

<b>Institution: University of Brighton</b>
<b>Unit of Assessment: C19: Business and Management Studies</b>
<b>a. Overview</b>

For over twenty-five years, research in business and management at Brighton Business School (BBS) has delivered business firms and other enterprises with original knowledge to develop innovation strategies, capabilities and expertise. Since 2008 we have grown and consolidated our research portfolio by appointing high-calibre staff and streamlining our research management framework. Research is now organised around three groupings:

- the Centre for Research in Innovation Management [CENTRIM]
- the Centre for Research on Management and Employment [CROME]
- the Centre for Interdisciplinary Management and Education Research [CIMER].

The BBS Research Strategy Committee co-ordinates research management of the centres and implements the university's research infrastructure, which has been enriched by investment of £8.8m in research sabbaticals, doctoral studentships, the Brighton Doctoral College (BDC), early career researcher (ECR) support schemes and innovation grants.

During the census period, the research environment has been advanced by the award of externally funded, prestigious research fellowships and the appointment of five new professors. Our well-established reputation for world-leading translational research has been strengthened by collaborations with leading research institutions worldwide (MIT, Imperial College London, and the United Nations International Labour Office) and international partnerships with key user groups (Brazilian National Development Bank, Foundation Chile and United Nations Educational, Scientific and Cultural Organisation (UNESCO)).

A combination of dedicated professorial leadership with a comprehensive research support infrastructures has injected systematic rigour to the research environment. These ongoing improvements, together with enhanced international collaborations and partnerships, have strengthened both our current and future research base of BBS.

<b>b. Research strategy</b>
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**Research strategy and vision:** Our guiding vision for research has two aims: i) to advance the creation and translation of high-quality research knowledge into professional practice, and; ii) to embed professional wisdom and experience in a vibrant academic research environment. Our successful submission to RAE2008 [20% at 4\*, 25% at 3\*] demonstrated that our maturing research base was delivering our vision and that over a 25-year period the BBS had achieved one of its founding objectives to establish an international reputation as an influential research centre. Post-2008, in order to continue fulfilling our vision, we identified six research priorities (RP) that would strengthen our reputation and enhance our research infrastructure:

- RP1: *Environment* – align and involve staff within well-supported research centres
- RP2: *Careers* – improve career development through supporting: a) research leadership, and; b) integrating academic staff embedded in professional practice into the research arena
- RP3: *ECRs* – support the mentoring of ECRs through BBS and university provisions
- RP4: *Funding* – expand and diversify research funding to £1m per annum and target prestigious research and visiting fellowships
- RP5: *Publications* – maintain the volume of excellent research publications
- RP6: *Postgraduates* – enhance the research environment for PGRs through their integration in research centres, reduce length of completions times and increase FTEs

**Advancing the research environment:** The achievements associated with RP1–3 since 2008 involved the imaginative re-thinking of the organisation, leadership and structures governing our research practice. A review of our Research Development and Capacity Building was instigated in 2009 and took account of feedback from the RAE2008 especially regarding the PGR student environment. The review identified that central to the delivery of the six RPs was the need to establish new structures to integrate all staff in vibrant research centres that would support research careers (RP1, RP2). CENTRIM had a well-established and distinctive research base that has been strengthened further during the census period and two new centres, CROME and

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CIMER, have been established. New professors (O'REILLY and PERREN) appointed in 2008 led the development of the new centres. They aligned an existing range of researcher interests within BBS and provided them with a clearer external focus, as well as improving internal communications. Each centre has a dedicated head and professorial leadership (RP2) – RUSH, O'REILLY and PERREN – providing mentoring and guidance (RP2,3), together with appropriate levels of administrative support working across all three centres. The summary below of recent achievements during the census period illustrates the benefits of this sharper focus for each of the research centres and how the centres' activities align with our stated priorities, especially RP1-3.

**CENTRIM:** This centre continues to develop a long-standing and internationally influential innovation management research agenda. During the census period, in collaboration with the Faculty of Arts and Design, CENTRIM has undertaken a £1.8m case study titled 'The Brighton FUSE' for the Arts and Humanities Research Council (AHRC) (RP4). This research illuminates the underpinning conditions that led to a radical development of UoB's digital economy so the lessons are transferrable to other regions. Further influential case studies (RP5) of Heathrow's Terminal 5 and the 2012 Olympic and Paralympic Games were significant in helping to build a bridge between CENTRIM's previous ESRC 'flagship' research in Complex Product Systems (CoPS) and a new EPSRC project on 'infrastructure interdependencies'. In collaboration with MIT, CENTRIM has developed new methodologies for surveying user-led and open innovation that have now been adopted by other European countries (RP5). CENTRIM's impact has extended its international outreach in innovation management training via UNESCO-sponsored activities to Tanzania, as well as working in Brazil, Chile and Venezuela (RP4).

**CROME:** Established in 2010, this centre focuses on employment and organisational change, bridging perspectives from academic and user research (RP1, RP2). It has established strong international, national and local engagement with businesses, not-for-profit organisations, unions and government through a diversely funded research portfolio that includes ECRs (RP3, RP4). Key publications in leading journals by CROME members (RP5) examine fairness and human rights at work, international comparisons of labour market transitions for older and younger workers, employability and gender equality as well as organisational change and evaluating public-sector performance. CROME researchers regularly host a range of ESRC-funded seminar programmes and events for the Festival of Social Science (RP4). These have explored issues of public interest on subjects such as the quality of working life for an ageing workforce, equal pay, imagining work and red tape in business regulation. This has involved the mentoring of ECRs encouraged to participate in these ESRC applications (RP3) and also served to attract a number of new doctoral students working on these themes (RP6).

**CIMER:** This centre was created in 2011 to strengthen existing research agendas by advancing linkages between professional practice and academic research (RP1, RP2). It contributes to our growing impact agenda for professional learning networks and management training (REF3a). CIMER guides emerging researchers with a professional practice background into the academic research environment (RP2). The centre supports BBS researchers who, for many years, have been leaders in advancing 'practice driven action research' through journal papers (RP5) and partnership-based research. CIMER researchers have worked closely with the Council for Excellence in Management and Leadership, the Association of Chartered Certified Accountants (ACCA) and the Chartered Institute of Management Accountants. The high-level engagement and related impact agenda in CIMER will continue in the future with the four-year extension of the centre's collaboration with the Ministry of Defence.

**Enhancing funding, outputs and PGR students:** Achievements associated with RP 4-6 since 2008 include:

**RP4 – Funding:** BBS staff won nine competitive research fellowships with a total value of nearly £750k (see section c). Over the census period, research income of £2.8m has been supplemented by £3.3m generated from other sources, which includes charities and industry. The planned diversification in income sources has been achieved by an increase in research income from UK-based charities, from £2.5k returned to RAE2008 to £254k returned to REF2014 and a marked increase in income from industry, commerce and public corporations. These changes in research income will be sustained by nearly £6m of research funds awarded in 2013 (see section c). We used internal funding to implement a programme of Visiting Fellowships designed to

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support each research centre. These attracted 23 leading researchers from 19 different countries with a range of academic and user backgrounds, including government departments and international agencies.

*RP5 – Publications:* Notable papers include – PERREN, winner of the Strategic Management Best Paper Award (British Academy of Management Conference and Emerald Publishing Group) in 2009; SHEEHAN, Best Conference Paper awards in both 2010 and 2012 (University Forum for Human Resource Development (UFHRD) conferences).

*RP6 – Postgraduates:* PhD recruitment has been targeted to support the work of the three research centres. To enhance the PGR student research environment, the university has invested £116k in two fully funded FT doctoral studentships in BBS, which attracted high-calibre applications. PGR student awards during the census period have gone up from 12 in RAE2008 to 15 for REF2014 and completion rates have substantially improved (RP6).

**Future strategic priorities (SPs):** Our strategic priorities over the next five years will build on our recent achievements by strengthening the depth and quality of research in the three centres:

- SP1: *Sustain and Grow* – our base of excellent researchers at all levels through new appointments and through career development for existing staff
- SP2: *Consolidate and Expand* – the research centre agendas, enabling novel areas to emerge from multidisciplinary enquiry supported by diversified research income
- SP3: *Build Quality* – strengthen our influential research and increase journal publications of at least international excellence
- SP4: *Impact* – maximise and deepen the impact of our research on beneficiaries by strengthening the link between our academic research and professional users.

Each research centre has prioritised new areas of enquiry anchored in their existing research:

CENTRIM	user-led innovation in the digital economy and innovation in humanitarian aid
CROME	fairness at work and labour market transitions with EU, ESRC and MRC funding
CIMER	entrepreneurship and managing change.

To achieve these strategic priorities BBS's Research Strategy Committee has:

- Extended the programme of staff teaching time buy-outs through the introduction of a revised Scholarship and Research Development Scheme, coming into effect in 2013/14
- Encouraged staff to integrate users into research projects from inception to dissemination through professional links, web and multi-media channels
- Agreed to support networking events and international conferences from each centre
- Strengthened research leadership and excellence with the appointment in 2013 of five new professors, three of whom – BRADY, CONRAD and DEMBOUR – have already joined the professoriate, and two – Cowling and Gregoriou – will join early in 2014.

Our strategy since the RAE2008 has reinforced the established research centre (CENTRIM) and supported innovative new centres (CROME and CIMER). The distinctive agendas of each centre, together with the new management structures, complemented by university level infrastructural investment, provides a solid basis for achieving future goals.

### c. People, including:

#### I. Staffing strategy and staff development

We continue to invest significantly in our researchers' intellectual and creative capital by prioritising the following four staffing strategy objectives that align with our current and future ambitions (section b):

- *Invest* in researcher development for all staff in line with the implementation of the Concordat Action Plan to support the career development of researchers
- *Recruit* new staff, at a variety of levels, and develop existing staff within each of the three research centres in line with equality and diversity policy
- *Sustain* the current and future leadership of research
- *Enhance* the current leadership of research through the appointments of senior researchers
- *Develop* the next generation of researchers by enhancing training and career development opportunities for PGR students (see also c II).

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**Career development and Concordat implementation:** The ethos and values of our commitment to researcher development is guided by the University's Concordat Action Plan that gained the EC European Human Resources Excellence in Research Award in 2012. We have developed a distinctive dimension to delivering this commitment by supporting and mentoring staff at all levels in research bidding, which resulted in the award of nine externally funded research fellowships, with a combined value of £733k during the current census period:

- two early career fellowships from the ESRC and the EPSRC
- two NESTA ECR fellowships
- one mid-career fellowship from the ESRC/AIM
- one Leverhulme Major Research Fellowship
- one Leverhulme Early Career Fellowship
- two mid-career Marie Curie Fellows.

Of these fellowship holders, five are included in this submission and have been internally promoted beyond ECRs, two have been promoted to significant positions in research administration (at NESTA and the Royal Society) and two have moved to university research posts in the West Indies and Brazil.

O'REILLY and LAIN (ECR), who received Leverhulme Fellowships, produced special issues in leading journals such as *Work, Employment and Society*, and are in the process of completing research monographs.

Since 2011, a major strategic university investment of £7.2m has focused on initiatives for researcher development to deliver the Concordat Action plan. ECRs have a lighter teaching load, are mentored by research professors, have access to the university ECR Ambassador and participate in the annual university ECR conference (*The Future's Bright*). Support is provided to ECRs for writing grant proposals, journal articles and networking and there is a ring-fenced ECR conference fund. Five members of BBS staff who were ECRs during this assessment period (all on externally funded Fellowships, as listed above) took part in these initiatives and all have now been appointed to permanent research positions at BBS, in the UK or abroad.

During the current REF period, BBS staff received five awards from the new university Research Sabbatical Scheme (worth a total of £100k) and BBS also funded teaching buy-out for 46 periods of leave (valued at £1.4m) to undertake activities ranging from time to complete PhDs, to writing grant proposals and journal articles. The university's Research Innovation and Research Challenges schemes also provide seed money for highly innovative or challenging research projects (worth up to £50k each), and a Research Poster Competition spreads awareness of the research across the University. Researchers in BBS have been supported with £70k from the Innovation and Challenge Award, leading to an edited collection by FLOWERS [2] and interdisciplinary research by HOBDAY linking innovations studies to design research at UoB.

BBS has also made a substantial contribution to university wide staff development schemes. This includes the design and delivery of the innovative ProposalNet scheme, which took 75 members of staff through an action-oriented programme of ten three-hour sessions over six months. Research bids are developed via a mentoring model, allowing ECRs to draw on the expertise of the university's most experienced researchers. There is a conference support fund that helps colleagues at all career stages to present at major conferences. In the census period the fund has supported 374 conference attendances at a cost of nearly £150k.

One broad set of indicators for the impact of our Concordat Action Plan is provided by the 2013 Careers in Research Online Survey (CROS) (46% return rate from Brighton compared to 26% nationally), which shows:

- 91% of respondents are integrated into the research community (compared to 78% nationally)
- 96% of respondents have the opportunity to present work at conferences (compared to 81% nationally)
- 57% of respondents are treated equally compared with other staff in relation to promotion and progression (compared to 37% nationally)
- 64% of respondents engage with policymakers and end users (compared to 30% nationally)

**Recruitment and leadership:** To attract and enhance research leadership, the university has redefined the professorial recruitment criteria and extended the salary range. Recent appointments

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and promotions to professorial positions include O'REILLY and PERREN (who initiated new research centres where new and existing appointments will also be integrated and incubated). Additional professorial appointments made in 2013 include DEMBOUR, who has an extensive international expertise in law, human rights and ethics; BRADY, with a track record in innovation research, and CONRAD, in accounting and performance management in public services. Two additional appointments have been made in the areas of finance (Gregoriou) and entrepreneurship (Cowling), starting in the post-REF period. Two internal staff were promoted to Readers and two to Professor during the census period, indicative of our commitment to staff development and progression for existing mid-career staff. BBS also recruits staff with substantial professional experience from outside of academia to provide the professional credibility expected in a business school. These staff join a research centre and, along with all mid- and early career staff, are involved in research activities through mentoring, research leaves and conference participation, all of which are monitored during the annual Staff Development Review.

**Diversity and equality:** The university's Equalities and Diversity Policy aims to promote fairness and consistency in the recruitment and progression of research staff. Embodied in BBS research is a distinctive commitment to equality and diversity through influential research outputs that explore human rights (BARROW and DEMBOUR) and equality and fairness at work across the life-cycle (LAIN and O'REILLY). The combination of research interests and organisational practices around equality and diversity at BBS is enhanced by the development and training for all staff on these issues through online and face-to-face provisions. BBS's commitment to equality is illustrated in that of the 13 members of staff who hold research contracts, 12 are now on permanent contracts. The Fellowship awards previously listed included five awarded to foreign nationals and four to women. Nearly half our professorial staff are now women, compared with no females in senior positions in 2008. The opportunity to develop research leadership skills through the university Research Leadership Programme has been established since 2013 to ensure that current and potential research leaders understand their responsibilities for the management of researchers.

### c. II. Research students

**Brighton Doctoral College (BDC):** PGR students are located within each of the centres but work under the direction, monitoring and quality control of the BDC, established in 2011 with a new Dean who is responsible for postgraduate research. A recent QAA report (March, 2013) noted 'since its (BDC) establishment, the trajectory of almost all success indicators has been upward.'

The core work of the BDC is:

- to oversee the application-to-graduation process for all PhD students
- to provide a full needs analysis training to establish each student's skills profile that is then mapped against the Vitae Researcher Development Framework (RDF)
- to arrange compulsory formal training for all new students via the University RDF.

In addition to the BBS annual research conference, attendance at the BDC's annual PGR student conference is also a requirement for BBS students. All supervisors undergo dedicated training, including equalities and diversity training, prior to joining the approved register and this must be refreshed every five years. Supervision is complemented by a series of milestones for PGR students, following the established BDC procedures; ensuring that satisfactory progress is taking place, the supervisory team is fulfilling its responsibilities, and the project will be completed on time. Milestones include initial research plan approval, a series of annual progression reviews and a thesis completion plan. Further improvements in support for PGR will be based on new forms of career planning to be introduced in 2014.

**BBS PGR student environment:** BBS has enhanced the research environment for students based in the school. All PGR students have at least two supervisors and are integrated into the life of each of the research centres through weekly seminar programmes. BBS organises an annual research conference where students' current work is discussed collectively alongside presentations from staff and provides PGR students with opportunities to chair workshop sessions. We have had 15 successful PhD conferments, matching our highest level in all the submissions made to RAE/REF. At the same time, average completion time for full-time students has reduced from 5.28 to 3.92 years. Student selection criteria have also been tightened, with a shift toward redressing the balance between full-time and part-time registrations, as suggested in feedback

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from the RAE2008 panel. In 2008/09, we had 8 full-time students and 20 part-time. By 2013 we had reversed the balance with 13 full-time and 7 part-time students. To support the recruitment of research students, the university has funded two rounds of studentships (£116k), where BBS received two funded studentships through competitive bidding.

**d. Income, infrastructure and facilities**

**Income:** Our research income doubled between 1992–2008 and has since stabilised at a level of £35k per annum per FTE staff submitted to the REF. Since the completion of the ten-year ESRC-funded CoPS programme, we have sought to diversify and consolidate our research income (RP5) during a challenging economic period.

CENTRIM and CROME have successfully won RCUK funding from the ESRC, the EPSRC and the AHRC. As well as maintaining a strong track record with the European Commission, we have also been successful with new sponsors such as the German Federal Institute for Vocational Education and Training, the Leverhulme Trust and Santander Universities. This increase in non-Research Council sources of income (including contracts with the police and probationary services, the Ministry of Defence and Barclays Bank) underlines our commitment towards engagement with industry and links well with our core vision of translating new academic knowledge into professional practice. Such work has been of particular importance in our strategic approach to impact and in consolidating the work of CIMER (REF3a).

Significant research grants awarded in 2013 will maintain the level of research income from EC, EPSRC and AHRC. At CENTRIM, these grants focus on the creative industries (SAPSED) and innovative business models around major project infrastructure interdependencies (BRADY). CROME is the co-ordinator for the €5m funding for an EU FP7 large-scale project examining Strategic Transitions for Youth Labour in Europe ([style-research.eu](http://style-research.eu)), 2014–17 (O'REILLY). In addition, an ESRC-MRC project on older workers in collaboration with the Universities of Kent, Bath, Leeds and Edinburgh was successfully awarded at the end of 2013 (LAIN). CIMER will expand upon its successful track record of engagement and action research with its existing and new sponsors, as illustrated by the continuing collaboration with the Ministry of Defence (REF3b [3]). It will also investigate the explicit development of educational theory through empirical research within higher education (HE) and is currently building relationships with co-researchers in Italy to produce evaluative work on Italian public private partnerships.

**Infrastructure/facilities:** In 2009 and 2011, HSBC reports identified Brighton as one of the UK's 'Supercities', with a culture of 'radical innovation' (especially in the digital economies). In this context, we have relocated CENTRIM from the Freeman Centre to a significant city centre site, offering better access to businesses and cognate research in the digital economy, creative industries and design management located in our Faculty of Arts. This immediate relocation is part of a five-year £85m plan to rebuild the university's city centre campus with an 'Innovation Greenhouse' that will include CENTRIM. This will house a collection of innovation management materials that have been built up by CENTRIM over 25 years. The university's professional-quality TV studio and editing faculties are used regularly as a means of disseminating research results. Similarly, researchers have experimented in the use of social media for the dissemination of research findings via LinkedIn, YouTube, Twitter and Facebook. The FUSE project used such social media to both disseminate project information and interactively engage with participants and users of our research. The university is also progressing plans for the construction of a new facility for the entire Business School.

**Advancing infrastructure for funding support and quality management:** The management of infrastructure and the progress of the three research centres is systematically overseen by the BBS Research Strategy Committee (RSC). The BBS RSC reports to the university's RSC, using the university's newly established Current Research Information System (CRIS) and Annual Research Monitoring (ARM). This has brought greater consistency and rigour to the continuing process of evaluating key performance indicators to inform the BBS's identification of future priorities. Additionally, the BBS RSC is responsible for the local delivery of the university's Research Concordat Action Plan in support of researcher career development, and the university's *Code of Good Practice in Research* and the *Guidance on Good Practice in Research Ethics and Governance*. Since 2008, the university's research infrastructure has seen an overall investment of £8.8m in initiatives such as the Research Sabbatical scheme, Research Challenge and Networking

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grants, and support for ECRs. The BBS RSC is a critical conduit for the local implementation of these initiatives and for ensuring they adhere to equality and diversity policies. In addition, the BBS RSC oversees the use of teaching buy-outs to support grant proposal writing and the quality management of proposals has been enhanced the university's new Grant Support Panel (comprising RCUK grant panel members), who review and provide feedback on all RCUK/EU applications. The business development managers in the university's Economic and Social Engagement (EASE) team also work closely with the BBS staff to create impact through knowledge exchange, and innovative forms of engagement with business (REF3a).

**e. Collaboration and contribution to the discipline or research base**

**Research collaborations with industry, third-sector and research users:** The co-production of knowledge with business, policy and other academic research groups has been a significant and enduring feature since our first RAE return in 1992. Our long-standing and new collaborations during the census period enrich the research base and contribute to the vibrancy of the BBS research environment.

CENTRIM's influential involvement in the field of CoPS has continued in collaboration with the University of Sussex, Imperial College London and University College London (UCL). Our work with the creative industries, which is dominated by SMEs, has involved an extensive interaction with UoB's Faculty of Arts and Wired Sussex, a leading trade association in the field. This work has been expanded internationally via a major collaborative EU FP7-funded project (CRE8TV.EU), together with the University of Manchester, Copenhagen Business School, Eindhoven University, Milan Polytechnic and five other contributors. CENTRIM's landmark research on user-led innovation with Professor Eric von Hippel of MIT has resulted in several joint projects and a major conference at UoB. CENTRIM's policy research for the EC identifies best practice projects for linking SMEs to the research base and includes contributions from Science and Technology Policy Research (SPRU) and INSEAD. Our exploration into the area of crisis-driven social innovation is in collaboration with Professor John Bessant of Exeter University. Collectively, these collaborations have strengthened CENTRIM's scholarly leadership in the field of innovation management.

CROME works closely with the Institute for Employment Studies (IES), a leading employment research institute in Europe. This collaboration has taken the form of successful joint grant applications to the ESRC, the European Parliament and the EC. CROME researchers are also working with the Chartered Institute of Personnel and Development, the Equality and Human Rights Commission (EHRC), the British Trade Union Confederation, the European Trade Union Institute, Business Europe, the OECD, the ILO, the European Foundation, SOLIDAR (a European network of NGOs working to advance social justice), the European Social Observatory and Eurostat.

Researchers within CIMER have been at the forefront of 'practice-driven action research' for many years and, during this assessment period, have been working closely with partners such as the London Probation Service, the Learning and Skills Council, Barclays Bank, the North West Ireland Health Board and the MoD (REF3b [3]). Nationally, CIMER has worked with the Aimhigher UK group to identify the needs of 'first in family' new undergraduates. At the European level, CIMER researchers have been active in the EPOCH project, an 89-partner EU-funded initiative focused on cultural heritage and technology, in which they have developed innovative approaches to assessing socio-economic impacts of cultural heritage sites.

**Field leadership, seminar series, editorship, conferences and CPD workshops:** Two ESRC-funded seminar series on '*Rethinking Retirement*' and '*Fairness at Work*' were organised, with supplementary funding from the EC-funded *WorkCare Synergies* programme. Some of the papers have been developed into journal publications and special issues, for example, on conceptualising and understanding the consequences of the financial crisis on employment, the abolition of mandatory retirement, a re-evaluation of fairness and the effectiveness of the Equal Pay Act. As a result, LAIN was a guest editor for *Social Policy and Society and Employee Relations*, SAPSED for *Research Policy* and O'REILLY was the guest editor on *Work, Employment and Society*. In future, O'REILLY will be guest editor for the *British Journal of Industrial Relations (BJIR)* and the *Cambridge Journal of Economics*. O'REILLY was co-editor on the *BJIR* from 2008–11, was guest editor on *Management Revue* and is currently on the editorial board of *Socio-Economic Review*.

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Field leadership organised around the research centres is evidenced by regularly hosting significant international conferences:

- Nine conferences have been organised by CIMER, including the 2008 European Marketing Academy Conference, attended by nearly 800 delegates; the 2009 British Academy of Management Conference, with 600 attendees; the 10<sup>th</sup> European Conference on e-Learning (ECEL-2011), and; the 23<sup>rd</sup> Research Seminar of the Managing Economic Transition Network (2009).
- CENTRIM organised the 2012 Third International Project Management Business Workshop, jointly hosted (with MIT); the 2012 and 2013 Open and User Innovation Workshops, and; with the Science and Technology Policy Research Unit (SPRU) at the University of Sussex, has held weekly seminars.
- CROME won the tender to host the tri-annual WES conference for the British Sociological Association in 2010. This resulted in two special issues: i) 'Managing Uncertainty at Work' in *Work, Employment and Society*, and; ii) 'Global HRM and Economic Change' in the *International Journal of Human Resource Management*. In 2013, it hosted the university forum for Human Resource Development, which resulted in the publication of three special issues in the *European Journal of Training and Development* (on 'Innovation', 'HRD' and 'Corporate Social Responsibility', and 'Advances in Developing Human Resources').

International recognition of our staff is evidenced by membership of prestigious international panels: RUSH is an expert panel member for the NHS Innovation Challenge Prize and for the Humanitarian Innovation Fund; HOBDAV sat on the Joseph Stieglitz Forum; DEMBOUR has acted as a member of the Insight Grants Committee of the Social Sciences and Research Council of Canada; O'REILLY was an evaluator for the German Excellence Initiative of the Deutsche Forschungsgemeinschaft (German Research Foundation), the Wissenschaftsrat (German Council of Science and Humanities), and has been appointed to the Italian National Agency for the Evaluation of Universities and Research to advise on professorial appointments.

In addition, BBS researchers were involved in giving conference keynote addresses (12); chairing conference sessions (18); organising committees (11); sitting on journal editorial boards (31); journal or guest editorships (12); membership on competition juries (6); merit awards of best paper prizes (11), and; membership on government or industrial advisory committees (22).

There has also been a regular involvement in policy forums such as LAIN's involvement with the EC Economic and Social Committee in the area of the length of the working week; SHEEHAN with the President of Poland and the European Central Bank for Reconstruction and Development on maximising synergies between immigration experiences and knowledge transfer back to 'emerging' EU countries, and; SAPSED inputting into agenda setting and policymaking on the creative industries for the ESRC, the AHRC and the Technology Strategy Board (TSB).

Many of our researchers also sit on advisory boards of important local and national organisations such as the Institute for Small Business Affairs, and the research advisory groups of The Prince's Trust Business Sussex Division and the ACCA.

**Visiting professors, fellows and students:** In addition to continuing our high level of collaborations with external institutions, we also support long-term visiting fellows and students who are attracted by the facilities and workspace available through the three research centres. Visitors present work-in-process seminars and several of the collaborations have resulted in joint papers and new research proposals. Although most have come from prestigious universities from around the world – Linköping University, Sweden; Copenhagen Business School, Denmark, and; the University of Graz, Austria (with whom we have an Erasmus-funded exchange programme) – we have also hosted visits from staff of the UK Ministry of Business, Innovation and Skills, the OECD, and the IMF. In total, between the three centres, we have provided space and facilities for 23 Visiting Fellows and six visiting students from nearly 20 countries during this census period. These visitors, along with our extensive collaborations, have strengthened our position in the census period as an internationally vibrant and purposeful location for research in business and management.