

Institution: UNIVERSITY OF KENT
Unit of Assessment: UOA 19
A. Overview

[Kent Business School](#) launched in 1997 and developed rapidly to establish a significant research presence. Our REF 2014 submission demonstrates significant growth since RAE 2008 in terms of both absolute numbers and research quality. A like for like comparison (that accommodates the transfer of six agricultural economists to another department in 2009) shows a 36% increase in the number of individuals included.

This growing and inclusive research community sits across two campuses (Canterbury and Medway) and now maintains a range of approaches from critical scholarship to advanced analytic methods. We have five disciplinary groups, each with a professorial lead, although much of our research is multi-disciplinary:

- [Accounting and Finance](#) (Professor Warwick Funnell)
- [Marketing](#) (Professor Veronica Wong)
- [Management Science](#) (Professor Said Salhi)
- [People, Management and Organisation](#) (Professor Katie Truss)
- [Strategy and International Business](#) (Professor Paul Phillips)

Our five thriving applied research centres were established from 2004 onwards to conduct research with management practice and policy impact:

- [Anglo-Chinese Business and Management Centre](#)
- [Centre for Employment, Competitiveness and Growth](#)
- [Centre for Logistics & Heuristic Optimisation](#)
- [Centre for Tourism in Islands and Coastal Areas](#)
- [Centre for Value Chain Research](#)

These provide the majority of our impact case studies and are described fully in REF3a impact statement. During 2012, we also launched the multi-disciplinary [Centre for Quantitative Finance](#).

B. Research Strategy

Our research strategy focuses on the continuous improvement of our research capacity. It aligns with our new mission statement, which emphasises management practice at local, national and international levels.

1.Strategy 2008-2013

Our strategy for the assessment period and its outcomes, together with additional developments and challenges, are summarised below:

1.1 Strengthen our research capacity and leadership through a rigorous hiring policy

During the assessment period, our community of research active staff grew from 42 to 65. This increased research capacity, invigorated the research culture in each group, providing leadership and mentoring for junior staff. The transfer of six agricultural economists to the School of Economics in 2009 allowed us to develop new disciplinary strengths whilst maintaining core expertise in the food value chain, led by Fearne.

The **Accounting and Finance** group has established strengths in public sector accounting (Funnell, Jupe). The appointment of Hasan, Panopoulou, Stanescu, Tunaru, Voukelatos brought new capabilities in financial derivatives and international finance. This led to the launch of the

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[Centre for Finance](#), a collaborative University initiative spanning research and postgraduate programmes with the Schools of Economics and Mathematics in 2012, as well as a dedicated Finance PhD programme and a new research centre (the [Centre for Quantitative Finance](#)).

The appointment of Barnes, Azizi, Acquaye and Wu enhanced the established reputation of the **Management Science** group. These new staff brought proficiency in location, business statistics, the supply chain and the utilisation of new computer technology. Launched in 2008, The Centre for Logistics and Heuristic Optimisation focuses on applied research.

The **Marketing** group is an established leader in food and value chain research, thanks to Fearne and the Centre for Value Chain Research. The appointment of Bian, Saunders and Wong invigorated marketing strategy, new product development, innovation and consumer behaviour in social marketing. Wong's involvement in the European Marketing Academy and Product Development and Management Association further enhanced this group's international profile.

Two professorial and three early career appointments within the **People Management and Organisation** group bring expertise in gender, diversity and inclusion (Ali, Ashley, Wyatt) as well as strategic and international human resource management and employee engagement (Truss), and organisational behaviour (Lee). Evidence of the vigour of this group includes funding from the ESRC and NIHR as well as high profile research events with external partners, such as the European Academy of Management and Engage for Success.

The research capacity of the **Strategy and International Business** group is enhanced by five new appointments. Chau, Gustafsson, Meyer, Mohr, Seitanidi bring research strengths in social partnerships, international business, science and technology indicators, strategy, innovation and entrepreneurship and emergent technologies.

1.2 Promote a sustainable research culture through effective retention, professional development and an enhanced research infrastructure

During the assessment period, we introduced new development and support initiatives for all of our researchers. Transparent and supportive research management procedures include annual research reviews that allow us to identify barriers to research performance at an early stage, recognise achievements and provide additional resources at critical points. See *Section C 1.2* for further information.

We also made substantial research investments of £3,258,000, including research assistantships, PhD bursaries, research grants and resources such as databases. These initiatives and their outcomes are described fully in *Section D 3*.

1.3 Improve the quality of our PhD programme and its completion rates

We increased the quality and completion rates of PhD students during the assessment period through rigorous admission procedures, increased scholarship funding for exceptional candidates, enhanced research training, formal requirements for supervision and progression monitoring and broader career development initiatives.

We maintained admissions to the programme at 10-13 new students per year while raising [entry requirements](#) and introducing rigorous selection procedures. Our completion rates kept pace with admission levels from 2011 onwards, with 48 students successfully completing during the assessment period. We also funded 24 full scholarships. For more details of these developments and their outcomes, go to *Section C II*.

1.4 Further developments and challenges: 2008-13

Challenges that emerged during the assessment period included:

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- Supporting staff to address increasing regulatory and administrative needs relating to research and PhD supervision activities. See *Section D* for more information on the additional professional support provided to address these issues.
- Developing the potential of longer-serving staff with lower research productivity. See *Section C 1.3* for more information on our new professional development initiatives.
- The transfer of six agricultural economists from Kent Business School to the School of Economics in 2009 gave us the opportunity to focus on business research rather than a specialised area of economics. See *Section B 1.1* for more information on how we developed new disciplinary strengths.
- Growth and diversification of research funding income. See *Section D 2 and 3* for more information on our investment in enhanced research funding support.
- Attracting high quality PhD students in the face of intense competition across the sector. See *Section C II* for details of how we achieved this through our scholarship programme and student support package.

2. Research strategy: 2013-18

Our mission guides our research strategy as “a research-intensive business school that produces rigorous and applicable knowledge”, which “informs the practice of management in public and private, local and global communities for a sustainable future”. This is under constant review but our current plans for the next five years are described below, while the closely related impact strategy is dealt with in the *REF3a impact statement*.

2.1 Continue the sustainable growth of research capacity through recruitment, retention, support and development

Our aim is to ensure that all our research is “world-leading”, “internationally excellent” or contributes at an equivalent level with grant income, business engagement and impact activity. Recruitment and development initiatives already in place will continue and evolve. We will also:

- Continue to upgrade our facilities and research infrastructure. This includes a new £29 million building in Canterbury, due for completion in 2016.
- Continue to provide mentoring and formal advanced research training for ECRs and other members of staff.
- Maintain permeable boundaries between research and teaching staff. Teaching staff with potential can develop research careers while staff with limited research capability can make the transition to teaching and scholarship contracts.
- Redesign our current Research Assistant scheme into a new Visiting Fellow and Postdoctoral Researcher programme. We will recruit a small number of high quality candidates to work closely with our staff and students during their fellowships to establish long term relationships with the school. The first of these is Gustafsson who joined us in October 2013.

2.2 Develop enterprise and sustainability as two priority areas

We are developing enterprise and sustainability as cross-disciplinary strengths. These two themes guide our recruitment strategy, development plans for our applied research centres, investments in strategically important projects, and our partnerships, collaborations and research events.

We already have a track record in enterprise and sustainability and key researchers are tasked with creating a portfolio of projects, events and impact activities based around these two themes:

- **Enterprise** draws on our work on SME growth (Gilman), farming and food (Fearne), entrepreneurship (Gustafsson, Lewis) and innovation (Barnes, Liu, Meyer and Wong) Three of our applied research centres including the Anglo-Chinese Business and Management Centre,

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the Centre for Employment, Competitiveness and Growth, and the Centre for Value Chain Research are also involved in enterprise research.

- **Sustainability** draws on natural resource management (O’Hanley), distribution network resilience (O’Hanley, Scaparra), sustainable performance measurement (Liu, Meyer, Mingers, Saunders), diversity management (Ali, Ashley, Syed, Wyatt), CSR (Acquaye, Mingers), social partnerships (Seitanidi) Three of our applied research centres also support this theme: the Centre for Tourism in Island and Coastal Areas, the Centre for Logistics and Heuristic Optimisation, and the Centre for Value Chain Research.

2.3 Develop multi-disciplinary research partnerships

Aligning with the evidence that new ideas and concepts develop at the fringes of an organisation or discipline, we aim to create partnerships that stimulate exchange and a variety of encounters.

Across the **University** we will further develop research partnerships with other Kent disciplines to create a range of collaborative research projects, co-supervisions and joint events. The proposed links draw on the distinctive competencies of the University, as well as our priority themes of enterprise and sustainability. Current partnerships (See *Section D 1*) include:

- Occupational psychology (Wyatt and Yeow in partnership with Psychology)
- The Centre for Finance (Panopoulou, Stanescu, Tunaru, Voukelatos in partnership with Economics and Mathematics)
- Families and wealth project (Ali, Ashley, Lewis, Wyatt, and Yeow in partnership with Law, Economics and Social Policy)
- Conservation and development (Hampton, O’Hanley in partnership with Anthropology and Conservation, Politics and Economics)

In a strategic move that reaches across faculties, the co-location of our new building with Economics and Mathematics aims to extend our partnerships in quantitative social sciences.

Within the **UK**, we will pursue research partnerships with the recently announced [Eastern Academic Research Consortium](#) of East Anglia, Essex and Kent. Kent Business School has interests in both the Quantitative Social Sciences and Digital Humanities initiatives.

Internationally we have a long tradition of individual research collaboration (see *Section E 3*), involvement in networks and teaching exchanges. A senior team (Hampton, Meyer, Saunders) is now developing agreements with a small number of accredited business schools to forge academic exchanges, research training and collaborative research.

C. I. People

We are an ambitious, medium-sized business school with growing community of researchers. Our supportive staffing and development policies helped us achieve managed, sustainable growth over the last five years. Key achievements are described below:

1. Staffing and development policy

As described in *Section B 1.2 and 2.1*, staffing policies based on recruitment, retention, development and investment are key ensuring the sustainable growth of our research.

1.1 Sustainable growth and effective retention

As detailed in *Section B 1.1*, new research centres, alternative sources of grant income, high profile events, mentoring relationships, and new PhD programmes all emerged from the expertise and enthusiasm brought by the eight new professors, five mid-career academics and six early career researchers included in our submission.

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We give staff an attractive working environment in a woodland setting (Canterbury) or historic dockyard location (Medway) with flexible start up packages for senior appointments, such as PhD scholarships, RAs and research funding.

Researchers benefit from our three professional research support staff. This team keeps the administrative burden of research activity low by providing extensive help on grant applications, event organisation, PhD progression monitoring and dealing with external regulations and University bureaucracy. The University's Research Services team also provides extensive support for external research funding bids.

We promote a dynamic research culture through networking and collaboration opportunities. During the assessment period we facilitated over 230 external collaborations, 47 research visits, 350 conference packages, 130 research seminars and hosted a further eight seminar series and conferences.

Staff are also attracted and retained by our professional development initiatives, research support mechanisms and investments in infrastructure. See *Section D 2 and 3* for more information.

1.2 Support and development for all staff

We expect all research active staff to demonstrate some combination of high quality publications, large externally-funded projects, disciplinary leadership, PhD supervision, research management and mentoring, and public or business engagement activity. Our work allocation model and annual research reporting process reflect these expectations, with a flexible set of performance indicators clearly communicated at the start of each year. Fully research active staff receive a 33% (500 hour) research allowance with 250 hours for those in transition to being fully research active.

Our high levels of retention mean we pay special attention to key career stages such as the transition to research independence, career breaks, leading large projects and management or research leadership roles. Consequently, we introduced initiatives to suit particular needs including pump-priming early stage projects, intensive help with funding applications, study leave, and an enhanced mentoring scheme. See *1.3 and Section C 3* for further information.

All research active lecturers and ECRs (22 in total) participate in mentoring, with mentors chosen freely from senior colleagues and the process kept apart from line management and appraisal. In addition, 17 submitted staff help manage some aspect of research in the School or act as mentors to junior colleagues. This supports individual research careers while providing sustainable succession management for the School. We also supported two researchers to gain PhDs by publication (Jupe and Laffey) during the assessment period.

1.3 Facilitating high performance

We made significant investments in the research infrastructure needed for a vibrant and sustainable research culture, with £3,258,000 invested since 2008. This includes 24 PhD bursaries, 27 small grants, 27 sabbaticals, 350 conference packages, 30 years' worth of research assistantships and 41 publication incentive payments of £500 to £2,000 each. Our professional support team ensures the smooth-running of these initiatives and provides individual support and advice on events, project management and grant applications. See *Section D 2 and 3* for more detail.

Three categories of researcher are not included in our REF submission.

1. Fully research active staff who make a valuable contribution but whose published research is not of sufficient quality.
2. Long serving staff with insufficient publications for a REF submission.
3. ECRs who do not currently meet the quality threshold for inclusion but are expected to be fully included in the next REF.

A commitment to supporting these researchers is part of our research strategy 2013-18 (see *Section B 2.1*).

1.4 Indicators of success

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Evidence of the success of these policies can be found in our REF submission itself, which is balanced between 20 new researchers and 25 members of the school who joined us before 2008.

Many of the long serving group who were not professors by 2008 received one or more promotions during the assessment period. Four ECRs (Fillaipaios, Lowe, Scaparra, Soltani and Syed) won promotion to reader or professor. Three of the wider group of established staff had been previously identified as underperforming, yet successfully produced outputs of sufficient quality before the end of 2013.

Our staff retention improved during the assessment period, both in absolute terms and in proportion to our growing academic community (from 13% turnover in 2008 to 3% in 2013).

2. Equality and diversity

Success in our hiring and staff development strategies is now leading to tangible improvement in our demographic profile, in particular the number of women in senior academic positions and taking research management roles (Bian, Lewis, Scaparra, Seitanidi, Truss, Wong). This was facilitated through:

- more representative committees, working groups and selection panels
- objective criteria and transparent processes for all research management initiatives
- clearer communication of procedures and expectations

Four of our submitted staff took one or more maternity leaves during the assessment period and we offer family-friendly and flexible arrangements for those with caring responsibilities. Three of our female lecturers have been selected for the University's first [Aurora](#) leadership programme cohort.

In addition, our research committee has both RA and ECR representatives. The RA community of eight researchers has its own separately convened discussion group. As described above, each ECR has a ring-fenced allocation of research time and is invited to select a mentor from senior colleagues.

The University of Kent holds a European Commission [HR Excellence in Research](#) award.

3. Ethics and governance

The KBS Ethics Committee is part of a network that reports to the University's Research Ethics and Governance Committee. This shares best practice and ensures that research integrity is established at the heart of the University's research activities. The University's research ethics and governance officer advises on good practice in this area.

C. II. Research students

We have raised the quality of the PhD programme with higher admissions criteria (Merit at Masters level, IELTS of 7), enhanced research training, interviews for all promising candidates and additional rigorous recruitment procedures for scholarships.

1. Funding

We awarded 24 fully-funded PhD scholarships during the assessment period. Participation in the ESRC [South East Doctoral Training Consortium](#) delivered two awards and we won two additional EPSRC scholarships through the University's Doctoral Training Grant. Our value chain collaboration with the [dunnhumby](#) consultancy and Tesco resulted in three fully-funded PhD scholarship awards from agricultural levy boards and access to data for a wide community of staff and students.

2. Progression, training and development

All students have a supervisory team of two research active academics and progression is monitored through monthly supervision and regular formal reviews. Eighty per cent of submitted staff are active PhD supervisors. We also have co-supervision arrangements with three other Schools (Psychology, Economics and the Durrell Institute for Conservation and Ecology).

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PhD students follow research training modules covering quantitative methods, qualitative methods and philosophy of research. These sessions are delivered by four highly research active academic staff (Lee, Lewis, Mingers, Mohr). This formal programme is supplemented by one-off specialist workshops (e.g. multivariate data analysis two day course 2012/13), the Graduate School's [Researcher Development Programme](#), as well as a range of doctoral training initiatives through the [ESRC SEDTC](#) or [NATCOR](#), the EPSRC's advanced training initiative.

PhD students also take part in a range of research activities, such as research seminars, dedicated PhD seminars, and the University's annual Postgraduate Research Festival.

3. Teaching

Our priority in allocating teaching to PhD students is to support career development. Each student teacher is assessed for suitability and participates in a rigorous training programme (including the accredited ATAP course as well as teaching induction sessions in both the Graduate School and Kent Business School). The level and quantity of teaching is carefully regulated and a research active member of staff (Ali) provides dedicated leadership and mentoring for our student teachers.

4. Resources

PhD students receive a PC or laptop and desk space in our PhD suite and a £1500 research allowance. This can be used for conference attendance or other research expenses over the duration of the programme. This investment resulted in over 100 papers by our students at academic conferences since 2008.

5. Indicators of Success

Our PhD students win recognition through prizes, awards and prestigious academic appointments. Recent examples include:

- Isabel Rechberg (current student): Best Paper Award in the Knowledge and Learning track at the British Academy of Management 2011
- Frederico Liberatore (now recruited as a Lecturer at Rey Juan Carlos University, Madrid): Operational Research Society's PhD Prize 2011
- Mutaz Hajarat: Best Research Paper Award, Annual International Conference on Operations Research and Statistics 2012
- Fang Xu (Researcher, Chinese Academy of Sciences): Chinese government award for best international student 2012
- Kalliopi Konsolaki (current student): Best Developmental Paper Award in Marketing and Retail at the British Academy of Management's 2012

D. Income, infrastructure and facilities

We aim to create a balance between the income we generate from externally funded projects and the investments we make in a sustainable research environment. Our funding strategy is to develop a diverse portfolio of funded projects, involving a wide cross section of staff and a range of funding agencies. Meanwhile, we invest in a research infrastructure that facilitates high quality publication and leads to successful funding bids.

1. Research income

The decline in our research income between 2008 and 2013 can be attributed to the completion of a few large grants. However, during the assessment period we have diversified our portfolio of grants with a wider range of staff winning funding (totalling more than £1,600,000 from 23 different sources). Notable grants include:

- £600,000 from industry and government sources, such as DEFRA, for Fearne
- Grants from UK research councils including ESRC (Gilman, Soltani, Truss), EPSRC (Nagy, Salhi) and MRC (Fearne)
- £207,430 European Commission grant for Garcia Martinez

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2. Investments in facilities and infrastructure

In 2012, we recruited a dedicated research administrator (Aldridge), lead author of *The Research Funding Toolkit* (Sage 2012), to provide more intensive levels of support. Part of her brief is to help academic staff at all levels acquire grant-writing skills and make high-quality funding bids. Early successes include our first NIHR grant and two British Academy grants in 2012 as well as funding from the World Bank and Commonwealth Secretariat.

The University's Research Services team also provides advice and training in developing, costing, negotiating and managing research grants. This includes internal funding to support the development of large, complex and interdisciplinary projects; an ECR network, and the award winning [Grants Factory](#) programme, where funding panel members provide advice to those with less experience. All of these initiatives are supported by a comprehensive information and individual support service.

3. Investments in facilities and infrastructure

Our three research support staff help manage all aspects of research and PhD administration including research funding, School research events, conference bookings, small grant and incentive schemes, the visiting academic programme and the web pages for research groups and centres. The School's parallel External Services team supports external engagement, non-academic collaborations and consultancy projects.

As well as providing strong administrative and mentoring support for our researchers, we also implemented initiatives to facilitate high quality research projects and high impact publication:

The **KBS Small Grants Fund** supports specific research tasks, such as key publications or pilot studies before major grant applications. For example, a £1,475 award in 2011 (Lowe and Souza Monteiro) resulted in an ABS 3* journal paper, two conference presentations and a £7,400 British Academy grant. Over £40,000 has been invested in 27 awards since 2008.

Our **Research Assistant** scheme funded 30 years' of research assistant time since 2008 to support projects as diverse as crowd sourcing, meaningful work, tourism in developing countries, logistics, the food value chain and small and medium sized organisations. Projects have already produced tangible outcomes, such as World Bank and Commonwealth Secretariat grants.

Conference funding has resulted in over 350 staff and student conference papers at national and international conferences since 2008. We offer researchers £2,000 conference funding each year.

All University staff are entitled to apply for one in seven terms' **study leave**. We have supported 27 sabbaticals since 2008.

Much business and management relies on access to **datasets**. We invest over £100,000 each year in datasets, such as Planet Retail and Thomson Reuters Datastream, including SDC Platinum. Our newly-equipped £70,000 Bloomberg room in Canterbury provides an essential resource for our finance research staff and PhD students.

We have a dedicated IT resource and, in 2011, created a portfolio of **loan equipment** to help researchers collect data, collaborate and disseminate their results effectively. This includes laptops, projectors, webcams, conference phones, laptops and digital audio-recording devices.

Our **PhD facilities** include a dedicated suite with a range of offices, kitchen facilities and a hot desk area for visitors. Each student has their own desk in either Medway or Canterbury and the choice of either a desktop PC or laptop for use during their studies. Each student also receives a £1,500 allowance towards conferences or other legitimate research expenses.

The £27 million Templeman **Library** extension in Canterbury is due for completion in 2015 and will offer 512 new study spaces, including dedicated postgraduate research student facilities.

E. Collaboration and contribution to the discipline or research base

We contribute across diverse areas, from critical scholarship to advanced analytic techniques. We also have a strong track record in collaborating with non-academic partners through our five applied research centres, as well as with other University of Kent departments.

1. Interdisciplinary research

Interdisciplinarity is a key element of our 2013-18 research strategy (see *Section B 2.3*). This objective is based on notable achievements during the assessment period, including:

- Our **applied research centres** all tackle multi-disciplinary issues with management and policy relevance (see *REF3a Impact Statement for further details*).
- With **Economics** and **Mathematics**, we run the Kent Finance Seminar series (Tunaru), co-supervise an ESRC-funded research student and host a Faculty-funded research project on river infrastructure (O'Hanley).
- With the **School of Anthropology and Conservation**, we co-supervise research students, run joint research seminars (e.g. Consumer Behaviour 2012), and support research collaborations through the Centre for Tourism in Islands and Coastal Areas (Hampton).
- With **Law, Economics and Social Policy** we co-host the Family, Wealth and Gender initiative (Ali, Lewis, Wyatt and Yeow).

In addition to departmental support mechanisms (see *Section C 1.1-1.2* and *Section D 2-3* for more information), the University has a range of initiatives to bring together researchers from different disciplines. These include the ECR Network, the Grants Factory, the [Kent Health](#) group and an funding scheme supporting collaborative funding bids.

2. Networks and clusters

Our five applied research centres maintain a wide range of collaborative research projects with industry, commerce and the third sector. More information on these is provided in our *REF3a Impact Statement*. An example of how non-academic engagement enriches our research environment is the Centre for Value Chain Research. This partnership with the dunhumby consultancy and Tesco gives us access to consumer insight data from the Tesco Clubcard and hundreds of farmers and small food producers. This has resulted in 14 funded studentships (three awarded since 2008) and research grants from DEFRA to the value of £351,000.

3. Collaboration

Our staff currently have over 110 UK and 150 international collaborations underway that testify to a wide range of individual interests. Since 2008, 45 of these collaborators have made formal visits to Kent Business School under our Visiting Researcher programme, while 80 of our submitted outputs are based on collaborative projects with other institutions. Some examples of how these collaborations enhance our research environment are:

- The Anglo-Chinese Business and Management Centre works with the Chinese Academy of Sciences on the 3Es performance management system. This has resulted in six PhD projects throughout the assessment period, annual workshops hosted in China or Kent and access to Chinese organisations and researchers for other members of the School.
- Our research seminar programme has been enhanced by seminars, talks and workshops given by our collaborators. Notable speakers include: Prof. John Ford, Old Dominion University, USA (2010); Prof. Anthony Goerzen, Queen's University, Kingston, Canada (2012), Dr Rajan Natarajan, Auburn University, US (2012) and Prof. Rick Church, University of California (2013).
- The multi-disciplinary SustainMED project includes 13 partner institutions (across agronomy, agricultural economics, marketing, forestry, ecology) and has attracted an EC research grant of over £200,000.

4. Research training

We are members of both the ESRC South East Doctoral Training Centre and EPSRC initiative, NATCOR. This gives our PhD students access to a wide range of high quality doctoral training opportunities.

5. Contribution to the discipline

Sixteen members of staff are active in conference organisation including: Stanescu, organising committee of EFMA (2013); Salhi and Mingers, stream organisers EURO XXVII Rome (2013); Wong, programme committee EMAC Belgrade (2012); (Yipeng) Liu, mini-track chair ECIE 2013; Barnes, track chair EURAM (2008-9) and Soltani, regional chair ICAGMS 2013. External events hosted by Kent Business School include Performance Management and Innovation (Liu 2011); Employee Engagement ESRC Seminars (Truss 2012); EURAM Diversity Seminar (Syed 2012), and a Journal Rankings Debate (Mingers 2013).

Our staff currently hold editorships across over 60 journals. A few high profile examples follow:

Name	Group	Journal	Role
Chau	Strategy & Intl Bus	British Journal of Management	Assoc. editor
Fearne	Marketing	Food Supply Chain	Founding editor
Funnell	Accounting & Fin	Accounting, Auditing and Accountability	Editorial board
Mingers	Mgmt Science	MIS Quarterly	Assoc/guest ed.
Scaparra	Mgmt Science	IEE Transactions	Invited area editor
Truss	People, Mgmt & Org	Work, Employment and Society	Associate editor
Wong	Marketing	Product Innovation Management Intl Journal of Research in Marketing	Editorial board Editorial board
Lewis	People, Mgmt & Org	Gender, Work and Organisation	Associate editor
Garcia	Marketing	Food Policy	Editorial board
Lowe	Marketing	Psychology and Marketing	Editorial board
Barnes	Mgmt Science	Information and Management	Assoc. editor
Barnes	Mgmt Science	Information and Management	Assoc. editor

During the assessment period 16 of our submitted staff held leadership positions in subject or professional associations and learned societies. Some examples follow:

Name	Organisation/event	Role	Dates
Tunaru	European Financial Mgmt. Assoc.	Elected board member	2013 to date
Saunders	European Marketing Academy	Honorary Fellow	2011 to date
Syed	Government of Pakistan	Star of Distinction	2010
Phillips	Association of Business Schools	Chair of Research Committee	2008-2010
Wong	European Marketing Academy	President and Fellow	2010-2013
Salhi	NATCOR	Executive Member	2008 to date

During the assessment period, we enhanced our supportive and transparent research management procedures and made large investments in research infrastructure. This helped widen our disciplinary range while achieving sustained growth in both the volume and quality of our research outputs.