

<p><b>Institution:</b> University of Stirling</p> <p><b>Unit of Assessment:</b> C19 Business and Management</p> <p><b>a. Overview</b></p> <p>Our research focuses on the sustainability of economic and financial systems through evidence-based policy and applied business practice. Our overall aim is to seek effective ways of improving business, society and lives through academic excellence. Our research positioning is distinctive in its emphasis on responsible leadership, successful organisations and sustainable societies. We create lasting impact through our contribution to debate, public policy and management practice. The rigour and relevance of our research is reflected in the development of a diversified portfolio of competitive funding awards through the last REF period; including from the Economic and Social Research Council (ESRC), NHS Health Scotland, the Carnegie Trust, the Medical Research Council, the European Commission, the Northern Ireland Environment Agency, the Nuffield Foundation, the European Investment Bank, Cancer Research UK, Alcohol Research UK and the Leverhulme Trust. The importance of our research to the well-being of society is recognised in the recent award of The Queen's Anniversary Prize for Higher and Further Education in recognition of the impact of our research on tobacco marketing.</p> <p>This submission presents the research of the <b>Stirling Management School</b> (the School), created in January 2009 to draw together a large and dynamic research community from four previous departments (Management; Marketing; Economics; Accounting and Finance). The School consists of four core divisions: <b>Management, Work and Organisation; Marketing and Retail; Economics;</b> and <b>Accounting and Finance</b>. In addition to the divisional structure, a number of research centres act as cross-cutting school-wide initiatives facilitating research collaboration in key areas of interest: <b>Behavioural Science; Consumers, Cultures and Society; Tobacco Control</b> (Social Marketing); <b>Retail Studies</b>. These research centres develop intense programmatic areas of research drawing from across the University and in collaboration with external partners. The centres exemplify our emphasis on rigorous approaches to key policy questions and substantially complement the research focus of the four core divisions. We are investing heavily in these centres, including recent appointments of dedicated early career fellowships in <b>Retail Studies, Social Marketing,</b> and <b>Behavioural Science</b>. Throughout the REF period we have focused on developing strengths from three separate 2008 RAE submissions into a unified and coherent Management School submission. Such is the strength of our cross-disciplinary research that our staff also contribute to three other University submissions (Psychology, Social Policy, and Health).</p> <p><b>b. Research strategy</b></p> <p>In RAE 2008, we committed ourselves to continued development of international level output and impact addressing key management questions. We committed to building this through institutional support and investment in human and physical capital combined with enhanced research income generation.</p> <p>A cross-cutting research strategy across divisions is to emphasise our position as a School of Management seeking to provide a distinctive approach to sustainable policy and business. This can be seen in our work in <b>Accountancy and Finance</b> which has emphasised the importance of reforming auditing standards and also in taking a historical perspective in analysing business. It is evident in our approach in retail and marketing which emphasises the importance of social marketing and local town sustainability. Similarly, it can be seen in <b>Management, Work and Organisation</b> in our work on gender, age and labour markets, dignity at work, public sector management and related areas. In <b>Economics</b>, we strive to make our research relevant to big societal questions with our major areas of research including the economics of constitutional change, environmental sustainability, studies of ageing, and the problems of unemployment. While</p>
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there are four distinct divisions, there is a common and often cross-disciplinary emphasis on policy and practice.

From the outset of the establishment of the Management School we have organised ourselves with four requirements uppermost in mind:

- To enable our previously strong research activities in pre-existing divisions to develop and thrive.
- To develop further a set of core areas of strength in the school in environmental economics, social marketing, strategy, work and employment, and behavioural science with an overall focus on sustainable practice.
- To establish the School as a research environment which encourages research of high quality that is explicitly aimed at providing sustainable strategies for and impacts on policy and business.
- To develop our research centres in new and exciting directions.

Success in this regard is illustrated by the continued and growing strength of our work in:

- **Accounting and Finance:** Throughout the period we have developed strengths in this area through the work of **Goodacre, Fraser, Evans** and **Dobie**. The hiring of **McMillan** and **Acheson** further bolsters the strength of our research in this area.
- **Economics:** Environmental Economics research led by **Hanley** has seen substantial success in the last five years as evidenced by the winning of a series of competitive funding awards from Leverhulme, European Investment Bank, Scottish Funding Council, Environment Agency, Nuffield and ESRC. The development of the Scottish Longitudinal Aging Study with part-funding from the National Institute of Aging led by **Bell** represents the beginnings of a long-lasting legacy for our applied micro-econometric work.
- **Behavioural Science:** We have appointed several highly productive researchers in this area and are actively building a cross-school research group. Notable achievements so far include the awarding of a Marie-Curie integration fellowship to **Delaney** and an ESRC project grant to **Wood**.
- **Management, Work and Organisation:** The REF period has seen investment in new posts at all levels, including research leaders such as **McQuaid, Burnes, Bolton** and **Burt**, and talented early career researchers, revitalising this area and offering a firm foundation for developing a strong research community. Early signs of this development include the award of several scholarships and engagement in research and knowledge exchange relationships with Church of Scotland, Pro-rail and others.
- **Retailing:** specifically retail planning policy, town centre and place regeneration, branding, strategy and internationalisation, community retail enterprises. Our Institute of Retail Studies led by **Sparks** has continued to be an internationally renowned centre of excellence informing policy in retail and town planning throughout the UK and beyond.
- **Social marketing:** specifically tobacco control, alcohol policy, health marketing, branding and packaging of harmful products, social campaign effectiveness and more recently marketing of particular foods to children. This area, led by **Hastings**, has maintained a strong level of research funding and engagement with policy at the highest levels underpinned by leading research publications

The Management School has developed as a substantive, thriving and integrated community of academic staff, post-doctoral fellows and research students. We have sought to achieve a successfully unified and carefully balanced portfolio of research output activities, developing the quality and quantity of our activities and outputs for the long run. The establishment of the School has given us the scale and flexibility to invest substantially in our academic capacity, both staff and research postgraduates. Enhanced leadership has supported pursuit of our School priority to

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improve further the research performance of staff with regard to publications, grants, students and impact. We actively manage our individual and collective performance, with a consistent focus on support and development across the School. Our Director of Research works with research active staff within the school to develop ambitious new strategies to support enhanced research performance.

Recent activities and strategies have included:

- A review of clusters of research activity with a view to demonstrating and building areas of critical mass in order to enhance reputational capital and support recruitment of high calibre staff and students.
- The implementation of a formal mentoring system, helping staff to develop their profiles and channel energies in productive ways under the guidance of a more experienced academic colleague.
- A review of support mechanisms including workload modelling for research activity including the preparation and submission of funding bids and publishing research.
- A review of research student activity and supervisory capacity with the aim of increasing the number of high quality postgraduate research students recruited and completing within three years.
- An improvement in website presence and standardisation of research information presented across the school.

### c. People, including:

#### i. Staffing strategy and staff development

Our reflections on RAE 2008 identified the need for closer integration and in-depth consideration of our profile to meet our objectives. With this in mind, we came together as a School and reconsidered our research breadth across the existing divisions and centres. This led to a dual staffing appointment strategy targeted at Professorial leadership at one level to drive existing and new research initiatives and in vibrant new early career researchers at the other. This dual recruitment strategy aims to provide both energy and sustainability in the staffing complement.

We have delivered an ambitious, transformative hiring programme. We have prioritised recruitment of professorial research leaders who are empowered to drive research agendas, including: **Bolton** as Head of School, **Delaney** as Director of Research, **McMillan** and **Acheson** in Accounting and Finance, **McQuaid**, **Burt**, **Wood** and **Burnes** in Management, Work and Organisation. Existing staff have also been developed into leadership roles including **Tinson** being promoted to Professor and Chair of the Marketing and Retail Division and **DeVries** being promoted to Professor and Chair of the Economics Division. They have joined **Sparks**, **Hanley**, **Hastings** and **Fraser** to ensure strong, senior research leadership across the School through a combination of continuity and change which contributes a dynamic but stable research environment.

We have also prioritised recruitment of the research leaders of the future, with new faculty members and Early Career Fellows (ECFs) during the REF period including **Campbell**, **Chen**, **Gilmartin**, **Grydaki**, **Heblich**, **Lange**, **Moro** and **Zhao** in Economics; **Maglaras** in Marketing and Retail; **Daly**, **Hurrell**, **Laaser**, **Masrani** and **Sapouna** in Management, Work and Organisation; and **Kambouroudis**, **Smith** and **Symeonidis** in Accounting and Finance. We have secured a strong, balanced blend of leadership, experience and new blood across our staffing profile. Our future strategy is focused on continuing to expand and strengthen our staff cohort while maintaining this balance across our complement.

Our staff development practice aligns with the University's strategic commitment to best practice in researcher support and development. Stirling was one of the first signatories in the UK to the

Concordat to Support the Career Development of Researchers in 2009, with its implementation earning Stirling the EU HR Excellence in Research Award in 2011 and renewal of the Award in 2013. We have a well-developed internal programme of researcher development, complemented by our participation in collaborative national programmes and European networks including EURAXESS – Researchers in Motion.

The University values and promotes equality and diversity in research careers and this work is championed by an established network of equality contacts. Flexible working is available to those with caring responsibilities, there are clear policies on consideration of career breaks and part time working in terms of advancement and promotion, and there are strengthened guidelines for appointing committees to address equality issues. Within the School there are locally agreed, flexible working arrangements as appropriate. The University signed the Athena SWAN national charter for women in science in 2011 and the bronze level institutional award gained in 2013. We are now actively pursuing the Athena SWAN silver award and the principles and practices behind Athena SWAN are utilised across all academic areas.

Specific staff development opportunities are offered and carefully managed, including:

- A planned, systematic investment in each individual's research development through a research leave scheme; this provides a half-year leave from non-research activity every three years (on average), based especially upon specific publication and grant objectives with outcomes formally monitored.
- Development of a School-wide workload model that protects a minimum of 40 per cent research time (and up to 60 per cent protected time for Early Career Researchers).
- Generous financial support to enable colleagues to meet the expectation that they participate in research conferences and more generally network outside the University, nationally and internationally.
- Workshops and programmes for colleagues to learn about research opportunities and to enhance their own capabilities - e.g. programmes on particular research methods, workshops on publishing and on obtaining research grants, training for PhD supervisors.
- Mentoring on a systematic basis for all early career researchers to set and help to achieve their objectives.
- Training and development opportunities to enhance personal skills such as dealing with conflict, effective time management, leadership.

We actively manage our individual and collective research performance through the University of Stirling's *Achieving Success* appraisal and development programme. The Management School chose to take a leading developmental role in implementing this programme because of its critical importance to research performance. *Achieving Success* is a process that gives every member of staff the opportunity to discuss their role, contribution to School strategic objectives and training and development needs. It allows time for reflection on key achievements, and for planning and objective setting for the coming year. Furthermore, all staff have individual research plans set, agreed and monitored by their head of division. Expectations are aligned with career stage and take full account of equality considerations.

Retention has become an increasing concern for the School, for two reasons: the successes realised by particular colleagues, hence their being attractive to other institutions offering promotion possibilities; the generally widespread supply-side shortages that are experienced in the labour market for business and management scholars. The School is addressing this through a competitive approach to salaries, internal promotions and workload allocation and striving always to maintain a premium, supportive research environment for leading scholars.

## ii. Research students

A vital part of our research environment is our large, vibrant doctoral student community. Our postgraduate researchers are supported by, and work closely with, our leading academic researchers. The **Graduate Centre for Management Research** serves as the School's hub of administrative and social activity for postgraduate research students. The Centre has developed clear school-wide policies on recruitment, scholarship awards, supervisory training, review panels and vivas; thus offering support, clarity and equity to all of our research students. Our students are based in their divisions where they are part of the relevant disciplinary centred research community and work closely with their supervisors. The Graduate Centre, therefore, also plays an essential role in integrating the doctoral community across the School, fostering collaboration and interdisciplinary exchanges. In addition, our participation in the ESRC **Scottish Graduate School of Social Science Doctoral Training Centre** and the revitalisation of the School's own **MRes** programme ensure that students enjoy access to a wealth of research training opportunities. Additionally, students have opportunities to participate in summer schools aimed at PhD students across Scotland including the annual PhD summer school (Environment Camp) in environmental economics, funded by the European Investment Bank and SIRE which provides the opportunity for European PhD students to present and discuss their work with senior academics from Scotland, England and the USA. There are important seminar streams for postgraduate researchers: internal seminars where students present their work at least once a year and external speaker series, where students participate and can take the opportunity to schedule one-to-one meetings with speakers and/or join in group social activities. Students who are part of the **Scottish Graduate Programme in Economics** also have the opportunity to present their work at that group's annual conference. All students have the opportunity to attend SIRE events/training across Scotland and may also apply to present their work at SIRE workshops held in Stirling on different themes related to environmental economics, energy economics, resource economics and economic psychology. All PhD students also have access to funds that enable them to attend key conferences in years two and three of their registration.

We are building further our postgraduate research community through the development of matched funding arrangements and dedicated PhD scholarships. The School has been highly successful in gaining ESRC-funded PhDs and building PhD studentships into grant funding bids. This is a strategic focus for large funding applications in the school. In addition, many of our international students are supported by home country public or government funding. We are making further investment in research postgraduates through a series of scholarships funded through teaching contributions and research assistance as a cornerstone of our School plans for 2014-15 and thereafter; building on the three School PhD scholarships funded in 2013-14. The studentships are not intended to replace but complement those funded from external sources, and will:

- contribute to enhanced research output,
- significantly enhance the School's research environment,
- build on the School's global reputation as a destination of choice for graduate research,
- help leverage additional PhD studentship funding from other sources.

In addition, the School works in partnership with the Athens Institute of Education and Research (ATINER) to offer co-funded three year PhD scholarships in areas of research that will contribute to the recovery of Greek economy and society.

Throughout the REF period we have invested substantially in upgrading the physical environment for research students including, in 2012, the development of an additional high specification suite of postgraduate research space. To enable their research all students in the School also have access to large datasets, e.g. from the Higher Education Statistics Agency (HESA) and the British Household Panel Survey (BHPS). Necessary equipment is funded to support research. Likewise databases are made readily available, e.g. DataStream, Thomson One Banker, Boardex and FAME.

We have been closely involved with the ESRC Scottish Graduate School for Social Science Doctoral Training Centre since its outset when **Bell** from Economics was involved in the original bid to the ESRC. **Sparks** currently sits on the DTC Board, Delaney is overall pathway director for Economics and **Tsalavoutas** is overall pathway co-ordinator for the Accounting and Finance pathway. Thus of the three major Scottish doctoral training pathways relevant to our research, staff members from our School lead two of them at Scottish level. The School is involved in the planning of the Business and Management pathway day at the annual DTC summer school and in the spring of 2014 Stirling will host the first two day Business and Management pathway DTC colloquium. Over the past three years, we have been awarded two DTC studentships in the Business and Management pathway which is an excellent level of performance given that there are only two such studentships available each year for the pathway across all DTC Universities. In general, we are actively contributing to the development of PhD education in three main areas and also actively contributing to the development of the Doctoral Training Centre more generally in Scotland. This is highly beneficial to our own PhD students as they are given detailed advice on training opportunities at national level by highly engaged staff members.

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

Research income in the School has grown substantially over the REF period driven by improvements in approach to targeting and preparing funding applications along with new appointments and building on previous areas of strength. Research income has traditionally been concentrated in areas of niche expertise so efforts are in place to broaden this base, through the development of new research centres. Currently a significant number (46%) of academic and research staff hold research income. The value of research funding has increased by approximately 50% since 2008-09 (10.8% of the School's total income comes from research, compared to the University average of 8.4%). The volume of applications and average size has increased over the past few years, with awards reflecting the trend towards focusing on larger awards.

We support research by deliberately developing groups of colleagues in particular areas and with complementary experiences and skills in securing, and delivering upon, research grant income. We enable those groups to develop their own agendas and to grow accordingly. This is evidenced by, for example, our successes in social marketing, and in energy and environmental economics, where we have a track record in winning funding with colleagues in the School of Natural Sciences. We also use the successes of these groups to demonstrate opportunities and possibilities to others in the School. More generally we support our research grant activities through sharing experiences across colleagues in our everyday activity and similarly with peer mentoring. We have hosted our own workshop sessions on appreciating and obtaining research grant income, including external speakers. This has included a focus on colleagues developing networking relationships with funding bodies and users and we follow that through by providing financial support to enable such national and international networking. The significance of research grant income features as a standard requirement in our academic recruitment at all levels, not only because it has a direct effect but also because it influences other colleagues, by stimulating new activity and demonstrating expectations. For Professors we view leadership in this area as a necessity.

We work closely with the School's dedicated Research Development Manager in the University's Research and Enterprise Office to identify appropriate opportunities for research funding from research councils, charities, governments, the EU and other sources, and to pursue those opportunities most effectively. Included in that, we are working closely with the Research Development Manager in building relationships across partner institutions with a view to developing large grant activity.

All researchers have appropriate access to excellent library facilities both electronically and physically. In the School we house a collection of specialist material on retail activity worldwide. It

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is used for research by existing staff and has encouraged long-term academic visitors in Retail during the REF period from Finland, Japan, China and Austria. This research library is maintained through funding generated via research-led Management Training.

Research policy and implementation in the School takes place through our School Research Committee chaired by the Director of Research with representatives from each division. A meeting of this committee takes place each quarter and is attended also by the School Publicity Officer, a representative from the university research office and the School Manager. This ensures a high degree of communication between divisions and support mechanisms for research throughout the School and University. Our Director of Research is a member of the University Research Committee and actively involved in ensuring that key university research policies are communicated and implemented throughout the School. We have a robust Ethical support system that not only formally approves all relevant research proposals but also supports research staff to integrate ethic issues into their research at an early stage.

The investment by the University in a dedicated impact fellowship scheme has also contributed to our research development. Two researchers were attracted to our School as part of a competitive competition aimed across all areas of the University's research. One of these impact fellows, **Boyce**, has already developed a strong stream of research in the School including as a co-applicant on a successful ESRC project application and as author of several high-level journal publications.

To further develop a school research culture, we promote a number of school-wide seminars and events. In 2010 we introduced into the fabric of the School our annual Christmas Research Conference. All researchers in the School are invited to present and talk to a poster on one of their currently on-going pieces of work. The aim is to share with colleagues, obtain critical comment, explore possibilities for future work and more generally contribute to the vibrancy of business and management research at Stirling. As well as this, from 2012 all recently appointed researchers give presentations in a plenary session to the Management School.

We also have extensive procedures and resources to facilitate dissemination of our research. The School's dedicated publicity manager works with researchers to draft website material and press releases to promote School events, research papers and new projects. Further to this, we have an active social media presence with a dedicated page on our website aggregating the blogging and twitter activity of several staff members including **Sparks** who maintains an active blog on retailing and town centres; **Delaney** who maintains a blog on behavioural economics, **Bell** who maintains both a personal blog on his policy-related work and a blog on the Economics of Scottish Constitutional Change; and **Blanchflower** who has a highly active social media presence.

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

As outlined above, the School contributes substantially to the development of graduate education in Scotland through extensive involvement with the ESRC Scottish Social Science Graduate School Doctoral Training Centre. We actively participate in all three pathways relevant to our area including our staff co-ordinating two of these pathways for Scotland as a whole.

Across the School colleagues have a wide range of national and international academic collaborators, e.g.:

- In **Energy and Environmental economics**, **de Vries** with Cornelis van Kooten at the University of Victoria (Canada) and Tim Cason at Purdue University (US); Lange with Lea Koschnik at the University of Missouri; **Hanley** with Paul Armsworth and Jake LaRiviere at the University of Tennessee, Ben White at University of Western Australia, Ed Barbier and Jason Shogren at Wyoming, and Mikolaj Czajkowski at the University of Warsaw.
- In **Retail and Marketing**: **Sparks** as member of the Scientific Committee of Rouen

Business School (France) and engagement with research partners at Nottingham University and Modena, Italy; **Tinson** with colleagues at the University of Texas at Austin and the University of Loyola in Chicago, and Maglaras in collaboration with colleagues at Cranfield, UK..

- In **Behavioural Science**: Collaborations on grants and papers currently exist with colleagues in *Australia* (University of Sydney, University of Queensland); *Belgium* (Gallup Europe, University of Liege); *Israel* (Tel-Aviv University); *Pakistan* (University of Lahore); the *UK* (Cardiff University; Institute of Psychiatry; Liverpool John Moores University; London School of Economics; Kings College London; University College London; University of Birmingham; University of Hertfordshire; University of Leicester; University of Nottingham; University of Southampton; and University of Warwick); *France* (Paris School of Economics); *Singapore* (Nanyang Technological University), and the *United States* (Harvard University; Hoffstra University; George Mason University; University of California, Davis; and University of California, San Diego).
- In **Management, Work and Organisation**: **Bolton** is Head of Management Research at the Athens Institute of Education and Research and collaborates with scholars at University College Dublin (Ireland), Universities of Newcastle and Strathclyde (UK), The working life institute, Karlstad (Sweden); **Hallier** is Visiting Professor at University of Rovira i Virgili (Spain); **McQuaid** is chair of the scientific committee of the “European Regional Labour Market Monitoring Network”, was UK lead for three FP7 projects during the REF period.

Colleagues also play important roles in the wider academic community through work with journals and with scientific associations, e.g.:

- Editorship of journals: **Burns** as Associate Editor of the Journal of Change Management, and Editor of the Routledge Book Series on Understanding Organizational Change; **Dobie** as co- editor of *Scottish Business and Industrial History*; **Evans** as Editor of *Accounting in Europe*; **Goodacre** as Associate Editor of *British Accounting Review*; **Hanley** as Associate Editor of *Resource and Energy Economics* and *Animal Conservation*; **Hart** as Managing Editor of the *Scottish Journal of Political Economy*; **McMillan** as co-editor for *Economics and Finance Research*; **McQuaid** guest editor for *Research in Transportation Economics* and *Journal of the Academy of Social Sciences*; **Sparks** as Editor of *International Review of Retail, Distribution and Consumer Research*.
- Editorial board/editorial advisory board members: **Burt** for *Journal of Management and Organisation*; **Delaney** for *International Review of Financial Analysis*; **Evans** for *Accounting, Auditing and Accountability Journal*; *Accounting History Review*; *Journal of Applied Accounting Research*; **McMillan** for *European Journal of Finance*, *Journal of Financial Economic Policy*, *International Research Journal of Applied Finance*; *Public and Municipal Finance*, *Journal of Business and Financial Affairs*; **Smith** for *Accounting and Business Research*, *Journal of Accounting and Marketing*; **Hallier** for *Journal of Management Studies*, *Corporate Communications International Journal*; **Bolton** for *Work, Employment and Society*, *Qualitative Research in Accounting and Management*, *International Journal for Work, Organisation and Emotion*; **Sparks** for *Journal of Marketing Channels*, *Service Industries Journal*, *Journal of Marketing Management*, *European Journal of Marketing* (Senior Advisory Board Member), *Sport, Business and Management*; **McQuaid** includes Executive Editorial team, *World Journal of Entrepreneurship, Management and Sustainable Development*; Editorial Advisory Board of *Education and Training*; **Wood** on editorial board of *Personality and Individual Differences*.
- Leading roles in organising international conferences, sessions and workshops congruent with our areas of research excellence, e.g: **Burt** is chair of the Strategy Special Interest Group as the British Academy of Management; **Bolton** is a member of the steering group for the International Labour Process Conference; **Dobie** co-organised the 2012 World Congress of Accounting Historians; **Evans** co-organised the 2010 European Financial Reporting Group Workshop; **Hanley** is convenor of the **Coastal Research Forum** within the Marine Alliance for Science and Technology Scotland (MASTS), and as such organises



a number of international workshops in the area of integrated coastal zone management; **Heblich** is a member of the Council for Regional Economics at the German Economics Association; **Masrani** is Chair of the British Academy of Management Special Interest Group on *Strategic Foresight*; **Sparks** is Chair, Scottish Towns Group and Office Bearer, American Collegiate Retailing Association (ACRA).

Some of our research aims to support the theoretical and intellectual knowledge foundations of our disciplines and subject area. For example, in **Management, Work and Organisation** we are exploring the constraints of extant management research and examining opportunities for new, cross- and multi-disciplinary approaches to management and managing – reflected in journal and conference papers/presentations involving **Bolton, Hallier, Burt, Burnes, Hurrell, McQuaid**. Much of our research is focused on practice and policy. In **Accounting and Finance** we seek to serve the business professions and the community and this is reflected in the close links that colleagues enjoy with professional accounting bodies and with finance practitioners. This is reflected in staff publishing for and advising professional bodies (including ICAS, ACCA), charities (e.g. Prince Charles's Accounting for Sustainability) and policy makers. In a similar spirit we have extensive collaborations with business, including **Sparks** as Board Member, IDS Limited (the Business Improvement Districts company for Scotland).

Ours staff make significant external contributions to the development of policy nationally and internationally. **Bell** has conducted substantial amounts of policy work for the **Scottish Parliament**, the **Scottish Council of Economic Advisors** and was recently made an **ESRC Fellow** and founder member of the ERSC-funded **Scottish Centre for Constitutional Change**. Stirling Management School contributes two (**Delaney** and **Bell**) of the six directors of the **Scottish Institute for Research in Economics (SIRE)**, a £20 million Scottish Funding Council pooling initiative designed to transform Economics research in Scotland. We are active participants in **SIRE**, including running several **SIRE**-funded workshops, being responsible for the PhD components of **SIRE** and running one of the three major research pathways (Work and Well-Being). **Sparks** has advised the Scottish Government as a member of the External Advisory Group for the **Scottish Government's National Review of Town Centres** and also on the Expert Advisory Group reporting to the Scottish Government on the lessons to be learned from the horsemeat scandal. The level of our faculty's contribution to public policy has been recognised officially a number of times during the period. **Hastings** was awarded an OBE in the Queen's Birthday Honours List 2009 for his services to healthcare. **Blanchflower** was awarded a CBE in 2008 for 'services to the **Monetary Policy Committee** and economics'.

We contribute actively to cross-University collaborations. **Bell** has a number of collaborative projects with researchers in Applied Social Science and aging studies and **Hastings** works extensively with public health and related researchers. **Hanley** has collaborated extensively with colleagues in natural sciences on environmental issues including funded projects and joint PhD supervision. **Wood and Daly** have collaborated with colleagues across the university in developing the **Stirling Behavioural Medicine Research Group** which aims to stimulate inter-disciplinary exchange around the area of behavioural change.