

<p>Institution: University of Bristol</p>
<p>Unit of Assessment (UOA): 19 - Business and Management Studies</p>
<p>a. Overview</p>
<p>Business and management studies comprises two relatively small but growing departments - Accounting & Finance (A&F) and Management. It is thus not organised as a management or business school. Rather, the departments are located within the School of Economics, Finance and Management and the Faculty of Social Sciences and Law. The departments share a strong social science identity. They were submitted as separate UOAs in the Research Assessment Exercise (RAE) of 2008.</p> <p>Research in the UOA is formally organised within departments as well as two interdisciplinary research groups - the centre for Action Research and Critical Inquiry into Organizations (ARCIO) in Management and the Financial Reporting and Business Communication (FRBC) Research Unit in A&F. In addition, the UOA is linked to various centres within the university (e.g. the ESRC-funded Centre for Market and Public Organisation) and beyond (e.g. Professional Associations Research Network). In 2013, a regional group of universities was formed with the backing of the University Research Committee – ‘GW4’ (Bristol, Bath, Exeter and Cardiff) – to coordinate shared research interests and initiatives. PhD students are supported at all levels, including the ESRC-funded South West Doctoral Training Centre (SWDTC) (run jointly with the Universities of Exeter and Bath).</p> <p>Staff research interests are concentrated into specialisms. In A&F, the accounting group is focused on accounting history, financial reporting and the public sector, while the finance group mainly specialises in asset pricing, corporate finance and governance. The two parts of A&F intersect in the field of market-based accounting research. In Management, research is mostly based in two broad areas – organization studies and operations/management science although staff across the UOA share some empirical and policy interests (e.g. public and third sectors, organisational change). Management is developing a new specialism - international management - with a professor (Beaverstock) starting in 2014 and further staff and student recruitment budgeted for.</p> <p>Since 2008, the UOA has grown in size and developed significantly in terms of a range of research indicators and strategic priorities such as grant income, output quality, impact and engagement, PhD recruitment, infrastructure and international and interdisciplinary activity. Our growth rate accelerated in 2012, when a major, five-year expansion plan was formally agreed by the university and initiated. This had the aim of strengthening and sustaining our current research base and facilities.</p> <p>b. Research strategy</p> <p>The school research strategy is integrated with faculty and university strategies and was revised in June 2009 (after the last RAE and a 2008 formal school review) and then again in 2012, when the current research plans were agreed. Below, we summarise our priorities and provide illustrations of how they have been addressed up to 2013. Our plans follow, which ensure that the momentum and vitality achieved in research activities can be enhanced and sustained in future:</p> <p><i>Enhancing vitality – strategic priorities</i></p> <p>1 Staff recruitment at a range of levels including leadership and early career in order to increase size and research strength</p> <p>a) Staff levels increased significantly. This included key leadership roles such as two new department heads (Jones from Cardiff and Sturdy from Warwick) and other senior appointments (e.g. Bulkley, Exeter and Cooper, Aston) and more are to follow post-REF (e.g. Beaverstock from Nottingham and Clatworthy and Taylor from Cardiff). There is also a commitment to recruiting and bringing on early career researchers (ECRs) in particular, eight of whom have outputs submitted to the REF. This success has occurred in the context of the challenge to relatively small departments of recruiting and retaining high quality researchers.</p>

2 Increase research funding through grant income

- a) Research grant income has also increased significantly in terms of diversity and quality. This is detailed formally elsewhere, but the following are illustrative of the range of sources: ESRC (Sturdy, White, Ozkan), British Academy (Bourne, White), National Institute for Health Research, NIHR (Ellwood, White), Association of Chartered Certified Accountants (Ho), Chartered Institute of Management Accountants (Lyne).
- b) Notable funding has also been achieved through the renewal of the Centre for Market and Public Organisation's research centre status by the ESRC (£3.7m). This has impacts on the UOA such as the award of additional ESRC funding for a 'Capacity Building Cluster' (CBC) which was obtained by White in Management (with Smith in Economics).
- c) Since 2012, all external grant applications have been supported and assessed through a formal, developmental feedback and review process which also complies with ESRC requirements for demand management.

3 Increase scale through collaboration outside of the UOA

- a) Two new interdisciplinary research centres have been supported and established – Action Research and Critical Inquiry in Organisations (ARCIO) in 2010 and the Financial Reporting and Business Communication (FRBC) Research Unit in 2009.
- b) Staff recruitment processes have recognised applicants' research networks and their potential for interdisciplinarity within and beyond the faculty. For example, Klimecki works with faculty in politics and Durugbo with engineers. Wilson is a shared (0.5) appointment with Policy Studies.
- c) Research funding has been achieved with partners in the Department of Economics (e.g. the Centre for Market and Public Organisation) and externally (e.g. CBC with academics in Bath, Exeter and LSE; NIHR with Manchester).
- d) Visiting external speakers are supported with funding for weekly/fortnightly seminars, including overseas speakers in both A&F (e.g. Profs. Li from Michigan, Harford from Washington and Schipper from Duke) and Management (e.g. Prof Czarniawska from Gothenburg).
- e) Klimecki, Rippin and Sturdy participate in a regional ('GW4') research group on professional services.

4 Maintain priority of high quality academic publishing in staff development activities

- a) Publishing remains central to annual staff development reviews, research workshops and to mentoring (e.g. senior staff feedback on draft articles and presentations).
- b) Journal editors have been invited to conduct publishing workshops with staff (e.g. Morgan from Cardiff in 2011) and the topic has been a consistent theme at departmental 'awaydays', workshops and the newly introduced (2012) biannual research days for both staff and PhDs in Management.

5 Develop and support PhD student training (e.g. through regional links)

- a) The award of the regional ESRC Doctoral Training Centre (DTC) to the faculty (SWDTC) has significantly strengthened training provision within the UOA and improved student recruitment prospects. Research students in Accounting and Management in particular, are drawing on SWDTC-provided training courses in quantitative and qualitative methods and research philosophy. In Finance, students have also attended SWDTC workshops on advanced quantitative methods and corporate finance. ARCIO ran a 3-day PhD workshop on action research for the DTC in 2013.
- b) The faculty public policy strategy (2012) includes specific training in communication for PhD students to support their employability and impact. The SWDTC also appointed a placements officer who is coordinating work placements and internships.

In addition to the above strategic priorities, environmental changes have stimulated new developments in teaching which are also designed to support research. For example:

- A part-time masters degree in strategy, leadership and change was launched in Management in 2013 (20+ students) with an emphasis on developing research links and access and engagement with those external organisations who provide students (e.g. GKN).
- A new degree in management and policy studies is under consideration to help foster intra-faculty interdisciplinary research and recruitment, with one staff member (Wilson) already shared with Policy Studies.

Ensuring sustainability

In 2012, the school commenced a period of significant further expansion in undergraduate and postgraduate student numbers. In large part, this was to increase our research capacity. The first new staff were in post from October 2012, but over the period to 2018, total staff numbers will increase the formal establishment by 40-50 across the school (and 20-30 in the UOA), the great majority of whom will be research-active. These plans, along with those for supporting infrastructure (including buildings) have been formally agreed by the university and are in support of the research strategy which includes the following *key objectives* for 1-5 years from 2013.

1 Promote multi- and interdisciplinary research

- a) Use research centres in the UOA as well as the Centre for Market and Public Organisation in the school.
- b) The university's Institute of Advanced Studies (IAS), Cabot Institute and newly formed Elizabeth Blackwell Institute for Health Research all support interdisciplinarity by offering various types of seedcorn funding.
- c) Staff recruitment to recognise intra-faculty developments (e.g. planned degree with management and policy studies and growth of international management through appointments from human geography – Beaverstock in January, 2014).
- d) Build on links within the university, such as with the Personal Finance Research Centre (Acker), Engineering (White) and Computer Science (Friederich).

2 Recruit research staff

- a) Recruit with market-related salaries in core areas of strength and selected new areas (e.g. international management and third/public sectors in Management).
- b) Retention initiative around workload management (e.g. clustering of teaching, selective sabbaticals and market-led pay).

3 Promote and reward policy impact of research (See also impact template)

- a) Implement the 2012 faculty public policy strategy which supports research and its promotion to increase social and economic impact (Wilson appointed *PolicyBristol* director in 2013).
- b) Engage with external organisations to support research access and funding (e.g. new part-time masters in strategy leadership and change; strategic research relationships with Bristol City Council managed across university; White appointed faculty business fellow in 2013 to engage with research users).

4 Further strengthen doctoral and post-doctoral groups

- a) Consolidate faculty role in SWDTC.
- b) Reinforce recruitment through further teaching funding and bursaries.
- c) University proposals to develop doctoral college for training and recruitment.

5 Continue to increase research grant funding

- a) Include both traditional (e.g. research councils) and other (e.g. European Union) sources and encourage inclusion of PhD funding in research grant applications.
- b) Introduce staff incentives for grant applications (following a feasibility study).

6 Spatially re-organise for co-location

- a) Re-organise and relocate school departments and/or centres where appropriate in forthcoming expansion to strengthen research groups and culture/s. New building acquisitions (two in 2013 for the UOA) and construction (commenced 2013) are part of a formal new 2015 campus plan for the school and faculty.

A note on strategy formulation processes - Heads of Department (HoDs) are members of a faculty research committee which oversees research and reports to the University Research Committee (URC). Research strategies are formulated at school and departmental levels, led by the HoDs, and are annually assessed at school level. The overall strategy process is monitored by the faculty and university research committees, with periodic formal reviews (panel visits by the URC headed by the Pro-Vice Chancellor for research and including the faculty research director and two external assessors).

c. People, including:**i. Staffing strategy and staff development**

The UOA staff profile as at 31st July, 2013 was as follows. There were 42.25 staff in total, of whom 30.85 were on research career pathways (17.75 in A&F, 12.1 in Management, with 1 staff member, Cannon, based in the Department of Economics, but with finance-related research). In terms of seniority, there were 6.85 professors (4.75 in A&F), 4 readers, 8 senior lecturers and 12 lecturers.

The staffing strategy for research is centred on supporting the overall research strategy set out above. Given the growth since RAE 2008 and current plans, this involves attracting, recruiting, developing and retaining outstanding academics (in terms of achievement and/or potential). This is to be pursued through enhancing the unit's research profile, focused recruitment and succession planning, mentoring and reward systems as well as modernising and reorganising facilities. The university is unusual in operating a 'progression' policy: there is a contractual expectation that progression will occur from lecturer to senior lecturer on evidence of competence to fulfil this role. ECRs are therefore recruited in the expectation that they have a strong research trajectory. Promotion to reader or professor is considered through formal internal and external assessment. In addition, the university's teaching-only career path serves to support research activity, partly in terms of freeing research staff of some teaching and administration loads. To this end, regarding vitality and sustainability:

Enhancing vitality

1. The UOA has recruited 18 staff since the RAE, including 3 professors and 9 ECRs (and 1 teaching fellow) and have agreed plans with the university's HR department to recruit 20-30 additional research staff by 2018.
2. Management has improved its seniority profile by recruiting Sturdy (professor) and Shang (reader) and promoting White (professor) and Rumens and Rippin (readers) for example. This directly supports succession and the development of ECRs, including new appointments, in terms of mentoring for example.
3. A&F has benefited from the recruitment of Jones (professor and HoD) and Bulkley and Cooper (professors) as well as from the conversion of Bamber from a teaching to a research post.
4. The two emeritus professors (Ashton and Dugdale) have continued to play an active role in the school especially regarding contributions to postgraduate research and supervision. Although four research staff have left (Kam, Payne, Petrovic, Shang), Payne and Petrovic continue to collaborate with UOA staff. (Rumens also left post-census date).
5. Staff development is achieved through conference support (at least £1750 per annum each from the school/faculty); training through the university's HRM department; research seminars at departmental, school and faculty levels; reading groups, feedback and mentoring on research bids and outputs; departmental research days (with PhDs); annual individual staff development reviews as part of the formal university process; supporting ECR staff as PhD supervisors through co-supervision (e.g. Klimecki with Sturdy in Management); and research leadership, funding and supervision courses offered by the university's Staff Development group (e.g. Durugbo, Wang and Klimecki attending in 2013).

Ensuring sustainability

1. Research time is protected through a system which allows concentration of teaching in terms and weeks (normally 2 days free of teaching per week and frequently one term free per annum) and a policy of allocating some of the larger teaching administration roles to teaching only staff (e.g. programme directors and widening participation in Management, admissions and progress in A&F).
2. Sabbatical periods were allocated to Phillips, Ashton, Stoja, White and Hill since the 2008 RAE in support of their research plans.
3. In addition to fulfilling statutory requirements for supporting maternity leave, we have supported part-time working for family and other commitments (e.g. Sturdy's 2 years at 70% and Hill's adoption leave).
4. All staff are mentored or supported in their research development, often by the HoD, but early career staff are allocated additional mentors to support their personal development.

Environment template (REF5)

This is in keeping with the formal Concordat to support the career development of researchers which is subject to monitoring by the university. ECRs Wang and Shang were both supported as applicants for ESRC future leaders grants.

ii. Research students

Continuing improvement to the PhD programme has been a strategic priority. Overall, it has been a great success in recent years with the number of students increasing significantly from a low base of 3 starting in 2008/9 to 10 joining in 2011/12 and a further 9 in 2012/13. PhD students are assigned to specialist supervisors, but are also supported at school, faculty and university levels, especially as regards general training, including through the SWDTC. (There were no professional doctorates during the REF period.)

Enhancing vitality

The development of the programme has been supported by the appointment of more senior faculty who have attracted applicants and strengthened supervision; and the introduction of scholarships (2 per annum) funded through teaching income, which supplement existing ESRC funding and individual external scholarships. A major contributor to providing a thriving research community for PGR students is the SWDTC, which expands training provision and the peer group to include other students in the faculty and at Bath and Exeter universities. It has also provided an ESRC studentship each year for students in A&F.

Students contribute to, and benefit from, research in the UOA. Additional indicators of the research culture for students are as follows:

1. Participation in weekly/fortnightly research seminars of visiting and internal speakers run in each department.
2. The opportunity and expectation to present their own work in a supportive environment which also helps develop employability (e.g. Management bi-annual research days for both staff and PhDs). Most students (and all those in receipt of school bursaries) also gain some teaching experience, but workloads are restricted and content is typically complementary to their research interests.
3. Being co-supervised helps to ensure effective supervision (as well as developing supervisory skills). Some students have co-supervisors who are outside the UOA (such as Grout and Simpson in the Centre for Market and Public Organisation, who co-supervise with Korczak and Acker in A&F), which strengthens inter-disciplinary cooperation amongst both staff and students.
4. All supervisors receive teaching credit and are required to be research-active with at least one of them having experience of supervision up to successful completion. The recruitment of new students takes existing supervision loads into account.
5. The progress of students is reviewed at six-monthly intervals, using forms completed by students and supervisors which are reviewed at school and faculty levels. Where a lack of progress towards timely completion is causing concern or supervision issues emerge, the programme director takes action in consultation with supervisors and HoDs.
6. All students have opportunities for advanced training, taught at departmental, school, faculty and DTC levels with contributors from the UOA (e.g. Hall, Phillips, ARCIO).
7. Students each receive up to £600 in support of specialist training and/or conference/workshop attendance. The latter is often based on co-authorship with supervisors (e.g. Acker, Bourne, Ellwood, Klimecki and Sturdy).

The university's staff development department offers courses to PhD students to support career development both within and outside academia. Destinations/current affiliations of some recent PhD graduates include the universities of Kent (Sweeting), Nottingham (Huang), Southampton (Al-Sayed) and UWE (Neugebauer) as well as BlackRock (Latza), Capital Economics (Hirsh), European Mentoring and Coaching Council (Doherty) and Npower (Kuang).

Ensuring sustainability

The continued development of the programme will be sustained on the back of funding through bursaries and strengthening the supervisory team through recruitment and staff development.

Access to a wide range of expertise will be secured by expanding the links with Bath and Exeter, which will allow Bristol students to draw on a wider range of training courses and also to interact with peers at the other two institutions, for example through doctoral conferences. Further plans for the programme include:

1. Additional integration within the SWDTC as it expands. For example, Management is applying for 'pathway' status with a view to developing specialist research training across the national DTC network.
2. Supervisor development workshops to complement those provided at university level.
3. Further advanced training, under SWDTC.
4. Doctoral conferences for students from the three institutions in the SWDTC.

d. Income, infrastructure and facilities

As the following outlines, the university provides extensive support which has helped increase the level and breadth of funding in the UOA and related infrastructure, including new buildings.

Income

Securing research grant income from traditional (e.g. research council) and, increasingly, other sources is an important strategic priority at all levels of the university and is supported by Research and Enterprise Development (RED). Based centrally, RED initially provide information and encouragement (e.g. at departmental awaydays) and then work closely with applicants and their mentors on bids at every stage and finally support funded projects (e.g. around project management). The funding strategy is also supported by:

1. The monitoring of bids and awards at faculty (research committee) and university levels.
2. The recruitment of those with funding experience/leadership (e.g. Sturdy and recent chair appointments) and ambition (e.g. Wang and Shang who both submitted ESRC future leaders' applications).
3. The introduction of a formal review/feedback process on all grant applications operated at departmental level.
4. The allocation of mentoring/advisor role regarding grants (e.g. White in Management).
5. A maximum buy-out of 75% of teaching and administration for successful applicants.
6. A grant bid incentives study and strategy at faculty level (2013).

Externally funded research projects

Aside from 'seedcorn' funding which is available through faculty and university schemes, staff have been successful in securing externally-funded income across a range of sources. The following provides examples of funded projects from 2008, according to the PI or co-investigator with award total or share indicated. For all but the most recent projects, indications of research outputs are provided.

ARCIO - Series of action research interventions to build leadership capacity in the voluntary sector (funded by *Locality* - a network of community-led organisations)(£6000, forthcoming)

Bourne - British Academy grant on post-merger organizational identity at Age UK, leading to report to funder and, to date, a conference paper (£4000, 2010-2011).

Ellwood - NIHR funded study on patient level information and costing systems with Manchester Business School (10% of £467,000, 2012-2015).

Ozkan – ESRC funded project on CEOs and corporate acquisitions (£25,000, 2008-2009) (e.g. REF output 2).

Rippin - Higher Education Academy research project on leadership and sustainability with the National Union of Students and Anglia Ruskin University (£15,000, 2012-2014).

Sturdy - ESRC project on the organisation of internal management consulting leading to academic and user publications (e.g. REF output 4), seminars and conference streams (e.g. keynote to Academy of Management, Management Consulting Division international conference, 2011) and work with professional associations in the UK and USA (£80,000, 2008-2011) – final ESRC rating: 'very good'.

White - ESRC CBC on the impact of the third sector (with Centre for Market and Public Organisation) leading to: reports, seminars; invited keynote presentations (e.g. Realising Impact Conference, University of Exeter, 2011, 'What is good Evidence' conference NESTA, 2012); further funding - London Borough of Hackney (2012); and work with organisations such

Environment template (REF5)

as Crisis (2010), Save the Children (2011) and Coram (2012). (£900,000, 2009-13, deputy director CBC).

- ESRC-Barclays Bank Knowledge Transfer Project (KTP) on the impact of community investment, leading to: reports and repeat funding (£90,000, 2011-2012) - final ESRC rating: 'very good'.
- British Academy funding for a field experiment in the BBC on open leave and non-monetary rewards (£6,500 2012-2013).
- NIHR Service Delivery and Organisation (SDO) on children's services networks, leading to report to Department of Health, second NIHR grant; invited seminars on public management (e.g. HSRN/SDO Network conference, 2010) (£235,000, 2008-2010) (e.g. REF output 1).

Infrastructure: Processes and services

Regulatory and support activities are operated by the university and school, including:

1. The university's ethics policy applies to all staff and students and informs the school ethics committee which also considers and provides guidance on research activities.
2. The office of the University Secretary supervises legal and compliance issues, including those involving the Data Protection Act.
3. Mentioned elsewhere in this document are RED, *PolicyBristol*, the Cabot Institute, the IAS and the Elizabeth Blackwell Institute for Health Research, all of which actively support research in the UOA, especially that with a policy and/or multi-disciplinary focus.

Infrastructure: Facilities

All full-time research staff have their own office and PC as standard and can access the university websites (e.g. library) remotely. Full-time research students each have an allocated desk, computer and access to shared network drives. Part-time research students make use of hot desk facilities within the School, and can access a number of important resources remotely. All staff and research students have unlimited printing facilities. In addition to these general research facilities:

1. Both staff and research students have access to wider resources according to need, including a range of specialist university libraries, online journals and a working paper series. The UOA has a specialist librarian who advises, trains and supports staff and research students.
2. A wide range of specialist software and databases, such as in finance, econometrics and for qualitative data analysis, is available and partly funded using postgraduate fee income.
3. An important element of the research culture is the various shared spaces where staff and research students can interact informally (e.g. a common room and numerous kitchen areas).
4. Maintaining co-location of research staff by department is planned for new research and teaching facilities in the school growth and campus plans, including newly acquired (2013) buildings.

e. Collaboration or contribution to the discipline or research base

As the following illustrates, staff across the UOA play important and varied roles in their respective research and user communities at local, regional, national and, in particular, international levels. Many are leaders in their fields or becoming so and projects also include an increasing level of interdisciplinary work and various external collaborations.

Contributions to academic discipline and communities

Conferences

- Over the REF period, six conferences were held in Bristol and led by UOA staff for both regional and international communities (e.g. Corporate Governance). Of particular note is the annual conference run by the FRBC research centre, in its 17th year in 2013 (supported by the Institute of Chartered Accountants in England and Wales, ICAEW).
- In addition, staff have co-organised international and interdisciplinary conferences elsewhere (e.g. Critical Management Studies, Warwick) and many have convened international conference streams/workshops (e.g. European Group on Organization Studies - Sturdy; Gender, Work and Organization - Phillips, Gaya, Rumens; Academy of Management - Rumens, European Operational Research - White; World Congress of Accounting History - Jones).

Environment template (REF5)

Journal Editorial Roles

- Staff are well represented on editorial boards of international academic journals with some holding positions as editors (e.g. Jones - *British Accounting Review*, 2009-2013) or associate editors (e.g. Sturdy – *Journal of Management Inquiry*, Rumens and Vachhani – *Gender Work and Organization* (GWO) and Gaya - *Action Research Journal*). Many staff are also editorial board members of journals such as *The Accounting, Auditing and Accountability Journal*; *Journal of Banking, Finance and Accounting*, *Organization Studies*, *Human Relations*, *Organization*, *Journal of Management Studies*, GWO).

Invited/Keynote Presentations

- Faculty have been invited to present their work in over 15 countries including keynotes at the following conferences/workshops: European Accounting Association, (Ellwood); BAFA financial accounting and reporting colloquium (Jones); Financialization and Everyday Life (Klimecki); Management Consulting Division of the Academy of Management (Sturdy); Nesta Trust conference on Impact of the third sector (White); exhibition of art as research at York University (Rippin).

PhD Examination and Support

- Staff have contributed to PhD student development in the wider community (e.g. Jones ran the BAFA's Doctoral Colloquium from 2008–2013).
- They have acted as PhD external examiners at overseas universities (e.g. Cape Town, Copenhagen, Medalin, Sydney, Zaragoza, Gothenburg and Dublin) as well as in the UK (e.g. Bath, Edinburgh, Exeter, Lancaster, LSE, Nottingham, Queen's, Belfast and Warwick).

External Roles

- Staff have advisory/partnership/fellowship roles with external organisations such as professional associations including: UK, US and international institutes of management consultants (Sturdy); ESRC (Sturdy; Bulkley); NIHR (Ellwood); Institute of Fundraising (Shang is Chief Examiner); BAFA (Jones is on management committee), World Congress of Accounting (Jones was on technical committee). More generally, Friedman runs a research network funded by and comprising a number of professional associations (Professional Associations Research Network)(see also impact case study).
- Other important research contributions performed by faculty include membership of the ESRC review college (Jones, Ozkan, Sturdy) and chair of the Standing Conference on Organisational Symbolism (SCOS) - an international network of 1000 qualitative researchers in Organisation Studies (Rippin).

Interdisciplinary and other collaborations

These are evident across the UOA as formal groups (e.g. ARCIO) and as personal networks and funded research. The following is indicative:

- **ARCIO** workshop on narratives of sustainability (2010) was faculty funded and attended by 60 academics, activists and practitioners from the university and beyond.
- **ARCIO** workshop on arts-based methods (2010) attracted academics from the humanities, education and sociology as well as organization studies.
- **ARCIO** and IAS-funded symposium with Luce Irigaray as guest speaker. Attended by staff and postgraduate students from across the faculty.
- **'Bluestockings'** is an active scholarly feminist reading group with members from South West academic institutions from sociology, classics and art history.
- **Cannon** is based in the Department of Economics, but his research covers finance (hence inclusion in this UOA). He works with Tonks (Bath), Brunt (NHH, Bergen) and Cipriani (Verona).
- **Friederich** works with Payne (Cass Business School), Yearworth and others (Bristol, Engineering), Cliff (Bristol, Computer Science).
- **Hill** has published with colleagues at the Universities of Melbourne and Queensland.
- **Jones** is a visiting professor at the University of Cagliari, works/worked with colleagues at the universities of Edith Cowan, Perth, Tasmania and Newcastle (Australia), Gothenburg and UUM, Malaysia and is on the School Board of RMIT Melbourne.
- **Klimecki** collaborates with political scientists and sociologists on financialization (eg Glynos).
- **Ozkan** publishes with colleagues in universities in Boston, Berlin and Hong Kong.
- **Phillips and Rippin** worked with historians editing a special issue of *Management and*

Environment template (REF5)

- Organization History* on women and management history.
- **Phillips and Gaya** are working on ecofeminism with colleagues at universities in Cincinnati and Oslo with a conference stream in 2012 and journal special issue (*Gender Work & Organization*).
 - **Phillips and Rippin** organised a series of university (IAS) funded seminars on research ethics and vulnerability with participants from policy studies, law, education and medicine.
 - **Rippin** is collaborating with Anglia Ruskin and the NUS on an HEA-funded project on leadership and sustainability.
 - **Rumens** worked with Vasquez (Psychiatry, University of Texas) on lesbian, gay, bi-sexual and transgendered (LGBT) workplace mentoring and Kleese (Economics, Keele) on pragmatism, from which an Academy of Management (2013) workshop was held leading to a journal special issue.
 - **Shang's** projects were explicitly directed towards creating an interdisciplinary field of 'philanthropic psychology'. Her collaborators included: Gino (Marketing, Harvard University), Kopelman (Organizational Behaviour, University of Michigan) as well as ongoing research relations with ten out of the top thirty UK charities.
 - **Sturdy** has worked and published with Wright (University of Sydney), including a joint ESRC project, and Werr (Stockholm School of Economics) and Heusinkveld (VU Amsterdam) on journal special issues and conference streams. He has been a visiting professor at the Universities of Sydney, Australia and Lund, Sweden. He coordinates an interdisciplinary research group on professional services in the local 'GW4' university network.
 - **White** conducts interdisciplinary work with the systems centre in the faculty of Engineering, including through EngD research supervision (e.g. with Rolls Royce) and two NIHR programmes based at Warwick; and is also collaborating with Ackermann (Strathclyde), Franco (Hull), Rowette (Radboud), Currie (Warwick).

Other collaboration, including interdisciplinary work, is facilitated at faculty and university levels such as through the: ESRC-funded SWDTC; IAS who fund work such as the ARCIO seminars (above); the Centre for Market and Public Organisation which hosts the ESRC CBC (White). Given the strengths in health and public sector research, further interdisciplinarity will be achieved through the university's Elizabeth Blackwell Institute for Health Research which was formed in 2012 and links with local NHS Trusts and overseas centres of excellence. Likewise, research on sustainability and the environment (e.g. Phillips; ARCIO) will use the Cabot Institute.

Overall Summary

- Significant, strategy-led growth in the scale and quality of research is reflected in increased numbers of staff (particularly ECRs) and PhD students; research grant income growth; and institution building (e.g. ARCIO and FRBC research centres, SWDTC and PhD bursaries).
- A trajectory of research improvement and growth is to be sustained and then consolidated on the basis of a strategic commitment to research. This is reflected in significant, but achievable, university-backed growth plans which include new infrastructure and mechanisms for staff recruitment and retention. Recruitment and buildings acquisition are already underway with forthcoming confirmed appointments at all levels which are strengthening existing areas of research expertise and developing new ones.
- A culture of increasingly outward-facing, international and often interdisciplinary research is reflected in: staff profiles and external activities and contributions; resources for staff/student development and embedded practices such as the visiting speaker series, research days, research and funding mentors and faculty and university institutions supporting research and its impact (e.g. RED, IAS, *PolicyBristol*).
- The relatively small size of the UOA is compensated for by extensive links within and beyond the university supported by institutions including the SWDTC and sustained by regional developments such as GW4 and a wider social science and interdisciplinary ethos within the UOA research community.