

<p>Institution: University of Roehampton</p>
<p>Unit of Assessment: Panel C, UoA 19 Business and Management Studies</p>
<p>a. Context</p> <p>The Business School was established in 2010, and since its foundation there has been a strong research focus on the role of business and management in building sustainable organisations and enterprises that are effective, ethical and promote social justice. Researchers work within the Centre for Organisational Research (COR). Boden works on higher education financing and management, and also continues her research on qualitative aspects of trade credit. Harris works qualitatively on risk in investment decisions. Cato researches sustainability and alternative economic models for international and regional institutions (see case study). Ng works on the activities of a range of actors in venture creation. Moeller works on innovative forms of on-the-go consumption. Howlett researches volunteer management in a range of organisational contexts in the voluntary sector (see case study). The main non-academic beneficiaries of this research are government and other policy makers (including professional associations/institutes); not-for-profit (NFP) organisations (including universities, trades unions, credit unions, hospices, faith organisations, charities, and civil society groupings); and SMEs & commercial organisations of non-traditional form (including innovative wholesalers, cooperatives). Our principal forms of impact are contributing to policy change and implementation, informing the management of governmental and NFP organisations, and influencing the operation of SMEs of a variety of organisational forms, and through this work, the shaping of public discourse more broadly.</p> <p>Although our recent inception has limited our selection of case studies, we are striving to effect beneficial and sustainable social, cultural and economic change on the main beneficiaries of our research. We are confident that this approach is already delivering demonstrable benefits to our research users, but more importantly we have sought to build on these foundations to enable our research to have a significant impact in the future.</p>
<p>b. Approach to impact</p> <p>As a new Business School, the early phase of our development has focused on the appointment of a small team of senior staff that can provide excellent research leadership. With individual track records of impact our staff have been well placed to increase capacity in this area. Appointed since 2010, we have developed our work around impact in a supportive environment, and have pursued new research avenues and new ways of engaging the ultimate beneficiaries of this research. To this end we have established partnerships and collaborations with external actors, have actively sought consultation work and have endeavoured to communicate effectively with the beneficiaries of our research. We strive to make the boundaries of the university permeable, so as to ensure flows of people and expertise between the School and external organisations in order to effect change. Our partnership approach also ensures that we have had the needs of users in mind at the design stage of new projects, while also increasing our reach into wider networks once the research is underway or completed. Ultimately this approach allows us to have an impact on a wider scale than would be possible working in isolation or on a more transactional basis with the users of our research.</p> <p>Boden's on-going, well-reported commentary on HE in both the UK and Denmark has contributed significantly to public debate through media coverage and her writing in the professional press. She won two tranches of research consultancy support with Aarhus University from a Danish academics' trades union, Dansk Magisterforening (2010 and 2011), who have drawn on the research as a primary resource. Boden has also achieved significant practitioner and policy impact through her research on trade credit and writing for the practitioner press, as well as working with ACCA to ensure the adoption and adaption of findings for professional bodies and BIS for use by practitioners. She has also held discussions with BIS officials and sat on consultation panels hosted by the Secretary of State of BIS and other ministers. Similarly, Harris' award-winning work on risk analysis, originally sponsored by CIMA, has gained significant resonance in the profession, is widely used by practitioners and has led to further work being commissioned by ICAEW. Cato has achieved significant impact through her work on the Green Economy, and has continued to build on and consolidate her significant impact since joining the Business School. Her blog, <i>Gaian Economics</i>, has achieved critical success, whilst she has a significant media profile, with press and TV contributions arising from her proactive networking. Cato has worked to establish and develop a range of practical projects, with impact on policy makers and practitioners in a variety of contexts since coming to the Business School (see case</p>

Impact template (REF3a)

study). Ng's work has also had a broad impact, as it provided a resource for the Singapore Stock Exchange to develop and operationalise its declared interest in moving away from a UK/US-influenced policy of corporate governance. Ng has a longstanding partnership with Gimv NV, a quoted risk capital provider and of which he is now a non-executive director, where he advises on developing co-investment strategies in Asian ventures. This work facilitates the translation of his research insights into practice. Moeller, a specialist on on-the-go consumption, has a longstanding relationship with Lekkerland, a major innovative European wholesaler/logistics firm with more than 100,000 business customers. She works under contract (£300k over three years) to provide bespoke research deliverables which Lekkerland disseminate annually to its customers (mostly SMEs). Howlett undertakes most of his research in the context of consulting contracts with the voluntary sector, and is also frequently consulted by voluntary sector associations and writes for that sector's professional press. Through this work he is having a significant impact on the management of volunteers in a range of organisations (see case study).

Whilst built on a shared commitment to research excellence and social justice, our approach to impact has been necessarily individualised. In recognition of this we have sought to develop new, high quality external collaborations that fit within our broader strategic vision. Louth (ECR) exemplifies this approach through his dual appointment with RUSI (Royal United Services Institute) and the university. He leads on making Roehampton a European centre of excellence in defence management and a critical friend to the sector, while raising the currency of our research, amongst policy makers in particular. As a specialist advisor (since 2012) to the Parliamentary Select Defence Committee, he gives regular expert evidence and support to a range of other Parliamentary committees and national defence and security bodies and frequently appears in the broadcast media. Three co-funded PhD students facilitate exchanges between the two organisations and are already influential with their ultimate funders (including BAe Systems, Kroll and Accenture) as well as in the wider defence space. Similarly, building on the Methodist foundations of Roehampton's Southlands college, we have established a formal partnership with the Methodist Church in 2013. Led by Yvonne Guerrier until her recent retirement, and now by Boden, this partnership will support the research impact of a number of junior researchers in the future, building on various projects including exploring leadership within the church and pastoral work in casinos.

We have supported this work through a variety of institutional and school-level mechanisms. The School's researchers work closely with the University's post-doctoral Senior Research Officer to ensure the effective delivery of the engagement strategies of projects. There is formal workload provision for impact related work, allocated according to annual research plans. Staff are supported in their work around impact through mentoring whilst training on engagement strategies has been provided since 2012 through internal and external events – for instance Thorpe (Leeds) was an external speaker – at School and University level. The School has appointed a research administrator who works on practical organisation and communication matters to aid in the practical development of impact related work. Staff have generated significant financial resources through grants and partnerships which sustain engagement activities, and we have also established good facilities for visiting fellows, who are made associates of the university, and whose role is to increase the exchange of knowledge beyond academic boundaries.

c. Strategy and plans

As we continue to build and develop a substantial research team we will move towards a more collaborative and cohesive environment for impact that builds on key research strengths, both within and across disciplines. Three mutually reinforcing and complementary means of engaging the users of our research in order to achieve impact will provide coherence to our approach: *communication*, *consultation* and *collaboration*. These means will inform the active development of our strategy around impact.

We aim to increase the profile of our work through continually enhanced communication, improving our staff training and support to achieve this. School training workshops will develop skills in engaging with both traditional and social media and highly experienced colleagues (e.g. Louth and Cato) will provide informal support on press/media issues. The research administrator is responsible for maintaining a database of research and for updating web profiles and news stories, which are then utilised by the University press officer – with whom we are building direct links. We are developing and hosting a range of events (in the first instance workshops and conferences) which external actors participate in (for example, Boden's Tax Research Network conference 2012

Impact template (REF3a)

and 2014 attracts accounting, law and tax practitioners).

We will build upon our already considerable *consultation* activities and broaden the number of staff undertaking these. We will maximise our opportunities for formal (e.g. Howlett, Louth, Ng and Cato) and informal (e.g. Boden and Louth) advisory work since we value these opportunities for access to research sites and knowledge exchange, as well as for developing the impact of our research. Our experienced staff are proactive in generating consulting opportunities for early career researchers and PhD students. Howlett is an exemplar of our increased capacity for networking and consultation.

A key feature of our research strategy relates to our high-quality external collaborators, who are also primary users of our research. This is a particular area of concentration for impact. We have demonstrably and rapidly established a flexible mode of structuring and organising such partnerships to mutual advantage and achieved considerable flows of people and knowledge across organisational boundaries. We will continue to broaden and deepen these partnerships for mutual advantage. Partnership work is further facilitated by the provision of visiting fellowships and there will be dedicated impact sabbaticals to encourage the exchange of good practice and the consolidation of partnerships.

By formalising these relationships, we seek to engage the users of the research more effectively at the inception of projects. We currently have five such partnerships, which are being developed further. Boden is currently leveraging the €4.3m FP7 grant she is involved in (€580,000 to Roehampton) to form HER@Roehampton – a major research initiative between the Business School and the School of Education focussing on the management, governance and pedagogical practices of universities and their external networks. This centre aims to develop, *inter alia*, a range of CPD courses for university managers to provide research-led practical interventions and to make major interventions in public debates and policy making. The RUSI partnership will deliver the capacity for prestigious and well-articulated links into the heart of Whitehall and we will, from 2014-15, be providing bespoke and unique training and CPD to the wider defence sector. We will expand our work with the Methodist Church. In 2013-14 we are hosting Dr Mark Wakelin, immediate past President of the Methodist Conference, as a visiting research fellow. From 2014, the Methodist Church will second a FT member of Church House staff (and former business academic) to work within the School with colleagues on a variety of research projects, with pump-priming funds from the Church, which will ensure that research insights can be utilised by the Church. We will also recruit and co-sponsor two doctoral students to work in this area. Longer term, we will develop research-led training for clergy in management areas. The total annual value of funds from the Church will be circa £100,000. Ng will also continue his work with Gimv NV, and alongside this work will submit in 2014 a major ERC bid on biotech venture formation with the aim of helping to shape and develop that sector. With Lekkerland, Moeller aims to capitalise on high-level links into central European marketing operations in dynamic business environments.

Whilst we are concentrating our efforts on effecting positive social and organisational change through our research, we are also committed to evidencing this impact. Training on the evaluation of impact will be provided on an annual basis, while the research administrator will be responsible for ensuring that a new bespoke database to collate impact-related data, currently under development at the university, is kept up to date.

d. Relationship to case studies

Cato's engagement and impact has benefitted from institutional and school support and her workload has been arranged to enable her to undertake her increasing impact activities. The Communications Department has also supported the dissemination of her research through press releases and videos. Cato, as a senior member of staff, contributes extensively to our impact strategy through her expertise imparted to colleagues and acts as an impact role model – for instance, she is Howlett's research mentor. Howlett exemplifies the School's commitment to positive social change and the potential for communication and consultation to lead to impact. In his extensive consultation activities he works in partnership with the voluntary sector on volunteer management issues. Howlett has been supported to develop his activities around impact in the current REF cycle, with an emphasis on practitioner-orientated publications, which are built on research excellence. Consulting activities for the sector give him access and data for his research. Cato has significant public presence in an emerging field and also acts extensively as a consultant.