

# CV: Dr Alan Parkinson

Name: **Dr Alan Parkinson**

Present Academic Appointment: **Senior Teaching Fellow and Director of Studies, Department of Management Science and Innovation, University College London (UCL)**

Consultancy and Training/Development: **Owner and Managing Consultant – MG Financial Training**

## Education / Qualifications

### **EdD Doctorate in Education**

Institute of Education, University of London (*achieved via part-time study*)

### **Teaching Certificate for Higher Education** (*with Distinction in Theory of Education*)

Institute of Education, University of London (*achieved via part-time study*)

### **MSc Administrative Sciences**

City University Business School. (*achieved via part-time study*)

### **Global Chartered Management Accountant (GCMA)**

Chartered Institute of Management Accountants (CIMA) (*achieved via part-time study*)

### **Fellow of Association of Chartered Certified Accountants (FCCA)**

Association of Chartered Certified Accountants (ACCA).

### **Association Member of Institute of Chartered Management Accountants (ACMA)**

Chartered Institute of Management Accountants (CIMA) (*achieved via part-time study*)

### **MA Early Modern History**

Birkbeck College, University of London (*achieved via part-time study in 2011*)

## Professional History

### **Director of Studies (DoS) and Senior Teaching Fellow, (*January 2010 to Present*)**

#### **Department of Management Science and Innovation, University College London.**

- Director of Studies responsible for curricula across the Department, staff workload allocation and management, recruitment and line management of all Teaching Fellows.
- Responsible for the Department's Augmented Annual Monitoring Review
- Responsible for the Department's Internal Quality Review
- Teaching Group Lead for Accounting and Finance responsible for the strategic direction and cohesion of core and elective accounting and finance modules at Undergraduate and Postgraduate levels.
- Chair of Examination Boards: Undergraduate, and Postgraduate.
- Chair of Department Teaching Committee.

- Career Mentor responsible for being the point of contact for all Teaching Fellows in the Department to provide guidance for key career transition points and general advice on promotion and professional development.
- Member of the Athena SWAN Self-Assessment Team for the Department's upcoming Bronze application
- Academic Lead for Masters in Professional Accountancy (MPAcc): a joint venture with University of London and Association of Chartered Certified Accountants (ACCA).
- Module Leader responsible for the design, development, teaching, and organisation, of core and elective modules for undergraduate and postgraduate degree programmes in the areas of Management Accounting, Financial Management, Entrepreneurial Finance, Accounting, and other related areas.
- Supervision of undergraduate and postgraduate dissertations.
- Previously Chair of Department Irregularities panel (2010 to 2012)

**Visiting Professor, (*April 2004 to present*)  
Tongji University, Shanghai.**

- Visiting Professor in Managerial Accounting teaching on SIMBA (Shanghai International MBA).

**Visiting Professor, (*September 2012 to present*)  
Ecole des Ponts Business School, Paris.**

- Visiting Professor in Management Accounting teaching on MBA programme.

**Academic Lead (Finance) and Tutor, (*Spring 2012 to present*)  
Goldman Sachs 10k Small Business Growth Programme**

- Finance Lead responsible for the design and delivery of the Finance sessions of the six cohorts who have gone through the programme.
- Finance Lead on the selection panel for each cohort intake.

**Visiting Fellow in Finance, (*March 2014 to present*)  
Sotheby's Institute of Art, London.**

- Design and delivery of Finance components for the MA Art Business programme.
- Assessment of student business projects.

**Senior Teaching Fellow, (*April 2004 to December 2009*)  
School of Business and Management, Queen Mary, University of London.**

- Module Leader responsibility for the design and delivery of lectures, workshops and seminars for i) undergraduate core Financial Accounting, Management Accounting, and Financial Management modules within the BSc Business Management programme and as electives in other UG Programmes as well as elective modules; and ii) postgraduate Finance modules.
- Director of Masters Programmes between 1 May 2005 and 31 July 2008 expanding portfolio from one to four Masters Programmes, and consequently student numbers from 40 to 200+ students.

**Hill Samuel Senior Lecturer in Accounting & Finance, (*November 1987 to April 2004*)  
The Open University Business School.**

- Director of MBA Programme responsible for the launch of the programme in 1989, developing it into Europe's largest MBA programme with 3,000+ students.
- Head of Centre for Financial Management
- Member of School Senior Management Team.
- Design and delivery of a range of Accounting and Finance modules at Certificate, Diploma and Masters levels.
- Author of in excess of twenty written texts.

**Senior Lecturer in Accounting  
The Hatfield Polytechnic (now University of Hertfordshire).**

- Director of Accounting Studies.

- Director of Accountancy Foundation Programme.
- Responsibility for a range of both professional accountancy, banking, and undergraduate Accounting modules.
- Designed, developed and taught modules on the externally funded Manpower Services Commission Small Business Development Programme.

### **Senior Lecturer in Accounting and Finance**

#### **Polytechnic of the South Bank (now London South Bank University).**

- Head of School of Accounting and Taxation.
- Sub Dean Faculty of Administrative Studies.
- Director of Accountancy Foundation Programme.
- Responsibility for a range of both professional accountancy and undergraduate Accounting modules.

### **Examiner/Assistant Examiner positions include/have included:**

#### **LSE, University of London External Programme**

- Examiner on the degree programmes offered by the London School of Economics through the University of London International Programme.

#### **External Examiner**

##### **Masters Programmes, Polytechnic of Central London**

- ACCA-employed External Examiner on modules leading to exemptions from professional Accountancy examinations.

#### **External Examiner**

##### **ACCA Professional Scheme, Nottingham Trent Polytechnic**

- ACCA-employed External Examiner on modules leading to exemptions from professional Accountancy examinations.

### **Other Visiting Fellow Academic appointments include/have included:**

- Birkbeck College, University of London
- Warwick Business School
- Regents Business School
- London College of Accountancy
- Netherlands Institute of MBAs (NIMBAS)

### **Training Consultancy**

- Design and delivery of finance/management training programmes for a range of organisations including:
  - Warwick Executive Education,
  - Duke CE,
  - BPP China,
  - St. Gallen Business School,
  - UNB in Abu Dhabi,
  - Rolls Royce Group,
  - Network Rail,
  - BAE Systems,
  - Office of Fair Trading,
  - London Underground,
  - The Post Office,
  - Training and Enterprise Councils,
  - BusinessLinks,
  - Training & Enterprise Councils,
  - Manchester Airport,
  - Department of Employment,
  - University of Kent,
  - Medical Research Council,
  - University College London,
  - Visteon,
  - Institute of Education University of London,
  - Association of University Administrators,
  - University of Durham,
  - SOAS University of London.

Also a registered CMI Assessor 2008 to present.

## **Other Appointments and Affiliations**

- Higher Education Academy Associate - invitation to undertake international educational consultancies (2014).
- Higher Education Academy Journal Editorial Board for Business and Management Education in HE: An International Journal – invitation to serve on Editorial Board (2013).
- Chartered Institute of Public Finance and Accountancy (CIPFA) – invitation to undertake educational consultancy for public sector managers (2014).
- Global Business and Technology Association Track Chair and Reviewer (Accounting) since 2012.

## **Prizes, Awards and Other Honours**

Dates, detail of prize, award or honour and awarding / electing body

- **E-Learning Development Grant (ELDG) Award, UCL** – 2014 bid winner (£2,000)
- **Best in Session Awards (x 3)** – Global Conference on Business and Finance, 2012, 2013 and 2014
- **Outstanding Research Awards (x 2)** – Institute of Business and Finance Research, 2013 and 2014.

## **Invited Talks – Date and details**

### **Summits and Horizons, UCL** (pending 2014-15)

Invited to give a workshop on 'Flipping' activities undertaken within Accounting modules and MOOC activities.

### **PhD Career Development Programme, UCL** (July 2014)

Designed and delivered a session to PhD students on developing consultancy skills

### **Chinese National Accounting Institutions, UCL** (May 2014)

Academic Lead for a session designed for a delegation from China visiting UCL. The purpose of the session was to share current research interests and teaching practices of the Finance and Accounting Team within MS&I.

### **Workshop at London Student Enterprise Hub, IDEALondon** (February 2014)

Designed and delivered a workshop on accounting and financial structure for start-ups and entrepreneurs.

### **Visiting Delegation from China Universities, UCL** (July 2013)

Academic Lead and Organiser for visiting accounting faculties from a range of China Universities. The session theme was current and future developments in UK accounting.

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### **Topical issues in Accounting and Finance, Los Angeles, USA** (September 2012)

Designed and delivered to visiting delegation of Accounting academics from a range of China universities.

### **Update on accounting developments, Munich, Germany** (February 2011)

Designed and delivered to visiting delegation of China Government accountants.

### **Regulatory Challenges to the Accounting Profession, Manchester Business School (February 2011)**

Designed and delivered to visiting delegation of China National Institute of Accountants.

### **Faculty of Engineering Teaching and Learning Workshop (April 2013)**

Session given on MS&I's transition to full electronic submission, marking of, and return of student assessments.

### **UCLU Economics and Finance Society Social Outreach (March 2013)**

Lecture given as part of an outreach open day for Sixth Form students from low income backgrounds. The aim of the event was to help raise the number of students from financially disadvantaged regions applying to university. The topic was Transfer Pricing in the context of Starbucks' tax policy.

### **Finance and The Small Business (1992)**

Key Speaker; Joint EC/ASEAN Small Business Symposium, Singapore.

## **Academic Supervision – Date and details**

- Brunel University – invitation to be 2nd supervisor for a Doctoral student (2014) – unable to take up due to workload commitments at UCL.
- Mountbatten Institute in association with St Mary's University, Twickenham – 1st supervisor for 2 Master's students (2011).
- University College London – 1st Supervisor for 10 Master's dissertations (2010-12).
- Queen Mary, University of London – 1st Supervisor for 5 Undergraduate Dissertations and 20 Postgraduate Dissertations (2004 – 2010).

## **Research Activity**

I have actively undertaken scholarship-related research activities over the last twenty six years. These activities have included writing papers, conference presentations, serving on editorial and review boards, serving as Chair and Discussant at numerous national and international conferences, as well as holding workshops/seminars within UCL, and elsewhere. My scholarship research activities are within the fields of Accounting, Accounting Education, Teaching and Learning Technologies, Accounting History, Budgetary (theory and application) and Accounting for Sustainability. Such activities are closely aligned with and often inform my own teaching.

A summary of recent papers, working papers, and book chapters I have authored, co-authored and participation activities at national and international conferences is detailed below. I am also actively engaged as a paper reviewer, track chair and discussant for the Global Business and Technology Association as part of their annual conference committee as well as other conferences.

## **Scholarly Publications**

- Chew, L., Miller, R., and Parkinson, A. (2013) Student Perceptions of e-learning Components within a Masters Level Financial Management Module. *The Journal of American Business Review*, Cambridge, Volume 2, Number 1.
- Chew, L., Miller, R., and Parkinson, A. (2012) Effectiveness of the Use of Video Podcasts within a Higher Education Managerial Accounting Curriculum: A Study into Student Perceptions. *GSTF Journal on Business Review*, Volume 1, Number 4.
- Chew, L., Parkinson, A. (2012) Student Perceptions of e-learning Components within an Undergraduate Module. *GSTF Journal on Business Review*, Volume 1, Number 3.

- Chew, L., Parkinson, A. (2012) Student Perceptions of e-learning Components within a Masters Level Accounting Module. *IEEE CECNet*, Volume 5.

## **Published Texts/Books**

- *Managerial Accounting for Decision Making*, (a custom text for undergraduate students, co-edited with L. Chew), published by Pearson (2011).
- *Understanding Accounting*, (a custom text for post-graduate management students, co-edited with L. Chew, with 3 original chapters), published by Pearson (2011).
- *Making Sense of Accounting for Business*, (a custom text for undergraduate students, co-edited with L. Chew, with 3 original chapters), published by Pearson (2011).
- *Making Sense of Financial Accounting: An Introduction for Business Management Students* (a custom text for undergraduate students, co-edited with L. Chew, with 3 original chapters), published by Pearson (2009).
- *Managerial Finance*, published by Butterworth Heinemann (1997).
- *Accounting Principles*, authored as part of tax staff open learning scheme for Her Majesty's Inspector of Taxes (1996).
- Authored in excess of 20 Course Units published by The Open University (1987 to 2003) including more recently:
  - Financial Stakeholders; Calculating and Interpreting Financial Ratios; Insights into Management Accounting; Making Sense of Budgets; Financial Frameworks; Counting the Cost; Balancing the Budget; Making Models – An Introduction to Financial Modelling; Cost and Management Accounting; Budgetary Control; Using Financial Ratios; Cost Accounting; Investment Appraisal.
- *Management for the Internal Audit Function*, published by the Institute of Internal Auditors UK as part of the IIA-UK distance learning scheme (1985).
- *Business Administration*, published by The Financial Training Company (1983).

## **Conference presentations, papers, awards and participation activities (from 1988 to present)**

### **2014**

**Activity based costing in China companies: reconciling reality with theory;** 21st Century Academic Forum Conference, Berkeley CA, USA. (co-authors: L. Chew and M. Yang).

**Instructivist and constructivist pedagogies within two accounting modules: a comparative study;** 30th Annual Conference Distance Teaching & Learning, University of Wisconsin, Madison WI, USA. (co-author L. Chew).

**Making budget management work: perceptions of private sector managers regarding the theory and reality of budget experiences;** Global Business and Technology Association, 16th Annual International Conference, Azerbaijan. (co-author L. Chew).

**Student and Educator perceptions of screencasts as an e-learning component;** Global Conference on Business and Finance, USA. (co-author L. Chew). *Winner of Outstanding Research Award.*

**Track Chair** (Accounting); **Paper reviewer** (Accounting); **Discussant**; Global Business and Technology Association, 16<sup>th</sup> Annual International Conference 2014, Baku, Azerbaijan.

### **2013**

**Developing a framework to determine the total cost of ownership for an audio/visual lecture capture system in Higher Education institutions**; Global Business and Technology Association, 15<sup>th</sup> Annual International Conference, Finland. (*co-author L. Chew*), 2013.

**Mercantilism, globalization, unethical practices, corruption: a case study of the relationship between the English East India Trading Company and the Monarchy in the context of collaborations in the slave trade and other commercial activities in the seventeenth century.** Global Conference on Business and Finance, USA. (*co-author L. Chew*) *Best in Session Award*; *Outstanding Research Award*, 2013.

### **2012**

**Joint Trading Ventures between the English East India Company, the French East India Company, and Other Trading Entities: An Interdisciplinary Study of Their Collaborations in the Slave Trade and Commodity Exchanges between 1600 and 1750.** Global Conference on Business and Finance, USA. (*co-author L. Chew*), *Winner of Best in Session Award and Outstanding Research Award*, 2012.

### **2011**

**Effectiveness of the Use of Video Podcasts within a Higher Education Managerial Accounting Curriculum: A Study into Student Perceptions.** EeL 2011 – Annual International Conference on Education and e-learning, Singapore. (*co-author L. Chew*), 2011.

**Student Perceptions of e-learning Components within an Undergraduate Accounting Module: A Pilot Study**; EeL 2011 – Annual International Conference on Education and e-learning, Singapore. (*co-author L. Chew*), 2011.

### **2010**

**Determinants of Performance in a Distance Learning Accounting Course: Perceptions of Students and Implications for Educators**; European Accounting Association, Istanbul, Turkey. (*co-author L. Chew*), 2010.

**The Use of Environmental Management Accounting Information by Managers in Companies in China: Matching Theory with Reality**; Sustainability Conference, University of Cuenca, Ecuador. (*co-author L. Chew*), 2010.

### **2009**

**The Theory and Reality of ABC Implementation: Perceptions of Managers in China Companies**; European Accounting Association, Tampere, Finland. (*co-author L. Chew*), 2009.

### **2007**

**Accounting and Finance Syllabi: Are Students Practising What We Preach?**; British Accounting Association, South West Regional Group, University of West England, Bristol. (*co-author L. Chew*), 2007.

### **2006**

**Implementing Resource Accounting & Budgeting: Perspectives of Users**; Association of Business Historians Annual Conference, London, 2006.

### **2004**

**An Analysis of the Scope and Expertise of the UK Small Practice Accountant**; Critical Perspectives on Accounting Conference, Queen Mary, University of London, 2004.

**2003**

**Matching Student Profiles with Academic Achievement**; Institute of Education Doctoral Conference, London, 2003.

**Professional Accountants – Beyond Financial Skills – An Initial Survey**; SMERU/AFRU Research Seminar, OUBS, Milton Keynes, 2003.

**2002**

**Determining Academic Performance Characteristics**; British Accounting Association, Accounting Education Special Interest Group, Glasgow, 2002.

**Making Accounting Education Work – Work-based Assignments**; BEST Conference, Edinburgh, 2002.

**2001**

**Resource Accounting and Budgeting: A Comparative Study of Implementation in Two Government Departments**; AFRU Conference, Open University, Milton Keynes, 2001.

**2000**

**Evaluating Evaluation**; AFRU Workshop, Open University, Milton Keynes, 2000.

**1993**

**Overcoming Challenges in Teaching Accounting & Computing at a Distance**; British Accounting Association, Glasgow, 1993.

**1992**

**Finance and The Small Business** - Key Speaker; Joint EC/ASEAN Small Business Symposium, Singapore, 1992.

**Developing The Managerial Accountant**; World Congress of Accountants, Washington DC, 1992.

**1989**

**Privatising BT – The Accounting Issues**; European Accounting Association, Stuttgart, 1989.

**1988**

**Issues in Staff Valuation in Tottenham Hotspur Plc**; European Accounting Association, Nice, 1988.

## **Teaching Career Summary**

### **University College London, Department of Management Science and Innovation (MS&I)**

Since joining the Department in January 2010, I have become the Teaching Group Lead for Accounting and Finance which has grown from two people (including myself) to a team of six, plus six teaching assistants. I have initiated, designed and developed the Accounting & Finance portfolio of modules, and overseen the growth of what is now the largest grouping of both subject-specific modules and teaching staff within MS&I. I have good teaching evaluations, averaging circa 4.5/5 since joining MS&I. In respect of my role as DoS, I am responsible for the oversight of development, delivery, maintenance of new and existing Programmes and modules, including curricula and associated pedagogies

I have led and implemented strategic initiatives including electronic submission, marking, return of coursework, and e-learning initiatives including flipping, development of MOOCs, and UCL-related external projects with both UCL Advances and the University of London. At departmental level in 2012-13, I engineered the design and implementation of electronic submission, marking, and return of coursework, speeding the process, with returns usually within one week, and reducing our carbon footprint by removing paper. Dissemination of our endeavour in a *Best Practice Session* took place in April 2013. On a personal note, my most recent student evaluations for speed and quality of feedback averaged 4.5/5.



I have played and continue to play a major part in introducing innovative/transformational changes to the curriculum and have made significant contributions to the skills/knowledge base in relation to teaching and learning. This is evidenced by very specific changes within the Accounting/Finance arena. Upon joining UCL in January 2010, the MS&I Accounting/Finance offerings totalled three modules, (all at UG level) and were somewhat basic. I re-designed the offerings into a set of integrated and cohesive modules: Accounting for Business (AFB), Managerial Accounting for Decision Making (MAD), and Corporate Finance. I then designed two Masters modules, Accounting, and Financial Management. (These have been combined into a new 'super' double-weighted module for 2014-15: AFM.) Thereafter I designed Entrepreneurial Finance. Fraud, Ethics and Forensic Accounting (since re-titled Investigating Fraud), and initiated further offerings by colleagues: Corporate Financial Strategy, Mergers & Valuations, Capital Investment Markets, and International Financial Reporting. I regularly organise and teach large numbers (80 to 180 students) on AFB, MAD and AFM, although my capabilities and experience stretch across the spectrum of accounting and finance.

I continue to be involved with the design of management-related contributions to non-MS&I degrees including *MSc Pharmaceutical Formulation and Entrepreneurship* and *BSc/MSci Engineering with Business Finance*. I have been actively involved in the development of the IEP Programme. The above also reflects my active involvement in strategy development in relation to teaching and learning.

The following is an account of specific MS&I module design and leadership:

### **Accounting for Business (Undergraduate)**

- New module designed and developed in 2010 as a core module within the Information Management for Business (IMB) undergraduate degree programme, joint studies undergraduate programmes and as an open elective module.
- Module leader responsible for the overall development and co-ordination of the teaching team laying the foundations for the future in-house teaching succession plan.
- Three iterations of the module as of the academic year 2013-14 with total student cohort size of circa. 370 students.
- Guidance in developing a further sibling-module for the IMB degree programme (Accounting Foundations) as a replacement to the Accounting for Business module with currently 166 students.
- Average Lecturer rating from Student Evaluation Questionnaire (SEQ): 4.7 out of 5.0 (in 2010-11); 4.6 out of 5.0 (in 2011-12).

### **Managerial Accounting for Decision Making (Undergraduate)**

- New module designed and developed in academic year 2011-12 to replace a module which required a refocus in subject matter and learning outcomes.
- Further iteration as of 2012-13 due to elective student demand, increasing student numbers from 40 on one presentation to 200 over two presentations annually.
- This module (presented twice in each academic year) makes regular use of flipping in advance of lectures, and of follow-up audio-visual explanations of solutions to scenarios.

### **Accounting (Postgraduate)**

- A core module designed and developed for the MSc Management programme which launched in September 2011.
- Module leader responsible for the overall development and co-ordination of the teaching team, laying the foundations for the future in-house teaching succession plan.
- Cohort size of circa. 70-80 students.
- Lecturer rating from SEQ: 4.75 out of 5.0 (in 2011-12).

### **Financial Management (Postgraduate)**

- Another core module designed and developed for the MSc Management programme (launched in 2011).
- Developed the module to become Financial Management to suit the evolution of subsequent student cohorts and student background filtering for appropriate pathways.

### **Entrepreneurial Finance (Postgraduate)**

- Module Leader for this core module on the MSc Technology Entrepreneurship programme (from 2010-11 to 2012-13).
- Module design, development, organisation, teaching and future teaching succession plan in 2013-14.

### **Accounting and Financial Management (Postgraduate)**

- Co-module Leader for this new core module for the MSc Management programme.
- Design and delivery to incorporate innovative use of learning technologies to deliver a fundamental module to around 80-90 students in 2014-15.

### **Management Information and Control (Undergraduate)**

- Co-module leader of existing module delivering and designing lectures and seminars in academic year 2010-11 until its succession.

### **Undergraduate Dissertation**

- Contributed to the design enhancement of the BSc IMB Dissertation module. This included the initiation of research methodology teaching sessions.

## **Other teaching posts held**

### **School of Business and Management, Queen Mary, University of London**

Creation, design and delivery of the following modules:

- *Financial Accounting* (Undergraduate)
- *Management Accounting* (Undergraduate)
- *Financial Management* (Undergraduate)
- *Managing Finance for Added Value* (Postgraduate)
- Student UG cohorts varied between 100 and 200 students. PG cohorts varied between 30 to 60 students.

### **Sotheby's Institute of Art**

- *MA Art Business* (Postgraduate)
  - Design and delivery of Finance lectures and seminars and of the summative assessment for integration within a core module on this Master's programme for 50-60 students (since January 2013).

### **Birkbeck, University of London**

- *Auditing* (Undergraduate)
- *Advanced Financial Accounting* (Undergraduate)

### **The Open University Business School**

- Designed five modules in Management, Accounting and Finance
- Designed four Management programmes: MBA, Certificate in Professional Management, Voluntary Sector programme, and Diploma in Management
- Designed MBA Foundation week long residential schools
- Contributed to residential weekend course design for a range of MBA Management modules
- Designed Day Schools and Tutorials for Accounting for Modules.

### **The Hatfield Polytechnic (now University of Hertfordshire)**

- Redesigned and delivered level 1 Financial Accounting.
- Redesigned and delivered level 1 Management Accounting.
- Student evaluations: Very good to Excellent.

### **Polytechnic of the South Bank (now London South Bank University)**

- Redesigned and delivered Financial Accounting, and Cost and Management Accounting modules.
- Designed, introduced and delivered core accounting for BA Business Studies.
- Designed, introduced and delivered advanced accounting elective modules for BA Business Studies.
- Designed, introduced and delivered a range of accounting modules for HND/BTEC qualification.
- Taught professional accounting and finance to trainee accountants on day-release courses.
- Student evaluations: Very good to Excellent.

## **Knowledge Transfer / Exchange Activity**

My involvement with a range of external organisations has generated, and continues to generate, impact on ways of thinking about approaches to the use of financial frameworks in a variety of work-related settings, both private and public sector. These settings range from managers at operational levels to senior managers concerned with strategic issues to entrepreneurs seeking to start-up and/or grow businesses.

My activities with established management development organisations (e.g. Duke CE, Warwick Executive Education) and others including UCL Advances, the AUA, Manchester and Cardiff Universities, and professional Accountancy bodies (ACCA, CIPFA), has resulted in improved budget efficiency and better financial decision making. This is evidenced by formal evaluations and assessments of practical impacts gathered some months after the delivery of workshops and consulting sessions.

One example is the impact on the design, implementation and on-going management of business growth plans for 180 small businesses on the Goldman Sachs 10k small business initiative. Another example is the impact on investment decision making by senior and middle managers in one of the world's largest cement and aggregates businesses. There I have worked with over 500 managers who have subsequently confirmed their business practices have changed, and for the better.

My on-going development of university managers has resulted in continuing very positive feedback concerning changes they have made to the management of budgets in the brave new world of university finances.

My work inside UCL relating to the use of technology applications in teaching and learning has been the focus of a number of scholarship papers presented at conferences and published in scholarship journals. It is clear that large numbers of delegates at conferences were/are unaware of the potential benefits to be harnessed from such applications. I am regularly asked to provide advice as they move forward in these areas.

In a scheme brokered by the University of London (International Programmes), UCL has recently been chosen by the ACCA from a range of other universities to be the lead college in a world-wide e-learning driven Masters in Professional Accountancy. It is very apparent that in addition to the UCL brand, the combination of i) my professional accountancy and academic qualifications, ii) my prior experience in the e-learning and audio visual arena at the Open University Business School, and iii) word-of-mouth recommendations of me to the ACCA played a major role in UCL being chosen.

I am currently spearheading the design and construction of a MOOC covering Financial Decision Making.

## **Enabling Activity (Academic staff)**

### **Departmental Careers Mentor**

Point of contact for all teaching fellows within the Department to offer guidance; developing a more formal infrastructure for early career teaching fellows.

### **Self-Assessment Team member for Athena SWAN**

As DoS and Careers Mentor I feed into this Team to help facilitate the future career support plan for the Department as well as other aspects concerning what the charter engenders.

### **Academic Lead for Masters in Professional Accountancy**

Joint venture with University of London and the Association of Chartered Certified Accountants.

My activities include contributions to both widening participation and public engagement initiatives. My most recent contribution to the former is speaking in UCL to a group of visiting GCSE students on current issues of topical interest, including the Starbucks transfer pricing tax arrangements, and on how football clubs value and account for players within their financial statements. Regarding public engagement, I have over the past three years delivered interactive sessions to budding entrepreneurs, at IDEA London, and to UCL Doctoral students interested in consulting skills, starting their own businesses. I am actively involved with UCL Advances, contributing significantly to a range of programmes, including the Goldman Sachs 10k Small Business Growth series.

## **Administration (Research staff & Teaching Fellows)**

**Senior Management Team member**

**Director of Studies**

**Chair of Exam Boards (UG and PG)**

**Chair of Teaching Committee**

**Chair of Staff Student Consultative Committee**

**Chair of Steering Committee (BSc IMB)**

**Teaching Fellow Line Manager**

**Chair of Recruitment and Interview Panels for Teaching Fellows**

**Chair of Teaching Assistants Recruitment (from 2010 to early 2014)**

**Chair of Irregularities Panel (2010-2011)**