

Institution: Southampton Solent University		
Unit of Assessment: C26		
a. Overview		
<p>The Faculty of Business, Sport and Enterprise comprises three independent Schools, each responsible for developing a research presence consistent with the University’s strategy for Research and Enterprise. The staff research domain falls under the remit of the Associate Dean Enhancement, who works closely with the Head of Research Centre who is responsible for the development and management of research degrees. Research and support for research is focused around clusters of research active academics working together in subject related areas</p>		
Dean		
School Directors	Associate Dean Enhancement	Head of Research Centre
Business School, School of Sport and Exercise	Staff Research Clusters	Research Degree Students
<p>The School of Sport and Exercise was formed within The Faculty of Business Sport and Enterprise in 2009 with few research antecedents, and thus all the structures, processes and most of the staff were not in place before the RAE of 2006. None of those entered under UoA26 have submitted to any RAE in the past, and thus this submission is the consequence of a focused research agenda supported by the University’s Research and Enterprise Strategy.</p> <p>Two clusters have outputs submitted to UoA 26: the Centre for Health, Exercise and Sport Science and Lawrie McNenemy Centre for Football Research. Although administratively autonomous, these two clusters cooperate closely with each other and have active working relationships with other clusters on an individual project basis.</p>		
b. Research strategy		
<p>The Research and Enterprise strategy commenced activities in 2008 to balance the University’s long standing commitment to undergraduate teaching by offering seed funds to self-selecting groups of academics organised into clusters around a nominated research leader. The primary objective of the University’s research strategy (2008-2013) is to support excellent research that underpins academic and enterprise cultures. Hence its strategic vision is:</p> <ol style="list-style-type: none"> 1. To be recognised widely for knowledge creation and exchange that fuses academic rigour with professional practice. 2. To provide a student experience that is enhanced through research, practice and enterprise. 3. To enable students to develop commercially relevant skills and to enhance their employability opportunities in a competitive global business environment. 4. To promote the encouragement of entrepreneurship and income generation by University staff. 5. To facilitate Knowledge creation and exchange that supports imaginative working partnerships with employers and commercial, professional and voluntary organisations. <p>The University currently supports 29 clusters within the University, and cluster membership continues to grow. In particular, commensurability with cluster plans is now a factor considered when recruiting new staff.</p> <p>Clusters can bid for funding in an annual competition. Since the first competitive round in 2008, some £232,376 has been spent supporting the strategy in FBSE, with £56,500 of pump priming has supporting UoA 26 alone, marking a major change in policy and new commitment to research since University title was granted in 2004.</p> <p>Each cluster is led by an experienced academic, taking a pragmatic approach to achieving the four objectives of the research strategy, broadly encompassing research, enterprise and pedagogical</p>		

activity. REF 2014 falls under objective 1, but most clusters in the faculty did not expect to be in a position to submit a credible portfolio of research outputs given the relative inexperience of staff at the outset of the strategy. Two clusters however, were in a position to benefit from growing students numbers to recruit research active members of staff – particularly those working on, or about to complete, research degrees. These two clusters form the heart of the submission to UoA 26.

Although it is clear that all clusters are expected to improve upon the University's accomplishments in research, teaching and third stream funding, the University has chosen to prioritise health related activities above all other. In 2013 all health related courses were consolidated into a new School of Health, Exercise and Social Science with its own director. This clear has important implications for the development of UoA 26 and its relationships with other clusters.

Centre for Health, Exercise and Sport Science (CHESS)

This cluster was founded by Dr Stewart Bruce Low, for high standard teaching, research and consultancy. It's physiology laboratory is accredited by The British Association of Sport and Exercise Sciences (BASES) which confirms the high professional standards of the lab's facilities, equipment, procedures and staffing. BASES is widely recognised as the leading UK professional body in sport and exercise sciences and the physiology laboratory is part of an elite group that includes Manchester United Football Club.

The physiology laboratory is used for teaching, consultancy, research activities, student dissertation projects as well as carrying out testing and supports professional sports teams such as Southampton FC, GB Wheelchair Rugby and Salisbury Triathlon Club.

The University did not teach or research in this area at the time of the last RAE, but made a conscious decision to aim at the current REF by recruiting early career researchers close to completing their own doctorates. This has produced a very ambitious culture for the centre, with four researchers submitted. The cluster has five PhD students, including staff and has raised £70,000 in income since 2008

Lawrie McNenemy Centre for Football Research

LMCFR was founded by Dr Richard Elliot and predates the cluster programme but has aligned itself comfortably with the current research strategy. It is a multi-disciplinary football education, research and consultancy centre which provides expert support for the football industry, students and the media in a number of areas. Since 1999, Southampton Solent University and LMCFR staff have successfully delivered the Certificate in Professional Sport Management and Administration (Football) in association with the League Managers Association (LMA) and Institute of Football Management and Administration (IFMA). Since 2003, they have also delivered successful undergraduate degrees in football studies and football studies and business. Research income since 2008 sums to £40,000 although this is usually taken in kind. It has succeeded in producing three entrants into REF, two experienced scholars and one early career researcher. It has one PhD student, and aims to build upon this base for REF 2020

Local Enterprise and Community

This cluster is led by Dr Graham Benmore. It has carried out two major studies, into the recruitment and training practices of local HR departments, and of small business activities in poorer parts of Southampton. It has also developed skills in evaluation, and has successfully completed several projects in healthcare and education – making the cluster financially self-sufficient. The cluster has chosen to prepare for REF 2020 rather than the current round since many of its members are new to academic research and now has joint projects and a shared PhD candidate with CHESS. It currently has one PhD student.

Promoting Equality and Measuring Social Disadvantage

This cluster is headed by Georgina Andrews, Director of SSU Business School. Its primary focus has been upon employment equality issues. It has held several mutually beneficial seminars with local employers – its breakfast sessions becoming popular and rated as influential. It has produced a small number of refereed Journal articles and many conferences papers. The group always

believed that their greatest impact would be professional and pedagogical, rather than in outputs focused upon REF. However, several members now work with CHESS on health inequalities and young people. The cluster recently achieved its first research degree completion, and has two research degree students.

Economic Impact

This cluster was formed by Dr Linda Juleff, the Associate Dean of Enhancement, in 2013, and consequently will not have contributed to REF 2014. However, it has begun looking at traditional ways of measuring impact and modern critiques. Its first research outputs will be focused on deriving and demonstrating a methodology for measuring the economic impact of student business start-ups. It plans to submit for REF 2020. It has one PhD student.

Social Enterprise

This cluster was formed by Professor Steven Henderson in 2013 and was not in a position to contribute outputs to the current REF. It will be hosting an EU funded Intensive Programme on Social Enterprise in Southampton with partners from Austria, Spain, Finland and Lithuania in 2014 and formed the social enterprise SoFair, run by student volunteers to import products made by Tsunami widows. It has an active research agenda focused upon extending entrepreneurial effectuation theory to social entrepreneurship.

Leadership Capacity in UK and China

This cluster was formed in 2012 by Professor Mike Wilkinson, Deputy Vice Chancellor. Based upon long standing relationships business relationships, the cluster plans to found a business centre over the next few years. Furthermore, the cluster has an ambitious research agenda to carry out cross cultural studies around leadership and management issues using Q Sort methodology. Two SSU professors have made study visits to China in the last year, with the first return visit arranged for early 2014. The group plan to submit outputs for REF 2020

21st Century Leisure Experiences

This cluster is led by Dr Steven Jackson, and divides its work into three broad areas. Firstly, an active team research particular leisure experiences, such as specialist museums and cruises. A second group is focused upon cultural exchanges and leisure, in particular the notion of authenticity in the leisure experience. A third strand is focused upon the student experience, particularly on overseas field trips. The group have succeeded in producing conference papers and book chapters in the last two years, and two members of staff are currently registered on related doctoral programmes, with one other student contributing to the cluster.

In addition, research occurs outside the clusters. For example, the Business School has two heterodox economists that engage in lively debates within and without the University, and the Law subject area runs a series of well attended staff research seminars. Although this activity is valued by the University, such staff are generally engaged in research through the various clusters – with economists in the Economic Impact group and lawyers in Social Inequality.

In summary, there is a lively research culture a SSU following the 2008 strategy. It is clearly an ambition to achieve critical mass in research in the medium term, but for the current REF only two FBSE clusters believed that it, most choosing other objectives of realising that it would not be possible to satisfy the University's code of conduct by 2013. Such clusters have focused upon mentoring roles, enterprise activities and the development of relationships with research partners. That said, two clusters were in a position to plan for the current REF, partly because of an influx of new staff close to completing PhDs or with an existing research programme. These two clusters form the basis of this submission to UoA 26

C: People, including:**Staff Strategy and Staff Development**

Clearly staffing and staff development are critical in the development of a strong research base from an initially weak position. Evidence of research and enterprise experience is now sought more actively in new appointments, particularly following from outcomes in the Sport and Exercise subjects, that have seen three members of staff complete their research degrees and three others registered and actively pursuing research agendas, at the same time as the subject area has outperformed most other areas in National Student Survey results. However, for most subject areas it is a question of staff development rather than replacement, and this has been achieved through active engagement with clusters. Each cluster leader is responsible for encouraging and facilitating research development of staff, and outcomes are monitored both at the annual appraisal for each member of staff and a periodic audit of research and enterprise activity. This audit is monitored closely by the University Research and Enterprise activity, and Faculties are required to show evidence of growing attainment.

Staff development, for most staff, consists of association with a mentor – frequently through a cluster. There are a number of opportunities to present research papers to friendly audiences; there are weekly staff seminars shared with research degree students, informal cluster presentations, Faculty and University annual conferences for research. There is also a widely attended annual Methodology workshop, where staff attempting new research methods share their experiences. Staff, particularly inexperienced staff, are then encouraged and supported to present research papers at academic conferences, and the number of staff attending these is growing. Staff are also encouraged and supported to register for research degrees at this University, or beyond, when supervision is not available. The University continues to run supportive seminars and programmes in bid writing

In the present year, clusters are preparing strategies for REF 2020, focused around a cluster based conversation resulting in a plan for each individual. This plan will be used to facilitate research based activity through the annual appraisal for each member of staff, and for wider planning and development management.

Equality and Diversity

The University's E&D Policy and its implementation has the objective of creating a culture that fosters and promotes equality, diversity and inclusivity regardless of - age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The University is paying particularly attention to the Government's E&D areas of concern as identified for HEFCE and the sector and is seeking to redress any imbalances highlighted by annual monitoring reports. It is also committed to develop equality, diversity and inclusivity training for its employees through the sharing of best practice in teaching, learning administration and management. The University recently become a Stonewall Diversity Champion and as such has access to best practice in policy and procedure development to ensure equality for LGB staff at the University.

Research activity is monitored by the Research and Enterprise Committee whose terms of reference includes the requirement to give due regard to the University's policies and strategies on Equal Opportunities. Southampton Solent University's Code of Practice is fully compliant with current Equality Act (2010) legislation and thus observes all aspects of this in staff selection. This code of practice is designed to complement existing policy and practice. The procedures adopted for REF 2014 selection were subject to impact assessment by the Human Resources Service and the outcomes used to guide decision-making and amend procedures where necessary. The University's approach is designed to meet REF 2014 tests relating to transparency, consistency, accountability and inclusivity and to support Concordat objectives and principals relating to increasing the numbers and sustainability of researchers, whilst improving the quantity, quality and impact of research for the benefit of UK society and its economy.

Ethics

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Intellectual Property Rights (IPR)

The University's key IPR aim is to encourage and facilitate discovery, development and appropriate application of Intellectual Property (IP), which maximises the benefit to the University, staff and students and also the wider society. The creativity and involvement of staff and students is crucial in this endeavour and they are encouraged through provision of this framework to promote, recognise, evaluate, protect and exploit IP. Reward for creators of IP is a key aspect of this framework. The University's Intellectual Property Rights Policy sets out the framework to recognise and reward the contribution of staff and students and its Intellectual Property Advisory Panel (IPAP) is responsible for maximising the commercial and financial benefit arising from IP created by its employees and students.

Research students

FBSE has a wide and vibrant community of research degree students. Although many students, particularly those recently commencing their studies, are associated with clusters. However, there are also a number in law, strategic management, economics, human resources and corporate social responsibility that follow research interests of staff. Research students actively engaged in UoA 26 number six. This number is constrained by the nascence of the research team, since many of those recruited completed their doctorates during the current REF period; it follows that few will have supervision experience and our first students are only now preparing for submission.

Research skills training at doctoral-level is provided by the Postgraduate Certificate in Research Methods, which all students are obliged to attend unless they have had prior research training or substantial publications. The course equips them with a comprehensive range of research methods and transferable skills relating to innovative, creative and analytical thinking, ethics, IP, project management, visual and textual forms of record keeping, referencing and bibliographical data management, ICT, reflective practices and thesis construction and *viva* preparation. From the earliest stages, students are encouraged to think about publication, and the assessment includes preparation of a working paper, peer review and the delivery of a poster presentation. It is expected that progress in the programme will be marked by presentations to Faculty and University research and enterprise conferences and subsequently academic conferences.

Research subject guidance is provided by up to three supervisors, who collectively must have

supervised two previous completions. Supervisor training is provided at both University and Faculty level and involves a series of workshops on: Regulations and Standards; Training Needs Analysis; MPhil to PhD transfer and examination processes; styles of supervision; reflective practice; PGR and employability. PGR students are obliged to engage in R&E Cluster activities such as lunchtime presentations, symposia and workshops, because these provide opportunities for the student to engage with advanced discourses in their subject area, and an opportunity to present and have their research reviewed. LMCFR are very active in securing external speakers from both professional and academic bodies. Similarly, CHESS have an active programme of sharing research and invited speakers.

The welfare of the students is assured through two processes each year – a formal review with the supervision team which is scrutinised by a sub panel of Research Degrees Committee, and an independent review for each student carried out by an independent experienced director of studies

SSU research degrees are currently awarded by Nottingham Trent University (NTU) who annually monitor processes and procedures in addition to having a standing member on our Research Degrees Committee. This committee is responsible for the implementation and application of the regulations and is accountable to our University's Academic Board and NTU's Research Degrees Committee. The current arrangements for supporting research degree students were approved by QAA in the Institutional Review published June 2013.

Our PGR community has grown considerably over the last six years and the University has endeavoured to keep pace with this by creating a stimulating research student community, at the centre of which is the 'PGR Hub' designed to facilitate student interaction by means of Virtual Learning Environments and a student-led conference that provides a University wide annual forum for interaction between PGR, PGT and UG students

Library

The University provides staff and students with a significant level of research support via its comprehensive Learning Support Programme, which is made up of the following: Libraries and information Services; IT resource centres; web-based learning development unit; study assistance and disability support unit; and media resources service. There are two libraries within the University, the Mountbatten library serving the City Campus and a satellite library serving the Warsash Maritime Campus. The modern, purpose-built Mountbatten library offers a modern spacious study environment, including study accommodation for almost 1,000 library users. The facilities reflect the different needs of its users, providing bookable study carrels for researchers and large separate areas for silent study and group work. In addition, it combines significant and growing collections of print and multimedia materials with an advanced electronic library, which offers fast and extensive information access both on and off campus.

b. Income, infrastructure and facilities

The primary infrastructural methods for supporting our research environment are concerned with: external and internal funding initiatives; R&E Clusters; supporting networks such as the Library and IT resources, Research funding databases (Research Professional etc.) and Knowledge Transfer Partnerships (KTP). The KTP office facilitates linkage between staff research and its potential to help businesses improve their competitiveness and productivity through the better use of knowledge, technology and skills.

SSU's research management depends on two key committees, the Research and Enterprise Committee (REC) and the Research Degrees Committee (RDC). REC is charged with ensuring the continuing successful development of research and the research environment and advises Academic Board on its implementation with regard to our 2008-13 Research and Enterprise Strategy. RDC's is concerned with doctoral level research students and is charged with managing and reporting on all matters relating to enrolment, registration, transfer and final awards.

Annual University Research Conference

In 2010 the University built on the success of Faculty Research Conferences to initiate a University-wide annual conferences. This has enabled greater interaction between disciplines and research practices across the academic spectrum and servicing departments. It also provides an opportunity to discuss related research topics such as ethics, IPR; VITAE research frameworks; undergraduate research; doctoral supervision; PGR employability; approaches to maximising impact; interdisciplinary; and Open Source Publishing.

Collaboration or contribution to the discipline or research base

The UoA is embryonic at the University and therefore is not in a position to make extensive claims regarding its position in the discipline’s research base; other than to announce its arrival and ambition. In this respect and both CHES and LMCFR intend to make a substantial contribution to the subject based upon their intention to develop existing collaborative partners and forge new ones. Existing collaborations and projects include:

- League Managers Association – Analysis of pitch technical area
- Football Association and Professional Footballers Association – Structure of Professional Season in England
- BRC Diet and Physical Activity Group (Professor Alan Jackson) and Southampton City Council Public Health Department - evaluation of activity interventions for schoolchildren
- Spire Hospital and Nuffield Hospital – exercise related treatment of lower back pain
- Anglo European College of Chiropractic - exercise related treatment of lower back pain
- GB Wheelchair Rugby- exercise and elite sports
- BNS Swimming – exercise and elite sports
- Zambia Institute of Sport – sport and interventions for social problems