

London Business School REF 2021 - Code of Practice

Part 1: Introduction

The Code of Practice aims to ensure that the processes adopted for the selection of faculty and research outputs for submission to the Research Excellence Framework 2021 (REF 2021) are fair, consistent and transparent.

The Code recommends that the key tenets of inclusion and diversity, which underpin the culture of London Business School, are an integral part of the selection process. The School will be submitting 100% of its category A eligible staff to REF2021. This code of practice therefore addresses the inclusion criteria for staff who may be classified as independent researchers and for the research outputs for submission to REF 2021. It also addresses arrangements for the declaration of individual staff circumstances. A series of equality impact assessments will be conducted throughout the preparation of the REF submission and after final submission to REF2021 to ensure due consideration has been given to the protected characteristics of the Equality Act 2010 in making these decisions.

Progress since the last REF

Since 2014, the main focus of the School's inclusion and diversity policies has been to grow the proportion of women faculty. We have approached this in three ways. First, subject area chairs agreed to the introduction of targets for the recruitment process for untenured faculty so that they either had to shortlist between 25-35% women for interview or explain to the Deputy Dean (Faculty) why they were unable to do this. This has led to an increase in the number of female candidates shortlisted for junior faculty positions: since 2015, we have exceeded the 35% threshold overall across subject areas, and in some years have succeeded in shortlisting over 50% women for these positions. However, these targets remain challenging in certain subject areas such as Accounting and Finance. Second, we have reviewed the rate at which men and women are promoted and raised awareness of the norms in relation to promotion to full professor where there is no timescale for considering candidates. Finally, we undertook a major review of our family friendly policies, taking into account both forthcoming changes to the statutory framework and the practices of our main competitors. This resulted in an enhancement of our family friendly policies, for example, by giving our female faculty greater reductions in teaching load when on maternity leave as well as making greater use of extensions to the tenure clock in the case of both men and women who become parents during this time. Today we have 13 female

assistant professors (which represents 34% of the assistant professors) and 14 female associate and full professors (which represents 21% of associate and full professors).

Work on family friendly policies has been followed up by a Taskforce focusing on the School's staff and faculty survey, which revealed the level of engagement amongst female faculty was not as high as that of their male colleagues. An academic study of the impact of the classroom experience, which may have an indirect impact on research performance, is also in the pipeline. This study will examine drivers such as gender, and their long-term impact on performance, and inform our practices.

The percentage of BME faculty (including research support faculty) at London Business School is 24.5%. The largest sub-groups are Asian or Asian British – Indian (9%), Other Asian Background (9%) and Chinese (4%). As a School, we pride ourselves on the number of different nationalities represented on the faculty but continue to struggle to develop a more ethnically diverse workforce. In 2015, Subject Area Chairs agreed to shortlist at least one ethnic minority candidate for faculty positions but such candidates are difficult for subject areas to identify on the basis of a CV. We will be asking subject area chairs later this term to re-examine their approach to recruiting a more ethnically diverse faculty.

In 2017, the School also agreed to extend the collection of personal data to include the following protected characteristics: (a) sexual orientation, (b) gender identity and (c) religion and belief. However, the data is collected on a self-reporting basis and there is insufficient data to be useful in the context of REF2021.

Transparency, Consistency, Accountability and Inclusivity

The Code aims to be **Transparent**. The Code, processes for selection, and the results of these processes will be widely publicised and shared with the faculty. The means of communication will include (i) the School's portal (ii) email correspondence (iii) various faculty forums including Faculty Board and Subject Areas. Information about how to appeal against decisions made during the selection process will be widely available and rigorously applied.

The Code also aims to ensure **consistency** across the institution. As London Business School will submit under one unit of assessment, consistency will need to apply in the process of identifying staff and outputs across the seven subject areas. To help achieve this two taskforces have been set up as follows:

The REF Planning & Strategy Taskforce is responsible for the overall strategy of the School's submission, the development of the code of practice on the fair and transparent identification of research support faculty who meet the requirements for classification as independent researchers, the process for the selection of research outputs and the arrangements for addressing special individual circumstances. It will also have oversight of the periodic equality impact assessments and the preparation of the School's environment statement.

The REF Impact Taskforce is responsible for the identification and development of the School's Impact Case Studies.

These two taskforces comprise senior faculty who will receive bespoke diversity training on the protected characteristics in relation to the REF. They also understand the importance the School attaches to embracing inclusion and diversity. The Deputy Dean (Faculty), who has overall responsibility for faculty and research at the School, will chair both taskforces thereby ensuring a fair, consistent, and balanced approach across all aspects of the School's REF2021 submission, which complements both the School's policies concerning equality and diversity and legislation.

The two taskforces will have both advisory and decision-making responsibilities. They will report to Management Board, the body responsible for both academic and non-academic strategic decision-making at the School.

Inclusivity is a key feature of the School's approach to REF2021. The School intends to include all eligible Category A faculty who meet the description of independent researcher with significant responsibility for research. This covers all levels of academic staff. Research Fellows will be included in relevant communications and will be considered in the selection process. The composition of both taskforces has taken into account the make-up of faculty in terms of gender and race.

Consultation and Communication

As London Business School does not have a recognised trade union, consultation on this Code will take place at Faculty Board. The Code will be shared with faculty via email and posted on the School's portal. Individual faculty who are on maternity leave, shared parental leave or other leaves of absence, or are away for other reasons, will be contacted individually in order to ensure appropriate consultation. Academic representatives of the Inclusion and Advisory Board have been consulted on the development of this Code.

Part 2: Identifying staff with significant responsibility for research

Part 2 need only be completed where the institution will not be submitting 100 per cent of Category A eligible staff in one or more UOA.

Codes should address the following:

Policies and procedures – Where not submitting 100 per cent of eligible staff.

- N/A

Development of process(es)
Staff, committees and training <ul style="list-style-type: none"> • N/A
Appeals <ul style="list-style-type: none"> • N/A
Equality impact assessment <ul style="list-style-type: none"> • N/A
Part 3: Determining research independence
<p>Policies and procedures</p> <p>The School employs only a very small number of research support faculty, and the majority of these are research assistants who are specifically employed to support a tenured or tenure-track faculty member. At any one time, we are unlikely to have more than three or four more experienced research support faculty employed at the School on the census date and we could indeed have none at all. It is these we will be considering as to whether they meet the criteria of research independence as outlined in the REF2021 guidance.</p> <p>To identify whether a Research Fellow may be classified as an independent researcher, the following process will apply:</p> <p>(i) The Directors of all research programmes within the School will be contacted by the Research and Faculty Office to identify those research support faculty who have, or may have, a contract of employment on the census date and who meet the following criteria:</p> <ul style="list-style-type: none"> • <u>Leading or acting as principal investigator or equivalent on an externally funded research project</u> • <u>Holding an independently won, competitively awarded fellowship where research independence is a requirement</u> • <u>Leading a research group or a substantial or specialised work package</u> <p>(ii) Research Directors will be required to meet with their research support faculty to inform them of the REF 2021 requirements and discuss with them the criteria above.</p> <p>(iii) The Research Director will be required to submit a report to the REF Planning & Strategy Taskforce of the discussion, using a template form, giving reasons why the Research Fellow may or may not be an independent researcher.</p> <p>(iv) The REF Planning & Strategy Taskforce will examine all submissions by Research Directors and judge whether a particular research support faculty member falls within the category of independent researcher.</p>

(v) The outcome of the decision will be provided in writing to the relevant Research Director and research support faculty member within one week of the meeting of the REF Planning & Strategy Taskforce at which the case is considered.

Consultation and Dissemination

Information about this procedure will be communicated via the following means (i) the School's portal (ii) email correspondence (iii) Faculty Board and Subject Area Chairs (where relevant).

Formal consultation on the selection method will take place at Faculty Board. Management Board will ratify the process.

Staff, Committees and Training

London Business School Terms of Reference

REF Planning & Strategy Taskforce and REF Impact Taskforce

Rationale

As the School will submit under one unit of assessment (Business and Management UOA 17) transparency, consistency, accountability, and inclusivity, will need to apply and encompass all processes in our preparation and delivery of REF2021.

The REF2021 will assess three distinct profiles (i) outputs (ii) impact (iii) environment.

The basic unit of faculty organization at the School is the subject area. There are seven subject areas, divided along natural disciplinary and functional boundaries widely recognised in the profession – Accounting, Economics, Finance, Marketing, Management Science & Operations, Organisational Behaviour and Strategy & Entrepreneurship. The subject area is the focus of faculty research activity at the School.

Management Board, on the recommendation of the Deputy Dean (Faculty) and the Director of the Research and Faculty Office, has established two taskforces to support and oversee the School's submission to REF2021. Both taskforces will be chaired by the Deputy Dean (Faculty) The Director, Research & Faculty Office (RFO) is also a member of both of them. The Director, RFO provides the overall leadership and strategic direction of the department and the REF is highlighted as a major externally driven project in the RFO Corporate Plan and School Plan.

The other members of the two taskforces are senior faculty who, in the 19/20 academic year, do not hold other managerial roles in the School. They have all previously held the role of subject area chair and have been selected for their seniority and so that the taskforces each reflect the diverse composition of the faculty.

The Deputy Dean (Faculty) will determine whether to bring the two taskforces together at any point during the preparation of the School's submission.

Terms of Reference: REF Planning & Strategy Taskforce

The members of the REF Planning & Strategy Taskforce, have both advisory and decision-making responsibilities.

It reports to Management Board, the body responsible for both academic and non-academic strategic decision-making at the School.

The REF Planning & Strategy Taskforce is responsible for the overall strategy of the School's submission; for the development of the REF 2021 code of practice on the fair and transparent identification of research support faculty who meet the requirements for classification as independent researchers, the selection of research outputs and the processes for taking account of staff circumstances. It will also have oversight of the periodic equality impact assessments and the preparation of the School's environment statement.

Terms of Reference: REF Impact Taskforce

The members of the REF Impact Taskforce, have both advisory and decision-making responsibilities.

It reports to Management Board, the body responsible for both academic and non-academic strategic decision-making at the School.

The REF Impact Taskforce is responsible for the identification and development of the School's Impact Case Studies. It will also have oversight of the periodic equality impact assessments pertaining to the on-going decisions made as part of its work undertaken to identify the Impact Case Studies for submission to REF2021.

Frequency of Meetings

The REF Planning & Strategy Taskforce will convene twice a term, with additional meetings, as and when required during the preparation period of the School's submission to REF2021, and to accommodate the published REF2021 timetable of activities.

The REF Planning & Strategy Taskforce will be responsible for submitting the School's draft submission to Management Board for formal approval. During the course of the year, the Deputy Dean (Faculty) will provide progress updates to the Board.

The REF Impact Taskforce will convene as and when required during the preparation period of the School's submission to REF2021, and to accommodate the published REF2021 timetable of activities. During the course of the year, the Deputy Dean (Faculty) will provide progress updates to the Board.

Membership

The members of the REF Planning & Strategy Taskforce are detailed below. This information details member roles at the School, and how they fit into the School's decision-making processes.

- Chair: Deputy Dean (Faculty):

The Deputy Dean (Faculty) is responsible for the leadership of the School's faculty, and achieving the delivery of the Research Strategy.

- Professor of Management Science and Operations:

Senior member of faculty at the School in the Management Science and Operations Subject Area.

- Professor of Strategy and Entrepreneurship:

Senior member of faculty at the School in the Strategy and Entrepreneurship Subject Area.

- Professor of Finance:

Senior member of faculty at the School in the Finance Subject Area.

- Director, Research & Faculty Office (RFO):

The Director is the most senior staff member in the Research & Faculty Office, and is responsible for delivering the strategic leadership of the office as Head of the Department. The Director, RFO, is also a member of the School's Management Board.

The REF is highlighted as a major externally driven project in the RFO Corporate Plan, and School Plan.

Secretary and record keeper: Assistant Director, Research – Research & Faculty Office (RFO):

The Assistant Director, Research (RFO) is a staff member in the Research & Faculty Office, and is responsible for the leadership of the department's Research Support Team.

The members of the REF Impact Taskforce are detailed below. This information details member role at the School, and how they fit into the School's decision-making processes.

- Chair: Deputy Dean (Faculty):

As described above.

- Professor of Marketing:

Senior member of faculty at the School in the Marketing Subject Area.

- Professor of Strategy and Entrepreneurship:

Senior member of faculty at the School in the Strategy and Entrepreneurship Subject Area

- Professor of Economics:

Senior member of faculty at the School in the Economics Subject Area

- Director, Research and Faculty Office (RFO):

As described above.

- Secretary and record keeper: Assistant Director, Research – Research and Faculty Office (RFO):

As described above.

Our legal obligations: Inclusion and Diversity

The members of the REF Planning & Strategy Taskforce and of the REF Impact Taskforce will receive bespoke training on Inclusion and Diversity issues relating to REF2021, which will ensure an understanding of the Equality Act 2010 and relevant employment law. This will take the form of written guidance and discussion to ensure a fair and transparent identification of staff and outputs for the REF submission.

Training will take place at the initial meeting of each taskforce and further guidance provided throughout the preparation of the School's submission.

Training

Members of both taskforces will receive bespoke training on Inclusion and Diversity issues relating to REF2021, which will ensure an understanding of the Equality Act 2010 and relevant employment law. As stated above, training will take place at the initial meeting of each Taskforce and throughout the process.

Appeals

Faculty members will be informed of the process for appealing a decision on research independence when the REF Planning & Strategy Taskforce deliver their written decision to the individual.

Appeals may be made on the following basis:

(i) Further information available to indicate the Fellow is an independent researcher

(ii) The process for making the decision has not been adhered to or is flawed

(iii) a practice which is less favourable to a certain group with a protected characteristic has occurred

Process

An appeal may be made by following the steps below:

- (i) The Research Fellow writes to the Director of the Research and Faculty Office outlining the reason for appeal within 2 weeks of notification of the decision.
- (ii) A separate panel of three senior faculty members is convened to hear the case. Such members will not have had any previous involvement in the REF Planning & Strategy Taskforce and will include one member of faculty from outside the individual's subject area.
- (iii) The panel will meet to consider the case within one month of receipt of the appeal.
- (iv) The individual will be notified of the committee's decision, in writing, within one week of the hearing.

Equality impact assessment

The School intends to submit all eligible faculty and an Equality Impact Assessment will be undertaken at various stages of the process. The Code itself has been assessed in relation to the characteristics outlined in the REF 2021 guidance. The assessment was made by the Assistant Director Faculty HR, who is secretary to the School's Inclusion and Diversity Advisory Board.

The characteristics considered were: Age, Disability, Sex, Race, Part-time and fixed term status, using data from the HR system on the faculty profile. In addition, the assessment considered the impact of the Code on groups that may be disadvantaged because of Religion and Belief, Gender Reassignment, Sexual Orientation and Marital Status. As indicated above, data on the latter groups is sparse. The School recognises that any one of these characteristics or a combination could impact certain groups or individuals within the faculty body. The situation will be kept under review.

The data analysed includes all core and research support faculty on the School's payroll as at March 2019. Further analysis will take place once final submission is agreed.

Possible Impact

Age/Gender/Race

The current data confirms that the faculty profile is predominantly male (75%) and white (74.5%). Of the 25% of faculty who are female, 13 are assistant professors (constituting 34% of assistant professors) and 14 are associate and full professors (constituting 21% of associate and full professors). There are 14 members of core faculty at the School under the age of 35 of whom 6 are women.

Of the 7 female faculty who have taken maternity leave over the last 5 years, 4 did so prior to tenure (i.e. were Assistant Professors).

To mitigate the effect of one or more of the above, there are already measures in place to ensure that new faculty (early career researchers) have a lighter teaching load in their first year of appointment, and for the first three years of appointment a guaranteed Research Active Salary Supplement. For those women taking maternity leave, there is a 50% reduction of the teaching load. The same benefit applies to men and women who take shared parental leave for 12 weeks or more. Male faculty are entitled to 2 weeks' paternity leave.

The same leave entitlement applies to Research Faculty although only one male Research Fellow has taken paternity leave to date.

An analysis of the ethnicity of faculty reveals that 74.5% are white. Of the 24.5% BME faculty, the largest groups are Asian or Asian British - Indian (9%), Chinese (4%) and Other Asian Background (9%). It is not anticipated that the code or any process resulting from the REF 2021 exercise will have an adverse impact on BME faculty and care has been taken to ensure that statistically the ethnic make-up of the REF taskforces reflects the diversity of current faculty.

From August 2019 the Deputy Dean (Faculty), who chairs both Taskforces, is female. The membership of the taskforces will therefore also reflect statistically the gender composition of the faculty.

The situation on all above characteristics will be reviewed at each decision-taking point in the process and following final submission.

Part-Time and Fixed-Term Faculty

The age profile of those who work part time is at the upper end of the scale. There are 12 part-time faculty, 9 of whom are senior faculty members aged 55 and over. The teaching requirement of core part-time faculty is reduced on a pro-rata basis thus freeing up adequate time for research output. No adverse effect is currently foreseen for this particular group. The situation will be kept under review.

Members of research support faculty are the only group identified as employed on fixed term contracts. This group is predominately aged 35 or under. The fixed term nature of their employment is directly related to the funding of individual posts. The Code ensures that all research support faculty are consulted and included in the process, no matter the expected contract end date or terms of employment. As a matter of policy, any member of research support faculty with more than 4 years employment at the School is considered a permanent member of staff.

Disability

At present, no members of faculty have declared a disability. It is recognised that some faculty may not wish to declare a disability or perceive a condition as such. Under the terms of the code of practice faculty will be able to voluntarily declare individual circumstances such as an ongoing illness or condition which they feel may affect the quantity or quality of their research outputs. Any such declaration will be treated confidentially and in a sensitive manner and support will be

provided to individual faculty members. The situation will be monitored and reasonable adjustment made to the code and to related processes as required.

Other Characteristics

As mentioned, in Part 1 of this Code, only a small amount of data is available on other characteristics. This is because the School's current faculty HR system was not introduced until 2017 and since then there has been a self-reporting mechanism for those characteristics that are not an essential requirement of the HESA return. The School recognises that any one of these characteristics, or a combination, could impact on certain groups or individual faculty. The situation will be monitored closely and further analysis will take place as the process evolves.

Future Developments

The Dean of London Business School has made inclusion and diversity a priority. Work is currently underway with Advance HE to review the School's inclusion and diversity policies and processes. Simultaneously, Subject Area Chairs are to be consulted on recruitment practices (as mentioned above). This Code will be reviewed in the light of these activities, and any new Inclusion and Diversity initiatives, which may impact on faculty.

Part 4: Selection of outputs

Policies and procedures

The School has elected to include in its submission 100 per cent of Category A eligible faculty.

It is also choosing to make its submission using the research outputs of faculty employed at the School on the census date.

There will be a three-stage process for the selection of outputs as follows:

- (i) The School's portfolio of outputs will include a minimum of one per eligible faculty member.
- (ii) Additional outputs will be selected by the REF Planning & Strategy Taskforce based on their quality, significance and rigour.
- (iii) The additional outputs will be reviewed against the School's diversity metrics to ensure a fair and transparent selection has taken place. At this stage, adjustments to the selection may be made.

The School's portfolio of outputs will be determined in the first instance, by the REF2021 eligibility definitions for research outputs.

The overall portfolio of outputs will be selected to showcase the breadth of the research conducted at the School, to provide inclusion across the School's seven subject areas, and to represent the impact and contribution to the business and management discipline for the period of the assessment.

Process

The REF Planning & Strategy Taskforce is responsible for identifying the School's portfolio of outputs for the REF2021 submission. The Taskforce reports to the School's Management Board.

The collection of output data required for review, decision, and approval by the Taskforce, is coordinated by the Research & Faculty Office and Library.

The criteria for the selection of outputs noted above will inform the basis of the initial and on-going process to support the identification of the School's portfolio of outputs for submission. Specifically:

- The Faculty HR Team in the Research & Faculty Office will produce a list of all current faculty, on a 'research only' or 'teaching and research' contract on the census date (31st July 2020).
- The Library and the Research & Faculty Office will produce output data for the period 01 January 2014 to 31 December 2020.
- The initial selection process will attribute one output to each faculty member. To support the inclusion of a broad range of outputs produced during the publication period, the initial (and on-going) process will include the review of books/book chapters, other refereed journals, working papers, and datasets.
- The remaining required number of outputs for submission will follow the quality criteria noted above.
- This will then be reviewed against the diversity characteristics, and the taskforce will determine whether to make any adjustments to the selection of outputs in the light of that analysis.

Equality impact assessments will be undertaken at each stage of this process.

Staff, committees and training

Please see section 3 for the membership, terms of reference and responsibilities of the two taskforces.

Staff circumstances

Submission of a pool of outputs rather than a fixed number per person is intended to provide increased flexibility in selecting outputs for submission. The School expects to include 100% of its category A staff with a minimum of one output per person, including those with individual circumstances. It nevertheless recognises the effect individual circumstances may have on an individual's research productivity. As a result, in keeping with the requirements of the REF, the School is putting in place procedures to enable staff to disclose any individual circumstances in a safe and supportive environment and reflect these in their expectations of their contribution to the output pool.

The individual circumstances identified by the REF which may affect the research productivity of a category A eligible member of staff (set out in Annex L of the Guidance on Submissions) include:

- (a) Qualifying as an early career researcher (ECR);
- (b) Absence from work due to secondments or career breaks outside the HE sector;
- (c) Qualifying periods of family related leave;

- (d) Circumstances with an equivalent effect on absence that requires a judgement about the appropriate reduction in outputs, which are (i) disability, (ii) ill-health, injury or mental health issues, (iii) constraints relating to pregnancy, maternity, paternity, adoption or childcare that fall outside of or justify the reduction of further outputs than the allowances in Annex L, (iv) other caring responsibilities, (v) gender reassignment, or (vi) other circumstances relating to the protected characteristics listed in the Guidance on Codes of Practice (Table1).

There is also provision, where individual circumstances have had an exceptional effect on an individual's ability to work productively throughout the assessment period (1 January 2014 to 31 July 2020) to request the minimum of one output per person to be removed. If such a request is granted, the individual may then be returned with no outputs attributed to them in the submission and the total outputs required by the School would be reduced by one. To make such a request, any of the following circumstances would need to apply:

- An overall period of 46 months or more absence from research during the assessment period due to one or more of the circumstances set out in paragraph 160 to 163 of the Guidance on Submissions;
- Circumstances equivalent to 46 months or more absence from research during the assessment period where circumstances set out in paragraph 160 of the Guidance on Submissions apply; or
- Two or more qualifying periods of family-related leave (defined in Annex L).

Where the circumstances (a) to (c) above do not apply, but the individual's circumstances are deemed to have resulted in a similar impact (including where there are a combination of circumstances that would not individually meet the thresholds set, a request could still be made. In such an event, the School would need to set out all the applicable circumstances and outline their effect on the individual concerned.

NB: Given that the School submits as a single unit, it does not anticipate requesting a reduction in the total number of outputs required for submission where the cumulative effect of individual circumstances has had a disproportionate effect on the available output pool.

- All eligible category A staff for selection are best placed to consider whether any of the above circumstances have affected their research productivity during the assessment period. However, they should not feel under any pressure to disclose any individual circumstances if they do not wish to do so. Staff who choose not to disclose will not be treated any differently from those who do not have any equality-related circumstances.
- Declarations of individual circumstances will be handled centrally by the Faculty HR team in the Research and Faculty Office to ensure decisions are consistent, transparent and robust and taken by staff with the relevant knowledge, expertise and awareness of equality legislation. The Assistant Directors will be responsible for circulating a form to eligible staff on which to declare any individual circumstances. The form will explain what individual circumstances are and acknowledge the potential effect of those circumstances on their ability to contribute to the

output pool at the same rate as other category A eligible staff. It will emphasise that making a declaration is voluntary. The Assistant Directors will also offer category A eligible staff the opportunity to meet with them on one-on-one on a confidential basis should they wish to discuss whether or not to declare any individual circumstances but they will not pressurise staff into declaring individual circumstances.

- Assistant Directors of Faculty HR will together consider declarations of individual circumstances on a confidential basis. The Assistant Directors will arrange to meet with the individual faculty member to seek clarification of circumstances if necessary and determine whether any adjustment can be made to the individual's contribution to the output pool, in accordance with the guidelines set out in Annex L of the Guidance on Submissions, taking account of the School's stated minimum requirement of one output per person. The Assistant Director would also discuss with the relevant subject area chair, subject to the consent of the individual with circumstances, whether any other support might be offered to them.
- Given the flexibility offered by decoupling and the reduction in output requirements since REF2014, it is anticipated that the School may not need to request a reduction in the overall number of outputs required unless there are individuals whose individual circumstances are such that the School wishes to request the removal of the requirement to submit a minimum of one output. The Assistant Directors will consult with the Chair of the REF Planning & Strategy Taskforce and a judgement will be made whether to submit a request to REF2021 for this. If one or more such requests were to be made and approved, this would result in an appropriate reduction in the overall total number of outputs the School had to submit.
- Information disclosed for REF purposes will not be used for any non-REF purposes unless the individual concerned explicitly requests that it is.
- All current eligible staff will be invited to make a declaration of individual circumstances by early January 2020 so that any cases could be considered during the Spring Term 2020. Any joining the School in the 2020/2021 academic year would be asked to do this in the Autumn Term of that year.
- At each selection stage, the process for identifying individual circumstances will be monitored and documented.

Part 5: Appendices

Attach any relevant appendices.

MANAGEMENT BOARD

Terms of Reference

Management Board is responsible for both academic and non-academic strategic decision-making. This includes programmes; faculty; reputation and relationships; space and money.

Management Board is also responsible for a number of areas of academic operational decision making where either the Dean or the Deputy Deans seek their advice.

The Board is subject to the Governing Body, the main decision-making body of the School. It has power to set up and disband committees, working parties, etc. as dictated by the School's needs at any moment.

With respect to academic staff, in particular, the Board's role is to implement and review the Human Resources Policies document as adopted by the School with effect from 27 June 1990, and also to conduct periodic reviews of Subject Areas and research centres, teaching programmes, etc. Its powers are set out in detail in Statute 9.

Frequency of Meetings

The Board normally meets twice a term and at such other times as required.

Members

Membership comprises the Dean (Chair); the Deputy Deans; the Associate Deans; the School Secretary; the Chair of the School's PhD Programme; the Chief People Officer; the Director, Research and Faculty Office; and the seven Subject Area Chairs plus any other members whom the Dean may from time to time appoint.

The Quorum for a meeting of the Board is five, of whom at least three shall be ex officio members or Professors.

The current membership is as follows

Dean (Chair)

Deputy Dean (Faculty)

Director, Executive Education

Director, Research and Faculty

Office

Chief People Officer

Interim Chief Information Officer

Associate Dean, Advancement

Associate Dean, Degree Education and Career Centre

Chief Marketing & Communications Officer

Chief Financial Officer

Subject Area Chair, Accounting

Subject Area Chair, Economics

Subject Area Chair, Finance

Subject Area Chair, Management Science and Operations

Subject Area Chair, Marketing

Subject Area Chair, Organisational Behaviour

Subject Area Chair, Strategy and Entrepreneurship

PhD Programme Chair

School Secretary

Minute Secretary

HR Operations & Data Manager,
(Faculty) Research and Faculty
Office