


<b>Cover Sheet for Proposals</b> <i>(Please complete ALL sections)</i>	 <b>JISC Research Information  Management Grant Funding</b> Opportunity 11/09									
<b>Name of Call Area Bidding For (tick AT LEAST TWO):</b>										
a. b. c. d.	<table border="1"> <tr> <td>Collecting &amp; deploying Evidence</td> <td style="text-align: right;">✓</td> </tr> <tr> <td>Sharing good practice</td> <td style="text-align: right;">✓</td> </tr> <tr> <td>Requirements specification</td> <td style="text-align: right;"><input type="checkbox"/></td> </tr> <tr> <td>Improving interoperability</td> <td style="text-align: right;">✓</td> </tr> </table>	Collecting & deploying Evidence	✓	Sharing good practice	✓	Requirements specification	<input type="checkbox"/>	Improving interoperability	✓	
Collecting & deploying Evidence	✓									
Sharing good practice	✓									
Requirements specification	<input type="checkbox"/>									
Improving interoperability	✓									
<b>Name of Lead Institution:</b>	University College London, Crucible Centre									
<b>Name of Proposed Project:</b>	Defining a new role: the embedded Research Information Manager									
<b>Name(s) of Project Partner(s):</b>	The Science Technology and Medicine Team, the British Library (Primary Contact: Dr Karen Walshe)									
<b>Full Contact Details for Primary Contact:</b> Name: Professor Nick Tyler Position: Head of Department and Professor of Civil Engineering, Accessibility Research Group Founder and Director of the CRUCIBLE Centre, UCL Email: n.tyler@ucl.ac.uk Tel: + 44 (0) 20 7679 1562 Fax: Address: 206, Chadwick Building, University College London, Gower Street, London, WC1E 6BT										
<b>Length of Project:</b>	6 months									
<b>Project Start Date:</b>	1 <sup>st</sup> March 2010	<b>Project End Date:</b> 31 <sup>st</sup> August 2010								
<b>Total Funding Requested from JISC:</b>	£45,643.10									
<b>Funding Broken Down over Financial Years (August - July):</b>										
	March – July: £38,091.15	August: £7,551.95								
<b>Total Institutional Contributions:</b>	£ 27,337.90									
<b>Outline Project Description:</b>  This is a pathfinder that will define the need, explore the benefits and risks, and evaluate the approaches for establishing a dedicated information specialist <i>within</i> a multidisciplinary research environment. The project will operate at two levels. Firstly, it will establish a pragmatic methodology for defining and embedding a new role – Research Information (RI) Manager – that can be evaluated and refined for wider use through JISC infoNet and UKOLN involvement. Secondly, it will define the role skill set required to enhance the management of research information and data within the <b>Accessibility Research Group (ARG)</b> , established by <b>Prof Nick Tyler at University College London (UCL)</b> . The ARG provides a rich information management challenge with research activities fusing elements of engineering, architecture, design, bioscience, public health, and environmental sciences to identify ways to improve transport access for all. The <b>British Library (BL)</b> is ideally placed as a partner for us on this project as it has been developing the concept of the RI manager in consultation with a number of research organisations, including our own institute - UCL.  The pathfinder will comprise three phases. Phase 1 will capture and evaluate ARG information/data needs and practices throughout the research lifecycle via a series of in-depth structured interviews and focus groups. Key institutional stakeholders such as research managers, administrators, ICT service providers, repository administration and library support will also be included. Based on Phase 1 analysis, Phase 2 will use desk and web research to identify existing models of good practice that map to the context-specific information requirements of the ARG. This phase will also involve study visits and telephone interviews. Phase 3 will deliver a report that evaluates the approaches taken, recommends the requirements for successful establishment of the role within the ARG and sets out the key findings for the broader HE										

research community. The ARG intend to use the outcomes of this pathfinder to inform successful implementation of the role as a pilot in the first instance, including; recruitment, training and evaluation of success.		
<b>I have looked at the example FOI form at Appendix B and included an FOI form in the attached bid</b>	<b>YES</b> ✓	<b>NO</b>
<b>I have read the Call and associated Terms and Conditions of Grant at Appendix D (Tick Box)</b>	<b>YES</b> ✓	<b>NO</b>

## 1. Background to this Proposal

- I. Researchers are faced with a daunting volume of research information: scholarly publications, large and complex datasets, images, software tools, workflows and a myriad other information resources and outputs. Discovery and access may be an issue, but more often now the primary concern is ensuring relevant, high-quality, context-specific information is directed to the researcher. A report by the Science, Technology and Medicine team at the BL and the Research Information Network examined how information was used by researchers in the life sciences<sup>1</sup>. A key finding was that research groups tend to manage and share research information in an informal way, without accessing professional support from institutional library and information services. However, researchers express a strong desire for professional advice, training and support, with a particular demand for support to be closely integrated within research teams and laboratories.
- II. Multidisciplinary research cutting across discipline boundaries, as conducted by the ARG<sup>2</sup>, poses its own challenges including fusing different research domain vocabularies, conceptual viewpoints and information needs. The ARG draws together expertise from the Engineering department, Ophthalmology, Psychology, Art, Architecture, Philosophy, Economics and a wide spectrum of Medical research areas at UCL. The group also works with the University of Westminster, the London School of Hygiene and Tropical Medicine, the Royal National Orthopaedic Hospital, Institutes of Neurology, Cognitive Neuroscience, Ophthalmology and universities in Japan, China, Canada, Italy, Germany, and Spain. We believe embedded, context-specific expertise is key to enhancing information management and flow within this environment.
- III. This proposed collaboration arose as the ARG had been exploring use of the BL prototype virtual research environment - the Research Information Centre (RIC)<sup>3</sup> - in the context of enhancing efficiency of researcher collaboration across UCL. Thus, there is a potential synergy with this current proposal in exploring whether establishment of a RI Manager role within ARG could be supported by deployment of collaborative technologies such as the RIC that aim to enhance information flows across the research lifecycle.
- IV. This proposal is of particular merit because it seeks to take current information management innovations and work out how these could be exploited to the best advantage by researchers in a multidisciplinary context within a large dynamic cutting-edge university. The direct connection between the information expertise and the researchers at all levels – from Professors through to Masters and Undergraduate students will show the extent to which such a role could be useful, what it would and would not provide and whether investment in such a post would be wise. It will give some indication of relevance to the size of research group. We have chosen a research group which is quite small but highly multidisciplinary in order to keep this pathfinder small and informative. However, we will be looking at the scalability, in terms of both volume and breadth so that we can consider the ‘right’ relationship between an RIM and the size/breadth of the research community they would serve. Thus this is not ‘just’ a project about the provision of information services, but is about the direct interface between these services and the researchers who could be making use of them.

## 2. Appropriateness and Fit to Programme Objectives and Overall Value to the JISC Community

<sup>1</sup> <http://www.rin.ac.uk/our-work/using-and-accessing-information-resources/disciplinary-case-studies-life-sciences>

<sup>2</sup> <http://www2.cege.ucl.ac.uk/cts/arg/>

<sup>3</sup> The RIC (<http://www.bl.uk/science/ric>) builds on the concepts developed by the EVIE project under the first phase of the JISC VRE programme.

- I. JISC have recognised the need for novel, coordinated approaches to the HE information environment through a number of their programmes. We propose here a pathfinder study to build on the infrastructural and operational achievements of these initiatives, by scoping a new and unique role – the embedded RI Manager. ARG is keen to embrace this approach to evaluate the feasibility and benefits of such a role in enhancing awareness, adoption and uptake of existing and developing ICT infrastructure to support a wide range of research activities. Providing an embedded, context specific expertise on management and efficient use/reuse of research information that liaises with researchers, institutional information and ICT support and research administration we believe will enhance efficiency for information and data use across the research lifecycle.
- II. We envisage a role for the RI Manager that is very much in line with the strategic objectives of this JISC programme. The role would provide context-specific information and data management expertise, evolving from domain knowledge, continual learning, embedded collaboration and horizon-scanning. Alongside this function in supporting the research lifecycle activities of the team, the role would also be a liaison with institutional support including administration, research office and repositories to enable a more streamlined approach to the management and measurement of research outputs, ensuring uptake of ICT solutions and adherence to open access and repository mandates and appropriate consideration of IP issues. This will enhance information capture for research assessment purposes and will, as appropriate, involve synergies with other BL projects such as NAMES<sup>4</sup> and Datacite<sup>5</sup>.
- III. We recognise that it is ultimately the environment in which the RI Manager will work that will define the precise role requirements and skill set, hence the need for a pathfinder project such as this that combines capturing local requirements and capabilities, with a broader investigation of best practice.

### 3. Proposed Workplan

- I. The key tasks for this pathfinder project include:
  - In-depth structured interviews to capture the information needs and practices across the ARG research teams and to identify gaps and opportunities with key stakeholders: research managers, research administrators, ICT support, institutional repositories and libraries.
  - Desk and on-site visit research to identify examples of good practice that map to the gaps and opportunities identified, to inform the role requirements for a RI Manager in the context of the ARG.
  - Workshops to bring together the different stakeholder groups and identify how to integrate the RI Manager role with existing institutional processes and infrastructure to enhance the research lifecycle and the wider applicability of such approaches.
  - Synthesis of qualitative and quantitative findings to produce a report to JISC that includes:
    - an evaluation of the approaches taken to define the RI Manager role;
    - recommendations on the requirements for successful piloting of the RI Manager role;
    - key findings and lessons learnt of relevance to the broader HE research community
  - Liaison with JISC infoNet to ensure that project outputs are shared more widely.
- II. The outline activity map and proposed timetable:

Activities	March	April	May	June	July	Aug.
Set up project board and Project Website						
Conduct preliminary desk research						
Identify stakeholders for interviews & workshops, and ongoing liaison						
Create structure for interviews and workshops						
Carry out interviews and workshops						
Analyse and synthesise findings						
Draft recommendations						
Deliver final report, including ARG pilot outline						

<sup>4</sup> <http://www.jisc.org.uk/whatwedo/programmes/inf11/shainf/names2.aspx>

<sup>5</sup> <http://www.datacite.org/>

Project milestones	March	April	May	June	July	Aug.
1. Initial Project Board meeting and finalisation of project plan						
2. Completion of requirements, evidence and information gathering						
3. Project Board review draft findings and recommendations on ARG pilot						
4. Final report to JISC						

#### 4. Key Deliverables

- I. The primary goal of this pathfinder is to define the need and feasibility of a establishing a new role to enhance research information access, use, management, and research output capture with a multidisciplinary research team. Thus, the final report from the project will also include recommendations for a follow-on pilot study to establish a single post that matches an agreed skill set for the RI Manager role within ARG. The ARG intend to use the outcomes of this pathfinder to inform successful implementation of the role as a one-year pilot in the first instance, including recruitment, training and evaluation of success. This adds to the sustainability of the outputs from the pathfinder from the outset.
- II. The following key deliverables will be supplied to the JISC Programme Managers:
  - A project plan and website within one month of start date.
  - Monthly progress reports liaising with JISC InfoNet and UKOLN as appropriate.
  - A final report with recommendations, suggesting necessary measures for implementation of the role within the ARG, recognising required join up with institutional infrastructure and the potential utility to the wider HEI community. This report will be supplied initially in draft form for feedback from JISC Programme Managers. This will be no longer than 30 pages in PDF and HTML formats.
  - General dissemination of the key findings through a dedicated project website, relevant project pages on the JISC website, again through JISC InfoNet and UKOLN support, and utilising existing relationships with ARMA, UCISA and SCONUL as appropriate.
  - An outline for piloting of the RI Manager role within the ARG that includes the details of UCL and BL commitments to its sustainability over an initial period of one year.

#### 5. Risk Management

- I. Based on our knowledge of integrated risk management, we have jointly agreed to manage the above risks in compliance with the British Library's Risk Management Policy. In short summary of grouped risks:

Risk	Probability 1-5 scale (5-highest)	Impact 1-5 scale (5-highest)	Risk level Probability x Impact	Mitigation
Failure to identify key requirements or assess existing processes due to lack of stakeholder engagement	2	4	8 Medium	<ul style="list-style-type: none"> <li>▪ Agreement to participate ensured by involvement of ARG Founder</li> <li>▪ BL has established links with UCL colleagues relevant to this project</li> <li>▪ All relevant stakeholder perspectives will be considered</li> </ul>
Failure to identify key requirements, best practice, synthesise recommendations or disseminate findings due to large amounts of incompatible data.	4	4	16 High	<ul style="list-style-type: none"> <li>▪ Use of structured interviews and workshops.</li> <li>▪ Dedicated role to co-ordinate evidence gathering and information synthesis</li> <li>▪ Utilisation of ARG and BL team expertise on use and management of broad-ranging, multidisciplinary, research-level information</li> <li>▪ Liaison with UKOLN and JISC infoNet as appropriate</li> <li>▪ Project Board membership that spans perspectives and expertise</li> </ul>
Inadequate human resources for completion of project by either project partner.	2	4	8 Medium	<ul style="list-style-type: none"> <li>▪ Precise matching of ARG and BL human resources to meet project requirements</li> <li>▪ Expertise and skills relevant to project workplan</li> </ul>
Inability to deliver project within	1	4	4	<ul style="list-style-type: none"> <li>▪ Use of PRINCE Light 2</li> </ul>

deadline.			Low	<ul style="list-style-type: none"> <li>▪ Contingency built into timetable.</li> <li>▪ assessment of existing processes and infrastructure that will impact successful implementation of the proposed pilot</li> <li>▪ Careful identification of and consultation with relevant stakeholders driven by Project Leads.</li> </ul>
Delivery of recommendations which lack sustainability for pilot.	1	4	4 Low	

II. We will report with the JISC Programme Managers on a regular basis and will consult on major decisions relating to the conduct and direction of the project and conform with JISC project management guidelines.

## 6. Engagement, Dissemination, and Impact Analysis

- I. This project is reliant on understanding and accounting for a range of different research information needs and perspectives. Inherent to success of the project are key tasks that relate to engagement and consultation, as well requirements gathering and synthesis. We also outline our intention to co-ordinate this work with JISC colleagues, UKOLN, and our related plans for dissemination. Beyond the pathfinder funding period, the project outcomes will remain available on the Project website which will be updated throughout the project and upon completion will be archived via the UK web archiving programme aim to inform a follow-on pilot project.
- II. Both the ARG and the BL are keen to consider wider opportunities to engage and make available the project findings. Professor Nick Tyler, is also the Director of UCL CRUCIBLE Centre, an MRC Centre for interdisciplinary research. The findings from this pathfinder will also be presented to this broader community. The BL team involved are also working with JISC to organise an 'open science' event in June 2010. This would provide an opportunity to give present interim findings to a wider researcher community.
- III. One of the early tasks for this pathfinder is to conduct a baseline review of current research information practices and needs with the ARG, as well as a consideration of existing institutional ICT and related information management support. The outcomes from this will be evaluated in light of the evidence gathered on examples of good practice. that would fill gaps or enhance opportunities that are of practical relevance to the ARG. This impact analysis will be extrapolated in the final report to JISC to consider factors affecting strategic planning for research information management at a national and regional level.

## 7. Budget

- I. This pathfinder will require a significant time investment of time from a range of existing staff across the ARG and BL as outlined below:

Monthly time contributions by ARG and BL staff members in days

Name	Grade	Project Roles	Mar	Apr	May	Jun	July	Aug	Total
Nick Tyler	Professor2	Project Leader	3	3	3	3	3	3	18
Roselle Thoreau	Grade 7	Project Analyst	4.5	4.5	4.5	4.5	4.5	4.5	27
Aiduan Li	Grade 8	Project Analyst	20	20	20	20	20	20	120
Kim Morgan	Grade 8	Project Advisor	1.5	1.5	1.5	1.5	1.5	1.5	9
Taku Fujiyama	Grade 8	Project Advisor	6	6	6	6	6	6	36
Karen Walshe	Grade A	Project Lead Analyst	14	8	8	8	14	12	64
Allan Sudlow	Senior Band 4	Project Advisor	2	2	2	2	2	2	12
Elizabeth Newbold	Senior Band 4	Project Advisor	2	2	2	2	2	2	12
Rachael Kotarski	Grade A	Project Analyst	2	4	4	4	2	0	16
Bethan Jackson	Grade C	Project Admin.	1	3	4	4	3	1	16
<b>Total</b>			<b>50</b>	<b>48</b>	<b>49</b>	<b>49</b>	<b>52</b>	<b>46</b>	<b>294</b>

II. Breakdown of requested costs

Directly Incurred Staff (for UCL Staff)	March 10 – July 10	August 10	TOTAL £
<b>Total Directly Incurred Staff (A)</b>	██████████	██████████	██████████

<b>Non-Staff</b>	<b>March 10 – July 10</b>	<b>August 10</b>	<b>TOTAL £</b>
Travel and expenses			
Hardware/software			
Dissemination			
Evaluation			
Other			
<b>Total Directly Incurred Non-Staff (B)</b>			
<b>Directly Incurred Total (C) (A+B=C)</b>			
<b>Directly Allocated</b>	<b>March 10 – July 10</b>	<b>August 10</b>	<b>TOTAL £</b>
UCL Staff <i>BL staff (30% of this to be provided free to the project)</i>			
UCL Estates <i>BL staff (all provided by BL free to the project)</i>			
Other			
<b>Directly Allocated Total (D)</b>			
<b>Indirect Costs (E) For BL (all provided by BL free to the project)</b>			
<b>Total Project Cost (C+D+E)</b>			
<b>Amount Requested from JISC</b>			
<b>Institutional Contributions</b>			
<b>Percentage Contributions over the life of the project</b>	<b>JISC 62%</b>	<b>Partners 38%</b>	<b>Total 100%</b>
<b>No. FTEs used to calculate indirect and estates charges, and staff included</b>			

## 8. Experience of Project Team and Board

- I. A Project Board will be established to provide guidance in the planning and delivery of the project, management of risks and to apply a rigorous process of challenging and validating conclusions and recommendations. The Project Board will meet three times corresponding to project milestones 1-3 (see above), will be chaired by Dr Lee-Ann Coleman, head of STM BL, and will comprise Dr Liz Lyon, UKOLN Director, Prof Nick Tyler, Paul Ayris, Director UCL library services. We will invite a JISC Programme Manager to sit on this Project Board. The Project Board will receive monthly reports from the Project team and will consider and advise on progress. The Board will check expenditure against activity and ensure that the deliverables are on track. The financial management will be the responsibility of Nick Tyler, who will report on this to the Board. However, in the proposed project, these are mainly salary and small items of consumable and travel expenditure, thus the management should not be too complex.

- I. The collective experience of the ARG and BL staff that will support this project cannot be summarised in detail here. Thus a very brief summary highlights some relevant examples of Project Team expertise:

Dr Karen Walshe is BL Research Officer in Biosciences which involves engaging with and investigating researcher behaviours and biomedical community needs to inform a range of BL projects. She is part of a BL/Microsoft project developing a virtual research environment for bioscientists and has practical experience of multidisciplinary research and research information requirements capture.

Elizabeth Newbold is the Science, Technology and Medicine Content and Collections lead for the British Library and is currently responsible for developing the BL STM content offering through strategy development and policy implementation. She has a Masters in Information Studies and over 15 years experience in scientific information provision having provided information research services across all scientific disciplines in both the public and private sector.

Dr Allan Sudlow is BL Relationships Manager for Science, Technology and Medicine (STM) and has a background in scientific research, policy and strategy development, including establishing the Medical Research Council's data sharing policy and initiative. He oversees STM researcher and stakeholder engagement activities, including information behaviour studies, and inputs into a range of projects to inform the BL's future information provision strategies

Bethan Jackson is currently Personal Assistant to the Head of Reference Science Technology and Medicine will bring experience of administration and her organisational skills to ensure the efficient administration of the project.

Professor Nick Tyler is the Chadwick Professor of Civil Engineering and Head of the Department of Civil and Environmental Engineering at UCL. Nick has a very wide active research brief, ranging from 'hard' design of infrastructure, vehicles and operating systems to the 'soft' side of the philosophy that underlies the formation of the policies that direct the nature of their use. Nick runs the Accessibility Research Group which has ten members and a research portfolio of some £10 million. He is also Director of the UCL CRUCIBLE Centre for Lifelong Health and Wellbeing.

Taku Fujiyama is a Lecturer in Accessibility in the department of Civil, Environmental and Geomatic Engineering at UCL. His research interests are Accessibility in Railway and Public Transport Systems, Developing a Pedestrian Simulation to Evaluate Accessibility in Public Transport Facilities and Sustainable Development with Transport.

Roselle Thoreau is the Research Co-ordination Manager for the Crucible Centre for Lifelong Health and Wellbeing at UCL. Roselle has a background working as a research fellow with interests in inclusive mobility, ageing and independence, road safety, industrial and organisational psychology and ergonomics. She is an active member of the Accessibility Research Group.

Kim Morgan is the manager of the PAMELA (Pedestrian Accessibility and Movement Environment Laboratory) facility, part of the department of Civil, Environmental and Geomatic Engineering at University College London. He has overseen a series of experiments and projects at PAMELA, working in conjunction with researchers, contractors and academics to deliver research in the field of accessibility, transport design, crowd movements, urban design and has also carried out work in conjunction with the UCL ophthalmology department.

Aiduan Li is a PhD student in the department of Civil, Environmental and Geomatic Engineering at UCL. Aiduan Li is interested in waste resource management. Her current research focus on waste-to-energy, hazardous waste management and optimisation of bioethanol conversion process.



JISC,  
Northavon House,  
Coldharbour Lane,  
Bristol,  
BS16 1QD



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THE WORLD'S KNOWLEDGE

8<sup>th</sup> January 2010

To whom it may concern,

**JISC Research Information Management Grant Funding Opportunity 11/09:  
Call for Proposals**

The British Library is keen to work in partnership to inform and support evolution of the research information infrastructure in the UK and beyond. This collaboration with colleagues at University College London (UCL) reflects that aim and will gather evidence to inform practical approaches to knowledge management in research teams within UCL, and through liaison with JISC and UKOLN, disseminate that knowledge wider.

This proposal builds on the evidence already gathered by the British Library through a number of studies on gaps and opportunities in the efficient discovery, creation, management, sharing and re-use of research information, including data. This includes a study of information provision in high-profile science institutes in the US that identified the added-value of embedding information specialists ('Informationists') in teams to ensure that information provision was intimately driven by researchers' needs and perspectives.

The Library's Science, Technology and Medicine (STM) is well placed to take forward this collaboration with UCL having driven the evidence gathering mentioned above, as well as their ongoing consultations with research teams in academia, and industry on changing information behaviours, user perspectives on services such as UK PubMed Central and requirements gathering for a web-based virtual research environment that we are developing in collaboration with Microsoft.

We recognise that research information management is also about the inputs and outputs that influence funding and evaluation. Thus, for example, in the context of UK PubMed Central we have worked with funders to ensure the service will enable linkage of funding information to the published outputs. Allied to this, the Library is working with a range of research organisations to develop services and that enhance the ability to track other types of research outputs. DataCite, a consortium which provides unique identifiers for research datasets to allow discovery, linkage and citation, is an example of this.

Of course the Library continues to work with JISC support on a range of projects that are relevant to many of the topics outlined in this proposal, from studies of researcher behaviours (e.g. Researchers of Tomorrow) to evolving research information infrastructure (e.g. NAMES).

What is particularly exciting to me about this proposal is the diverse and rich information environment that the Accessibility Research Group at UCL provides. Professor Tyler has been very supportive in formulating these proposals with the Library's STM team and I think this represents a unique opportunity to define, develop and inform the potential of this role for the wider UK multidisciplinary research community.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Richard Boulderstone".

Richard Boulderstone  
Director, E-Strategy and Information Systems



11 January 2010

Professor Nick Tyler  
Chadwick Professor of Civil Engineering  
Head of Department, CEGE  
University College London  
Gower Street  
London WC1E 6BT

**Re: JISC Research Information Management Grant Funding Opportunity 11/09: Call for Proposals**

Dear Professor Tyler,

I am writing on behalf of UCL to express my strong support for the proposed scoping programme that the Accessibility Research Group, UCL and the British Library is submitting to the JISC.

Increasingly, research involves scientists taking a multidisciplinary approach, working across traditional disciplines and subject areas. This involves many challenges and obstacles such as different vocabularies, conceptual viewpoints and methods of working. It would be extremely useful to understand if and how an Informationist would be of particular assistance in bridging these gaps. The established multidisciplinary work taking place within ARG and the knowledge and resources of the British Library make an ideal team to assess this potential.

I know that Paul Ayris, Director of UCL Libraries, is supportive of this proposal and has agreed to chair the Project Board, and that his colleague, Martin Moyle (Digital Curation Manager for UCL Library Services) will also be available to assist the project as required. The implications of this investigative work will be extremely helpful for UCL's current project on collaborative research management (IRIS) which is developing systems to facilitate cross-disciplinary research activity across the institution.

I am particularly excited by the idea of using one of our interdisciplinary research groups as a model to study the effectiveness, needs and potential for an information expert to work closely with the research community. UCL is very keen to see if this is indeed a way forward for the research leading universities in the 21<sup>st</sup> century.

Yours sincerely

A handwritten signature in black ink, appearing to read 'G David Price', written over a horizontal line.

G David Price