several major research projects, notably an international review of performance management in labour market services, research on the Jobcentre Plus performance management system, and research on the impact of recession on deprived areas. Major research projects for UKCES have investigated employers' role in training and careers guidance, the role of skills in helping people off benefits into sustainable jobs, the future development of the Investors in People (IiP) framework, and the development of the Women and Work Sector Pathway Initiative.

In recent years, a stronger focus has been placed on bidding for research funds from the European Union, resulting in two major collaborative projects to date. The ECOPSI (European Communication Professionals Skills and Innovation) project has involved research with six partners on the communications management skills of practitioners across Europe, while WBLIC (Work-Based Learning as Integrated Curriculum) investigated university-employer partnerships for curriculum development incorporating work-based learning, with partners in five EU countries.

The ability to generate external research income has enabled several experienced researchers (Tench, Gold, Barnes, Devins) to spend significant proportions of their time on research and provided the funding for up to 18 fte posts in research units. The increasing challenge of securing external research funding in a competitive environment lay behind the strengthening of support for bidding and implementation and administration of research projects, with the creation of the Research and Enterprise Support Unit (RESU) following the restructuring of research units in 2009-10. The Unit comprises 4.6 fte staff and provides high quality support for the preparation of bids and tenders, project management, research support and quality control and research administration. RESU also provides dedicated support for PhD students, ensuring that they have access to appropriate space, IT facilities, photocopying etc.

The University has excellent library facilities to support staff and research students, providing on-line access to a wide range of information databases and journals and to JournalTOCs; support from academic librarians, and access to other HE libraries through SCONUL. Our library is open 24 hours a day, seven days a week, 365 days a year. The Leeds Met Repository provides free access to all of the University's research outputs.

Growth of external research income will continue to be an important objective for the Unit. Strengthening of research leadership at professorial level is a key priority and, as indicated in section B, key research themes have been identified as the basis for the development of research excellence and impact. There will be a continuing strong focus on applied research relevant to, and achieving impact on, policy and practice, but a key aim will be to strengthen the capacity to generate high quality academic outputs from such work. The main basis for income generation will be our research units - Policy Research Institute; Faraday Centre for Retail Excellence; Centre for Public Relations Studies; Human Resource Development and Leadership Unit and new centres for Corporate Responsibility and Economic Change. Strengthened leadership, coordination and support from the RESU will provide the basis for growth in external income generation from

business, government and the third sector, from EU Framework projects and the Commission and from the ESRC and research charities.

#### d. Collaboration and contribution to the discipline or research base

The Faraday Centre for Retail Excellence led by Prof. Barnes has a strong focus on working with industry partners across the retail supply chain and has developed academic collaboration including the Universities of Exeter and Portsmouth. The Centre is playing the lead role in the development of a Food and Retail Hub to provide a focus across the University for research and enterprise in this area. As part of this the Carnegie Sports Nutrition Research Association is being established. The Centre has strategic partnerships with Innovation Crew (Bath), Packaging Arena (Karlstad), Oakland Consulting (Leeds) and the Polymer Centre at Sheffield University.

The Policy Research Institute has developed international collaborations through its work on labour market policy issues: the EU-funded project on work-based learning involves collaboration with research institutions in Austria, Germany, Poland, Czech Republic, Spain and Finland. Work for the UK Commission on Employment and Skills has involved collaboration in Denmark and Germany and with the University of Derby.

Prof. Gold coordinated the Northern Leadership Academy until from 2008-2011, a network of northern universities undertaking research on leadership and applications to practice. He also leads the Human Resource Development and Leadership Unit, which has collaborative projects on leadership development and culture change with several companies (including Morrisons, BUPA and Hallmark Cards).

The Corporate Governance and Sustainability International Group (CGSIG), led by Sun, is an international research network initiated by CGSRG in 2009, now has over 1500 member scholars, consultants and managers worldwide. The network aims to promote international collaboration, research collaboration, academic exchange and information sharing. Sun has led international research projects on corporate governance with collaborators worldwide, including Lorsch at Harvard, Perez at Montpellier and leading academics at Tilburg, Sydney and Vlerick Ghent-Leuven amongst others. Sun also edits the Emerald book series Critical Studies on Corporate Responsibility, Governance and Sustainability, with four volumes published to date and eight more planned.

Prof. Tench's research in strategic communications has a strong international profile. He plays a leading role in the European Communications Monitor (ECM), an annual survey of the public relations profession across Europe. The ECM has developed within the framework of the European Public Relations Education and Research Association (EUPRERA) together with the European Association of Communication Directors (EACD) and Communication Director Magazine; sponsored by Ketchum. The key partners are the Universities of Leipzig, Amsterdam, Ljubljana and Madrid. Yeomans has developed collaboration with universities in Istanbul and Munich through an Erasmus project initiated under the Women in PR in Europe project. The book *Gender and Public Relations*, to which Yeomans contributed a chapter, has won the 2013 'outstanding book' from the PR Division of the National Communication Association in the United States.

In 2008, the Faculty won a three-year project for the British Council under the Prime Minister's Initiative (PMI2) to develop partnerships with Universities of Zhejiang, Xiamen and Harbin in the areas of employability and entrepreneurship, strengthening research, consultancy and teaching on the Chinese economy. An ongoing relationship with Zhejiang University of Technology has resulted in a proposal for a new joint research centre in the area of innovation and economic development.

FBL has hosted two major conferences: the annual Academy of Marketing Conference (2009) and the 13<sup>th</sup> Annual European Public Relations Education & Research Association (EUPRERA) Conference (September 2011). The latter was attended by delegates from 30+ countries worldwide including most of Europe. Keynote presenters included Robert Hastings, former US Acting Assistant Secretary of Defense for Public Affairs, Professor David McKie, Waikato Management School, New Zealand and Michael Murphy, Global CEO, Grayling.

Several Unit 19 members act as journal referees the following are involved in editorship of journals:

- Gold (Action Learning Research and Practice, Human Resource Development International, and Journal of European Industrial Training);

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- Lodorfos (Journal of Enterprising Communities, International Journal of Entrepreneurship and Small Business, World Journal of Retail Business Management; and guest editor for the Journal of Marketing Management);
- Morgan: (Real World Economic Review; Journal for the Theory of Social Behaviour)
- Pollard: (Journal of East-West Business, USA, Business and Economics, Lithuania, Firma I Rynek, Poland, Journal of Asian Entrepreneurship and Sustainable Development, Australia, and the International Indigenous Journal of Entrepreneurship, Advancement, Strategy and Education, New Zealand);
- Samy: (International Journal of Education Management);
- Shutt: (Local Economy);
- Tench: (Journal of Communications Management, International Journal of Strategic Communications, Journal of Vocational Higher Education and Learning, and International Journal Vocational Education and Training);
- Willis: (Public Relations Review)

Key contributions to international conferences are as follows:

- Barnes: invited keynote at a conference at Chalmers University, Sweden in April 2013 on Touch and Retail Experience.
- Gold: invited keynotes at the Organisation Learning Conference in Abu Dhabi, 2012; and Leading in Turbulent Times Conference, Univ. of Southampton, 2012.
- Sanderson: invited presentations at Franco-Scottish seminar on Policy innovation, Royal Society of Edinburgh, (Oct. 2012); European Consortium for Political Research Conference, Univ. of Exeter, (June 2012); International Political Science Association Seminar, Univ. of Zagreb, Dubrovnik, (June 2011); 21<sup>st</sup> World Congress, International Political Science Association, Santiago, (July, 2009);
- Sun: International Federation of Scholarly Associations of Management (IFSAM) World Conference, Paris (July, 2010); Forum for Good Governance, Global Investor Summit, Gujarat (Jan 2011); co-chair, International Research Network of Organisations and Sustainable Development, Univ. of Lille (June 2013).
- Tench: chaired the academic panel for the 2011 EUPRERA conference (Leeds, Sept. 2011) and was an academic reviewer for the 2011 International Communications Association Conference, Boston, May 2011; member of Leadership Forum of the Academic Society for Corporate Management and Communications, Berlin, March 2012; invited participant at the New Media Summit, Washington DC, June 2009

Other notable contributions to the discipline and profession:

- Barnes has academic advisory roles with Twinings and the Future Foundation.
- Devins is a member of the Yorkshire Regional Steering Group of the UK Evaluation Society
- Morgan is co-director of the UK branch of the World Economics Association and chair/president of the Association for Heterodox Economics.
- Sanderson was elected as an Academician of the Academy of Social Sciences in 2007 and was a member of the Communications Committee; committee member of the Association of Research Centres in Social Sciences 2009-10 and Deputy Chair 2010-11; member of the ESRC Research Evaluation Committee, 2006-10. Invited participant in workshops and international symposia on ESRC work on research impact, London May 2005, March 2007 and Jan. 2013; Amsterdam November 2007.
- Shutt was specialist advisor to the EU Review of Sustainable Communities (2008); contributed to the Smith Institute, Regional Studies Association and Institute of Economic Development Review of Local Enterprise Partnerships (2011); was an advisor to the European Investment Bank on the Jasper's European Programme (2011) and was awarded Expert Status for the European Cohesion Programmes (2012).
- Ward has worked as an external expert for the Financial Services Authority on the policy impact of the Mortgage Code of Business and was a member of an expert team of researchers on regional competitiveness for the Northern Ireland Dept. of Trade and Innovation.
- Visiting professorships: Lodorfos (Sakarya Univ., Turkey, Univ. of Vitez, Bosnia and Herzegovina); Tench (Univ. of Salzburg)