

<p>Institution: Robert Gordon University (RGU)</p> <hr/> <p>Unit of Assessment: UoA 36</p> <hr/> <p>a. Overview The Information & Communication Group (ICG): ICG comprises research-active staff from Aberdeen Business School (ABS), a faculty within RGU. Staff are based within a range of key departments within ABS: the Department of Information Management (Baxter, Davies, Martzoukou, Reid, Tait); the Department of Communication, Marketing and Media (Laing, Pedersen); and the Centre for Entrepreneurship (Fulford). Marcella and Williams are members of ABS Senior Management. Burnett is the Information & Communication Theme Leader within IMaGeS, of which Williams is Director. Established and senior researchers in this submission (Burnett, Fulford, Marcella, Pedersen, Reid, Williams) were returned by RGU in RAE2008 to UoA37, Library & Information Management. Others are post RAE2008 academic appointments (Baxter, Davies, Martzoukou, Oppenheim, Tait). All of the ICG except Baxter and Oppenheim are members of the Information & Communications theme, within the Institute for Management, Governance & Society (IMaGeS), one of RGU's three multidisciplinary research institutes, established since RAE2008. Baxter is currently completing a PhD by public output prior to application for IMaGeS membership and Oppenheim, although based in ABS, occupies a unique strategic role advising on publishing and open access strategy across all three research institutes. <i>Note: Cross references to REF 2 outputs are coded by surname and sequence – e.g. Tait 2.</i></p> <hr/> <p>b. Research strategy Building on a strong foundation in 2008, ICG has been committed to developing and deepening understanding of the use and impact of information, with emphasis on user perspectives and contexts, and information solutions to complex societal challenges. This reflects the University's mission to "...empower and enable individuals, economies and societies" and its focus on translational research, aiming to build a critical mass of staff and students who undertake sustainable and highly relevant leading-edge research.</p> <p>The ICG goals established in 2008 reflect our commitment to research excellence, sustainability and impact and our belief that complex societal challenges require new ways of thinking. The Group's research has been taken forward in the new multidisciplinary environment established in RGU post-RAE2008: since 2009, research at RGU is focused in three multidisciplinary research institutes, the membership of each being thematic rather than discipline based. This environment has supported the Group's interest in exploring and reconceptualising the relationships between traditionally separate research areas, already evidenced in the establishment in 2007 of Information: Interactions and Impact Conference (i³) (www.i3conference.org.uk), the ICG's biennial international conference bringing together researchers from traditionally separate user-focused fields of information literacy, information behaviour, and impact, to examine research questions and methodological issues, and to inform research agendas. Our commitment to seeking new ways of understanding the role and impact of information in different contexts is evidenced in the development of new collaborations within ICG, and within and beyond the wider discipline.</p> <p>Progress and achievement since 2008: Progress in the review period has been driven by four goals, underpinned by specific strategic objectives identified in the Group's RAE2008 submission:</p> <ol style="list-style-type: none"> To develop research excellence in information literacy, information and society and knowledge management ICG has continued to build on a strong RAE2008 profile while re-grouping to reflect a) new synergies developing across these 2008 themes; b) a commitment to new conceptualisations which cross traditional boundaries and c) the injection of new interests from recent academic appointments and development of early career researchers. The emergent sub-groups are: <ul style="list-style-type: none"> User Behaviours and Skills – integrates long-standing interests in information literacies, information behaviour and knowledge management, reflecting the Group's interests in exploring and reconceptualising the relationships between previously disparate areas. Research by Baxter focuses on information behaviours of participants and stakeholders in democratic and political processes and builds on prior ESRC-funded research (Baxter 1,2,3).
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Environment template (REF5)

This work is further strengthened through collaborative work with **Marcella (Marcella 3,4)**, whose own interests include information behaviours within private-sector contexts. While research in knowledge management (**Burnett**) and information literacy (**Williams**) continues, recent collaborations between **Burnett** and **Williams (Burnett 2,4; Williams 3,4)** focus on the new methodological and behavioural approaches to knowledge management issues and digital transformations (**Williams 2**). **Martzoukou's** work concerns attitudes and perceptions of information-search tools (**Martzoukou 1**), and the nature of professional engagements (**Martzoukou 2,3**).

- **Managing Information Assets** – the role of information as an organisational or societal asset, and issues affecting its application. **Fulford's** research focuses on two areas pertinent to this subtheme: information security policies in private and public-sector environments (**Fulford 2,3**) and research into issues affecting language translation and the role of the Internet (**Fulford 1,4**). **Tait** addresses the role of the internet in relation to Information Assets through her work on digital-heritage archives (**Tait 2**). The theme of valuation is considered by **Oppenheim**, who contributes through his work on bibliometrics (**Oppenheim 2,3**).
 - **Information Environments** – the examination of specific information-centric contexts, such as libraries and publishers, as well as online and workplace environments. **Davies' work** focuses on the needs, awareness and use of information resources by healthcare professionals (**Davies 1,2,3,4**). **Laing's** research within the publishing industry examines the role and function of chain bookshops (**Laing 1**), and bookselling in online environments (**Laing 2**). Also with a focus on online environments, **Pedersen's** research has examined motivations for blogging (**Pedersen 1**), as well as gender-based issues affecting online participation (**Pedersen 3,4**). **Reid** brings a historical perspective to understanding of the role and function of libraries (**Reid 1,2**) as well as new ICG research on community heritage archives with **Tait**. Each research sub-group represents a strong mix of senior, established and early career researchers, research students (RSs) and research assistant (RA) support. A collaborative and inclusive approach aids in the mentoring of developing research-active staff, joint publications and applications for research funding, and joint supervision of RSs. Research excellence has been noted in staff promotions with the award of three professorial titles (**Reid, Pedersen and Fulford**) and one readership (**Burnett**) since 2008. External recognition of excellence is evidenced by invitations to collaborate and to contribute to the discipline more widely (see e).
- 2. To further our engagement with national and international research communities**
Networking and collaboration within and beyond the discipline by the Group, has ensured freshness of ideas within ICG and contributed to development of the wider research base:
- Since its inception in 2007 *i³* has become established in the international information science calendar, attracting high profile keynotes (e.g. Choo, Toronto; Kulthau & Todd, Rutgers; Limberg, Gothenburg), delegates from over 14 countries including many regular attendees, and been sponsored by the Scottish Library and Information Council (SLIC), RIN, CILIPS, and De Gruyter Saur. One keynote at each conference is chosen from outwith the discipline to challenge delegates with new perspectives on the role and impact of information.
 - ICG has been instrumental in establishing the Information Science Pathway (<http://www.infoscotland.ac.uk/>), an accredited training pathway within the Scottish ESRC Doctoral Training Centre (DTC), and a collaboration between RGU, Edinburgh Napier, University of Glasgow, and University of Strathclyde.
 - iDocQ (<http://www.infoscotland.ac.uk/idoq.html>), an annual doctoral colloquium established by the Information Science Pathway, hosted at RGU prior to *i³* in 2011 and 2013, provides a forum for the development of new information science researcher.
 - Continuation of the Group's visiting researcher programme brings international researchers to RGU to spend time with staff and research students, e.g. Albright, 2009, Lloyd, 2013.
 - Specific collaborative projects such as Enerman (<http://www.enerman.org.uk/>), a knowledge-exchange project funded through the SFC Horizon Fund, and a collaboration between Edinburgh Napier, UHI, Strathclyde, RGU (**Williams**), SRUC; and INTERARENA project with Aarhus and Leiden (**Baxter**).
- 3. To develop critical mass and sustainability of the research effort through pursuing external research funding from a range of sources, and growing research staff and research student numbers**

Research income has grown since 2008 (see d below) despite the increasingly competitive and

challenging economic climate. While continuing to draw funding from a wide range of sources (e.g. AHRC, British Academy, Technology Strategy Board, NHS Scotland, professional bodies such as SLIC, JISC, LIRG and industry) the 2008 plan to increase private sector funding has been particularly successful with repeated commissions from energy sector companies (**Marcella, Burnett**) as well as strongly developing industry partnerships leading to a number of KTP awards (see **d** and **REF3a**). Sustained income levels have brought the opportunity to increase the numbers of research assistants (from 2.9FTE in 2008 to 5.55FTE in 2013) across all sub-themes while providing for their career development through part-time doctorates, and experience across a range of projects and research methods. Research student numbers have also increased from 15 at the time of RAE2008 to a current total of 25 students studying Information or Communication topics, meeting the Group's target of a 25-50% increase.

4. To impact on social, cultural and economic development with strong research dissemination and KE underpinning high-quality, professionally relevant courses

High importance is placed on dissemination and impact strategies to enhance uptake of research, as evidenced and detailed in **REF3a** and **3b**. Research continues to underpin established Masters programmes (MSc Information Management, MSc Information and Library Studies, MBA Information Management and MSc Corporate Communication and Public Affairs) and has been instrumental in the development of a new MSc Digital Curation, influenced by research such as the AHRC-funded STA(r) (**Williams 2, Burnett**), community archives (**Reid, Tait 2**) and the IPR work of **Oppenheim**. The Group's Doctor of Information Science (DInfSc) programme, the UK's first professional doctorate designed specifically for information professionals with a minimum of three year's management experience, supports research in areas of strategic importance to their organisation or professional context.

University strategy: While developments and achievements reflect the ICG's own plans since RAE2008, they have also been influenced and supported by the University's strategic and innovative restructuring of research within three multidisciplinary research institutes (since 2009) to focus and manage research. The focus is on quality and sustainability, with Research Institutes providing leadership from a Director and Theme Leaders to ensure that multi-disciplinary research of international excellence is accomplished, while supporting engagement and staff development across disciplines. The recognition of Information & Communication as a core theme within IMAGeS provides identity and focus for information research in relation to the strategic aims of the University; ensures sustained support for its further development (see **c** below); and encourages interaction and collaboration with colleagues in other IMAGeS themes and other RIs (the Institute for Innovation, Design & Sustainability (IDEAS) and the Institute for Health & Wellbeing Research (IHWR)) via inter-RI events and staff development. This multidisciplinary environment has been instrumental in the ICG's development of new collaborative research funding applications, e.g. **Tait** with Laing and Gray (Built Environment); **Williams, Burnett** and **Pedersen** with Craw and Goker (Digital Technologies); and collaborative funded research such as STA(r) (<http://www.rgu.ac.uk/star1>), an AHRC-funded project led by **Williams (Williams, 2)**, with ICG members, digital technologists from IDEAS at RGU, the School of Textiles and Design at Heriot-Watt, and Johnstons of Elgin from industry.

ICG research has also been influenced by a University-wide research foresighting exercise in 2011, in which RGU was assisted by an international panel to identify key societal challenges upon which the university was uniquely placed to impact. The emergent oil and gas, 'energy societies', and remote healthcare themes are areas in which ICG is already active (e.g. **Burnett, Davies, Marcella, Williams**) and is well placed to make a strong contribution in future (see also **REF3a**).

ICG plans for next 5 years: Future goals continue to focus on research excellence, engagement, critical mass and research impact, revised to reflect progress to date:

- 1. To sustain our culture of research and develop and maintain excellence in research in User Behaviours and Skills, Managing Information Assets, & Information Environments.** Staff development and succession planning are key to continued development of quality and sustained development of research. In this strategy the Group will benefit from the resources and support structures of IMAGeS in encouraging application for IMAGeS membership and providing guidance, mentoring and staff development for the RI membership process;

facilitating and encouraging CPD of members of the Institute from developing to senior researchers; providing access to training events on research-related topics; providing the opportunity for short-term research sabbaticals.

2. **To maintain staff engagement with national and international research communities through publication of high-quality outputs, networking and collaborative research activities.** The ICG group will take advantage of IMaGeS support for internal and external collaboration and knowledge exchange through its on-going programme of research seminars (incorporating both practitioner and academic speakers) including i³ and Making Connection, support for conference and network travel and the continuation of the ICG's visiting researcher programme. These mechanisms will be used by ICG to extend national/international research collaborations with external partner organisations; encourage and support staff applications for external travel and networking grants from research councils and other bodies, and seek opportunities for engagement and representation on external boards and groups.
3. **To sustain critical mass of the research effort through the pursuit of external research funding from a range of sources reflecting the increase in contract research, and the development of active, engaged research-focused staff.** ICG aims to increase and extend research funding from research councils, public-sector bodies, charities and the private sector through the submission of high-quality research applications; and to reflect the diversification in sources, and strategic target areas, such as 'energy' through the submission of targeted bids for contract research, thus reducing reliance on less sustainable funding sources. Early career researchers will be encouraged to attend the University's staff development workshop programme for developing research proposals and will be supported by IMaGeS to establish collaborations as a gateway to an increasingly competitive research funding environment.
4. **To impact on social, professional, cultural and economic development through dissemination of research to, and consultancy for, practitioner communities and policy-makers; and thus to ensure the underpinning of professionally-relevant courses.** ICG impact strategy builds on our experience of multiple routes to user engagement and dissemination, coupled with a strong emphasis on staff development as detailed in REF3a.

In addition to ICG and IMaGeS strategies, RGU is engaged in a University-wide review of publishing and dissemination strategies to enhance quality and effectiveness of engagement with academic and user communities. **Oppenheim**, an internationally recognised expert in the fields of bibliometrics and intellectual property, is currently working with the three research institutes and the university library to a) examine current publishing and dissemination patterns and advise on future strategy to enhance impact of research publications; b) develop new Open Access policies taking account of current UK-wide debates, HEFCE consultations and publisher developments; c) advise on University-wide approaches to tracking and evaluating publication quality and impact. His work will feed into IMaGeS staff development workshops on publishing and impact from 2014.

c. People

i. Staffing strategy and staff development

Longer-term sustainability and vitality of our research is evidenced by the staffing profile that has developed since 2008: senior researchers with international reputations (**Marcella, Williams, Pedersen, Oppenheim**); mid-career researchers consolidating their research foci (**Fulford, Reid, Burnett, Davies**); and early career researchers (**Tait, Laing, Baxter**) who have attained membership of IMaGeS as developing researchers. Additionally, three further members of staff from the Department of Information Management and one from the Department of Communication, Marketing and Media have completed their doctorates within the review period but are not returned in this REF. Growth and sustainability of research since RAE2008 have been products of the Group's own staff-centred development objectives as well as institutional support structures. In line with Faculty policy, all new academic ICG appointments since 2008 (**Baxter, Davies, Martzoukou, Tait, Laing**) have been research active with a publishing track record and all have been appointed with PhDs with the exception of **Baxter** who is nearing completion of PhD by public output.

Research Institute membership criteria, as well as the annual research objectives setting and review process, emphasise the importance of quality of outputs, research funding applications and income, research-student supervision and completion, and impact of research. Key Performance

Indicators (KPIs) for research outputs and research income have recently been set and agreed for each Research Institute theme appropriate to their subject areas. These strategies provide the Information & Communication theme members with individual and group targets appropriate to research areas and level of membership, i.e. Developing, Established or Senior Researcher. Individual members agree and review annual research objectives with theme leaders as part of the University's Employee Performance Review (EPR) process; those who have not yet attained RI membership are supported to develop their research portfolios by Departmental Research Coordinators. RGU channels its Research Excellence Grant to the three Research Institutes and this is invested in members, funding and protecting research time allocations according to level of membership, supporting individual needs such as conference attendance, and funding visiting speakers, networking events and workshops. IMAGeS events are open to all staff and research students providing a rich multi-disciplinary environment to explore ideas and develop skills (e.g. Boje on narrative methods; Oppenheim on developments in copyright; Chowdhury on sustainability of digital libraries and information services). ICG's Making Connections seminars bring together researchers and practitioners to explore implications of information literacy research. Presentations include Albright, South Carolina, information and health behaviour change, 2009; Wilkinson, West Virginia University Libraries & Bruch, Colorado, information literacy culture and transformational change, 2012; Lloyd, Charles Sturt University, workplace information literacy, 2013.

Research objectives reviews for senior researchers include the mentoring of early career researchers in developing their publishing and research strategies. Together with the induction of staff into the supervision role as second supervisors within 12-18 months of completion of their own doctorates, this ensures that staff begin to build a rounded research profile early in their career. RGU is actively committed to the Concordat to Support the Career Development of Researchers. In engaging in this important initiative RGU has initiated and promoted a number of activities for training research-active staff across all levels, from research students through to professorial-level staff. Specific bespoke support includes: 'From Angel's Nest to Dragon's Den', a four-day workshop cycle on developing research funding applications (attended by ICG early career researchers); Research Project Management two-day workshop, facilitated by 20:20; Public Engagement in Science workshop organised with the Satrosphere Science Centre. For staff writing up doctorates, a sabbatical programme 'buys out' teaching commitments (e.g. **Baxter**, 2013-14). RGU has operated mandatory Supervisor Training Programme for research degree supervisors since 2004. With the exception of recent recruits, all ICG members have completed initial training and CPD/refresher sessions, and are actively engaged in supervising RSs. In PRES 2011, under Supervision, the University outperformed its national benchmarks in terms of the supervisory skills offered to students including subject expertise, mentoring and availability.

ii. Research students

The IMAGeS Graduate School is home to doctoral students in information management, communication and media, business management studies, accounting and finance, law, public policy (currently 126 students). Students participate in Graduate School seminars, developing experience and skills in presenting their research to cognate groups of staff and students; and Graduate School workshops on issues such as publishing, specific research methods and academic writing. Students also attend IMAGeS seminars with a wide range of external and internal speakers from information science and wider social sciences; and workshops designed for staff and students (e.g. Publishing, Research Project Leadership, Internationalisation of HE, Using Documentary Research in the Social Sciences). In 2012 RGU pioneered an enhancement-led internal review of research degrees in which IMAGeS Graduate School was scrutinised by an external panel, making three minor recommendations for further improvement and awarding seven commendations for excellent practices. In addition to the PhD route, RGU offers a DInfSc (see b above) as well as PhD by public output available to members of academic staff. Students' research represents a continuum of interests across information and communication, e.g. historical bibliography (Abbas), KM/resilience (Frelas), journalism (Rai), organisational decision-making (Morrison). At present 25 students are enrolled: 17 PhD (9 FT, 8 PT), 8 DInfSc (1 FT, 7 PT), from a range of countries including India, Ireland, Kazakhstan, Nigeria, Qatar, Switzerland, UK, and USA. Students are appointed a Principal and a second supervisor, offering opportunity for cross-disciplinary supervision. In addition to the 7 doctoral completions since 2008, 2 further candidates

are currently completing minor amendments post-viva (including an AHRC-funded student supervised by **Reid & Burnett**), and 3 further submissions are expected 2013/14.

All doctoral students attend a Graduate School Induction and undertake the cross-disciplinary Postgraduate Certificate Research Methods validated in 2002 and delivered in two modules, each of 30 Scottish Credit and Qualifications Framework (SCQF level 11) credits. Cross-university seminars and training sessions focus on the doctoral process itself as well as employability skills e.g. preparing for the viva; developing research proposals for funding; and teaching and demonstrating. In addition to in-house subject-based research training, as a core member of the Scottish Graduate School for Social Sciences (SGSSS), the Scottish ESRC Doctoral Training Centre, our research students have access to a rich Scotland-wide advanced skills programme. Within the SGSSS Information Science Pathway, unique within the ESRC DTC network, students attend a 30-credit module with workshops on topics including Impact of Research. In addition, the SGSSS offers a summer school for all social science RSs in Scottish universities including presentations, discipline-specific training, masterclasses, and workshops on transferable skills, knowledge exchange and specialised IT applications.

d. Income, infrastructure and facilities

Income: Research income (£622,383 in the review period) has risen steadily over the review period (£43,348 in 2008-9 to £157,735 in 2012-13). The total represents a 29% increase over the total reported in RAE2008. While maintaining a broad funding base, there has been a significant shift towards industry funding over the last five years including two energy-related KTPs (OPITO Ltd - Workforce Planning Decision Support System, 2011-2013, and The Amor Group - Information Management Energy Forum, 2010-2012), one KTP with a third sector SME (2009-11), and a number of projects commissioned by, and emphasising strong links with, energy-sector organisations such as Aveva (**Marcella** 4), BP (**Burnett** 4), Maersk, Senergy and the Brunei Ministry of Energy. In addition, significant awards from the Scottish Funding Council (£745,568) has supported major multi-disciplinary and collaborative skills-development KE projects (**Fulford, Marcella**) and industry-focused innovation projects such as ENERMAN (**Williams, Burnett**). IMAGeS competitive funding (£3000) has supported pilot research on blogs (**Burnett, Pedersen**).

Infrastructure: ICG research is supported by the University's Research Institute-based research structures which maintain quality and support cross-disciplinary communication and strategic planning. The IMAGeS Executive Committee, responsible for governance and planning, is chaired by the RI Director (**Williams**) and attended by Dean of Faculty (**Marcella**). Information & Communication is represented in the IMAGeS Executive by **Burnett** as Theme Leader. The Executive reports to the University's Research Committee (RC) whose membership includes RI Directors and Deans, has representation from the RI membership (current membership of RC includes **Burnett**), is chaired by the Vice-Principal and Pro Vice-Chancellor (Research and Academic Support Services), and in turn reports to the University's Academic Council and Board of Governors. Quality and integrity are further assured through RGU's Ethics policy and procedures, including mandatory self- and peer-review of all research proposals, governed by the RC's Ethics Sub-Committee. The IMAGeS Graduate School Board comprising subject based Research Degrees Coordinators and chaired by the Graduate School Leader, is responsible for research degree governance reporting to the University's Research Degrees Committee (RDC) chaired by the Vice-Principal and Pro Vice-Chancellor (Research and Academic Support Services) and provides a forum for planning and sharing of good practice across all three Graduate Schools. Administrative support for RDC is provided by the Research Degrees Office within the centralised Academic Affairs Department, which maintains the University's quality assurance procedures and systems in support of the doctoral journey. The Research and Enterprise Service (RES) provides central support and management of research applications and awards, monitors performance, and provides regular analytical reports to RI Directors to aid evidence-based decision-making.

Facilities: RGU has excellent facilities for the execution and dissemination of research. The physical environment, comprising a mix of closed and open-plan spaces, is conducive to both private study and team work. Facilities have recently been augmented by the completion of Phase 2 of an extensive three-phase, £120 million, building programme which will see the addition of

34,000m² of new buildings added over a period of 10 years. Phase 2 includes a new University library, opened 2013, dedicated Research Institute seminar space, and new purpose-built doctoral rooms. Staff and students have access to the full range of ICT and library resources expected at a modern university and dissemination is supported through RGU's Open Access Institutional Repository, OpenAIR@RGU, providing full text staff and doctoral research publications.

e. Collaboration or contribution to the discipline or research base

As described in b above, ICG makes a significant contribution to the discipline and research base through its i³ Conference; through collaborations such as the Scottish ESRC DTC (with 16 Universities), and Information Science Pathway and iDocQ (with Glasgow, Strathclyde and Napier); as well as wider partnerships in funded projects or funding bids (e.g. Aarhus, Barcelona, Heriot Watt, Loughborough, Middlesex, Parma, RCA, Strathclyde, St Andrews, UHI), and professional and industry partnerships (see REF3). ICG members have acted as external doctoral examiners (including Strathclyde, Sheffield, MMU, Northumbria, Canterbury Christ Church, Napier, and Portsmouth). Other contributions include:

Senior Researchers: Williams, Marcella, and Pedersen are members of the AHRC Peer Review College. **Williams** and **Marcella** are members of the AHRC Strategic Review Group (2011 to date), and **Marcella** was invited to become a rapporteur in 2011-12. **Williams** sits on the Board of SGSSS, the ESRC Doctoral Training Centre (2010 to date) and is a member of the Research Information and Digital Literacies Coalition (RIDLs). She was a member of the RAE2008 sub-panel for Library and Information Management, has undertaken research reviews for two UK universities, 2010-2013, and chaired an international panel reviewing research at University of Innsbruck Business School (including its Department of IM), 2010. **Williams** is a member of the editorial board of the Journal of Information Literacy (2012 to date), a committee member for ECGBL (2008 to date), and is founding director of the i³ Conference. **Oppenheim** is Visiting Professor, University of Queensland (2010-2013), Honorary Visiting Professor, Cass Business School (2013-2016) and winner of the 2013 UKeIG Jason Farradane Award for raising the profile of the information profession, as well as his contributions to the theory and practice of information science. **Fulford** was a Visiting Fellow at Loughborough University, 2007 to 2013. She was elected Fellow of the Chartered Institute of Linguists (via the research-related route), is English Editor of the Journal of Specialised Translation and member of the editorial board of the European Journal of Innovation Management. **Pedersen** is a member of the editorial board for the journal, and advisory committee for, the International Conference on the Book, member of the founding editorial board of History Scotland, and was President of the UK Association for Publishing Education (2006-10). She was guest speaker at the Word Festival Aberdeen University (2010) and invited speaker and panellist at the Edinburgh History Festival (2013).

Mid-Career Researchers: Reid was appointed to the REF Panel in 2011, and is also a member of the AHRC Peer Review College. He was CILIPS President 2012, and is current chair of the CILIPS Policy and Resources Committee. In 2009, he was an invited contributor to the monograph History of Libraries in Scotland and was invited by SLIC on behalf of the Scottish Government to undertake a review of the Public Library Quality Improvement Matrix in 2013. He is a referee for the iSchool annual conference and judge for LILAC. **Burnett** was invited to deliver a KM strategy workshop with the United Nations (Geneva, 2009), was appointed Associate Director of Scottish Graduate School for Social Sciences (ESRC DTC) in 2012, and was an external reviewer for the South Africa National Research Foundation (2011). He was an invited speaker at the Henley Forum for Organisational Learning and Knowledge Strategies in November 2013.

Early Career Researchers: Tait is a member of the RCUK Digital Economy IT as a Utility working group 'Libraries of the Future', the RCUK Communities and Culture Network+, and the Scottish Parliament Digital Participation Working Group (2010-2012). She contributed to EU Digital Agenda 2012 discussion groups and was an invited presenter at CURIOS: Local Electronic Cultural Repositories at Humanities Advanced Technology and Information Institute, Glasgow University 2012. **Martzoukou** was coordinator of an external evaluation of the Archives and Library Science Department of the Ionian University in Greece as part of the Part of the Hellenic Quality Assurance Agency for Higher Education (HQAA) programme (2011). **Davies** is a member of the ESRC National Centre for Research Methods Realities User Panel (2010-2012).