

# CV: Laura R. Meagher, PhD

## Senior Partner, Technology Development Group

### Overview

Laura Meagher has spent over 30 years working in the US and the UK with and within research and education institutions, along with industry and government, focussing on strategic change. She has frequently catalysed and facilitated novel initiatives, often multi-sector, inter-institutional and/or interdisciplinary, so is keenly aware of challenges, issues and practical mechanisms. She has reviewed multi-faceted projects and evaluated funding schemes promoting complex changes such as interdisciplinarity, knowledge exchange, impacts or economic development. Meagher has designed, facilitated and distilled results from numerous future-oriented brainstorming workshops, focus groups, learning sessions and retreats for individuals with differing perspectives.

*Roles in promoting constructive strategic change include:*

- analysing, evaluating and informing *policies and complex processes of change*;
- establishing *partnerships with diverse stakeholders*;
- catalysing *positive institutional change*;
- catalysing *new opportunities for leadership*;
- developing *global visibility, impact and opportunities*;
- accelerating *economic development*;
- facilitating *knowledge exchange, impact generation and innovation*
- raising *external funds*.

Meagher has worked with fields ranging from the creative arts to photonics, in university, industry, not-for-profit and government sectors, on projects with aims ranging from multi-institutional alliances promoting new interdisciplinary research areas or graduate programmes to research impact, knowledge exchange, spinout or economic development initiatives. Her efforts are characterised by rigorous analysis recognising subtle processes, and by appreciation of differences in perspective coupled with integration to achieve new joint aims.

In short, Meagher helps to get new, complex projects going – through visioning, strategic planning, feasibility studies, brokering strategic alliances and expert advice for critical early development stages. On an ongoing basis during a complex project, she provides expert advice, assists with partnership-building or generation of research impact and/or conducts formative evaluation as a “critical friend”, to help project leadership teams while also addressing accountability for funders. After innovative efforts have occurred, she conducts evaluations as analytical research capturing tangible and subtle impacts. Meagher provides services including but not limited to:

- Feasibility studies (e.g. international comparisons, expanded SWOT analyses, emerging opportunities)
- Analytical research (e.g. tracking impacts of research, or teasing out key challenges and factors in critical processes such as Knowledge Exchange or Interdisciplinarity)
- Professional design & facilitation of productive and stimulating interactive events (e.g. strategic planning, brainstorming, forums for multiple disciplines and/or stakeholders, retreats)
- Facilitation of partnership-building across disciplines, sectors, institutions, countries
- Expert advice/mentoring to leaders/steering groups of complex initiatives
- Master-classes, team-building sessions, other tailored learning sessions
- Formative evaluations – helping with evaluation plans and then acting as critical friend during a complex project helping leaders and building accountability
- Evaluations – after projects, programmes, funding schemes

### Professional Experience & Education

2010-on Associate, Research Unit for Research Utilisation, University of St Andrews  
2015-on Honorary Fellow, Science, Technology and Innovation Studies, University of Edinburgh  
2009-2012 Honorary Fellow, Innogen, ISSTI, University of Edinburgh  
2016-on Honorary Fellow, James Hutton Institute  
1999-on Senior Partner, Technology Development Group, Scotland base  
1994-1999 Associate Dean/Director Research, Cook College/NJAES, Rutgers University  
1995-1996 Fulbright Academic Administrator Fellow, University of Edinburgh  
1993-1998 Co-founder and Director, Phytotech, Inc, spinoff company  
1987-1994 Co-founder and Senior Partner of Technology Development Group, US base  
1980-1987 Co-founder & first Vice President of the North Carolina Biotechnology Center  
1979 Ph.D., Zoology Department, Duke University, Durham, North Carolina  
1977-1978 Duke Round Table on Science and Public Affairs Pre-doctoral Fellow  
1977 Teaching Assistant, Zoology Department  
1973-1976 James B. Duke Pre-doctoral Fellow  
1973 B.A., Middlebury College, Middlebury, Vermont  
1971-1973 Committee on the College, Middlebury College  
US/UK Dual citizenship

### Public Service (UK)

Current Member, Macaulay Development Trust (Chair, 2009-2010)  
2011-2016 Member, Board of Governors, the James Hutton Institute  
2005-2011 Member, Board of Governors, the Macaulay Land Use Research Institute  
2005-2010 Member, Board of Directors, Newbattle Abbey College  
2001-2002 Member, Royal Society of Edinburgh Foot and Mouth Disease Inquiry

**CV: Laura R. Meagher, PhD**  
Senior Partner, Technology Development Group

**Examples of Evaluations of Change Processes and Capacity-building**

- 2017-on Critical friend, Pew Marine Fellowship Program  
2017-on Critical friend, Forest Research Programme 7 (Integrating research for policy and practice)  
2017 Evaluator, British Academy Conferences Scheme  
2017 Evaluator, Royal Society Career Development Activities  
2016 Evaluator, Royal Society Wolfson Laboratory Refurbishment Awards Scheme  
216 Evaluator, British Academy Partnership and Mobility (IPM) Scheme  
2016 Evaluator, Early Review of British Academy Rising Star Engagement Awards (BARSEA)  
2016 Evaluator, Wolfson Merit Awards Scheme  
2016 Evaluator, Rural Economy and Land Use programme (particular focus on interdisciplinarity)  
2015 Co-author, Interdisciplinary Provision in Higher Education: current and future challenges (HEA-funded study) <https://www.heacademy.ac.uk/resource/interdisciplinary-provision-higher-education-current-and-future-challenges>  
2015 Evaluator, British Academy Languages & Quantitative Skills programme  
2015 Evaluator, Royal Society Dorothy Hodgkin Fellowship Scheme  
2015-2016 Critical friend, PRAiS2 mortality model initiative, public understanding component (UCL)  
2009-2015 Critical friend evaluator and member steering committee, 6 yr EPSRC CHI+MED initiative (computer human interface in medical devices)  
2014-2015 Critical friend evaluator, Teaching London Computing (QMUL, KCL)  
2014 Evaluator, Newton International Fellowship Scheme (for Royal Society, British Academy)  
2013 Learning Review, review processes for interdisciplinarity, Ecosystem Services for Poverty Alleviation <http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf>  
2013 Evaluator, British Academy Postdoctoral Fellowship Scheme; also, report on Young Academy phenomenon  
2013 Strategic Analysis of UK Capability and Capacity to undertake Tree Health related research, Defra  
2008-2013 Critical friend evaluator, 5 yr EPSRC-funded cs4fn science outreach project at Queen Mary University London <http://www.cs4fn.org/project/evaluation/cs4fnFinalReport2013.pdf>  
2012-2013 Review, ESRC Venture Funding Mechanism  
2010-2011 Team member, NERC-funded distillation of interdisciplinarity lessons learned  
2009 Evaluation of ESRC/MRC Interdisciplinary PhD and Postdoctoral Scheme  
2007 Evaluation workshop for AHRC review of Science Arts Fellowship Scheme  
2007 Evaluation, Athena SWAN Charter  
2006-2007 Review of RELU's seed-corn funding  
2005 Evaluation of ESRC/NERC Interdisciplinary PhD Studentship Scheme  
2005-2006 Evaluation of EPSRC women@CL computer science networking project  
2004 Evaluation of ESRC Postdoctoral Fellowship Scheme  
2001,2005 First & Second Evaluations of Scottish Higher Education Funding Council's Research Development Grants Scheme (for centres in emerging research areas)  
2003 Evaluation of Scottish Higher Education Funding Council's Widening Access Development Grants  
1994-1999 Cluster Evaluation Team, Kellogg Foundation project, transformation of US land-grant universities  
1988-1999 Panellist (multiple panels), National Science Foundation, Department of Energy and Department of Commerce EPSCoR state-wide S&T programs

**Examples of Interdisciplinary Brainstorming and Visioning Events**

- 2018 Workshop capturing lessons for funders of interdisciplinarity, ESPA  
2016 Two masterclass workshops on interdisciplinarity and knowledge exchange, Forest Research  
2016 Facilitator & Co-designer, stakeholder workshop *Antimicrobial Resistance, Livestock & Environment*  
2014 Facilitator & Co-designer, stakeholder workshop *Meeting the challenge of sustainable ruminant feed*  
2014 Two masterclass workshops on Interdisciplinarity, University of Copenhagen  
2010-2011 Dialogue Groups, toward Report by Scotland's Early Years Champion  
2007-2010 Contributor to ISSTI Interdisciplinary Masterclasses & Briefing Notes [www.tinyurl.com/idwiki](http://www.tinyurl.com/idwiki)  
2008 Retreat, London International Development Centre  
2008 Future Curriculum retreat, Environmental Sciences, University of East Anglia  
2008, 2007 Brainstorming Events for SUPA Photonics and Glasgow U Photonics  
2007 Cross-College retreat & Biomaterials/medical engineering workshop Queen Mary University London  
2006 Scoping the Training Agenda for RELU session  
2005 DTI Foresight workshops disease & travel, ecosystems  
2004 *Nature of Learning in Scottish Higher Education in 2025* conference  
2004 Roles of Department Heads for Associated Heads of Psychology Departments, UK  
2003 Visioning Forum, Principals of Scottish colleges  
2003 EU Workshop on *Increasing the Impact of Obesity Research*  
2002 Strategic visioning retreat, Macaulay Institute  
2000 *Spotting Commercialisation Potential of Your Research* workshop  
2000 NASA Workshop on Skin Cancer  
1998 National Research Agenda for Nutraceuticals, hosted by Rutgers University  
1997 *Global Complementarities: Identifying a Common Research Agenda*, Sao Paulo, Brazil, involving University of Sao Paulo, University of Edinburgh, Rutgers University

## CV: Laura R. Meagher, PhD

### Senior Partner, Technology Development Group

- 1994 *The Emerging Relevance of Evolutionary Biology to Applied Problems & Opportunities*
- 1991 *Utilising Bioremediation Technologies (Translating Results from the Laboratory to the Field)*
- 1980s Future-scanning workshops on biotech and: agriculture, materials, electronics, marine, forestry, etc, sponsored by North Carolina Biotechnology Center

#### Examples of Economic Development & Knowledge Exchange Efforts, and Impact Evaluation

- 2017-2018 Critical friend, Forest Research Programme 7 (Integrating Research for Policy & Practice)
- 2016-2017 Impact evaluation of research undertaken to deliver the Forestry Commission's Science and Innovation Strategy for forestry in Great Britain
- 2015-2016 Research project, Mechanisms for generating impacts from mathematics research (component of EPSRC fellowship held by Professor Ursula Martin)
- 2015-2016 Co-author, Case Studies of Impact and Influence, Health Scotland
- 2015 Supporting evaluation, Knowledge into Action for Scotland's Health and Social Services
- 2014 Review of the Impact of the Scottish Government rural and environment strategic research portfolio on policy and practice (for RESAS, Scottish Government)
- 2013-2014 Impact Assessment of the EUPHRESKO Phytosanitary ERA-NET
- 2012-2013 Case Study Analysis: Research Impact on Practice, for ESRC
- 2012-2013 Research Impact Evaluation, Forestry Commission Science & Innovation Strategy
- 2012-2013 Evaluation of Sustainable Agriculture Research for International Development, for DFID & BBSRC
- 2012 Evaluation, Non-academic Impacts, Rural Economy and Land Use (Relu) programme
- 2012 Evaluation, ESRC Public Services Programme
- 2011 Evaluation, ESRC Research Seminars Scheme
- 2009, 2010 Review, Impacts of SNIFFER & SEPA environmental research projects
- 2008-2009 Learning Review, SPIRIT *Knowledge Exchange on Public Policy* pilot scheme
- 2008 Assessment of Non-academic Impacts of ESRC/EPSC/DTI People at the Centre of Computers & Information Technology (PACCIT)
- 2008 Review of ESRC Research Brokerage Mechanisms
- 2007 Policy & Practice Impact Study of ESRC-funded Psychology research
- 2001-2002 International benchmarking analysis of potential synergies in neighboring research parks' operations/marketing
- 2000 Authored four modules, *Facilitating Commercialisation by the Busy Researcher*
- 2000 Action Plan, Edinburgh BioAlliance
- 1993-1998 Co-founding of spin-off, Phytotech, Inc and assistance to multiple other spin-offs
- 1997 Organized & facilitated US-Mexico brainstorming workshop with Universidad Nacional Autonoma de Mexico on Evolving Roles for Universities in Technology Transfer & Economic Development
- 1987,1991 External Review Committee, NSF Industry/University Cooperative Research Center program
- 1988-1990 Marketing/management planning for Audubon biotech incubator/research park
- 1980-1987 Co-founder & first Vice President of the North Carolina Biotechnology Center, the first such statewide economic development effort now a model internationally, having led to well over fifty thousand additional jobs and nearly \$30Billion in annual biotechnology sector revenues

#### Examples of Strategic Change Initiatives, Strategic Alliances, Positive Institutional Change

- 2012 Assistance, plan/proposal development Scottish doctoral training centre, AHRC
- 2009, 2010 Assistance, early development Scottish Institute for Language Sciences
- 2008, 2006 Proposal Assistance & Feasibility Study, Small-Scale Research Pooling in Creative Disciplines
- 2008 Advisor, CONICYT project, Chile's Future Agricultural Biotech Workforce
- 2008 Feasibility Study, International Summer School, University of Edinburgh
- 2006 Exploration of First Year Experience, University of St Andrews
- 2004-2006 Facilitation and Feasibility Study, Institute for Capitalising on Creativity
- 2005 Feasibility Study re joint global brand, Royal Schools of Drama
- 2005 Feasibility Study for South East Scotland Widening Access Regional Forum
- 2005 Contribution to Risk Analysis for DTI OST Foresight Infectious Futures project
- 2003-2004 Facilitation, Aberdeen Centre for Environmental Sustainability
- 2000-2003 Coordination of the Promoting Partnership initiative, St Andrews & Dundee Universities, and early development, Social Dimensions of Health Institute (SDHI)
- 1999-2003 Facilitation of new inclusive strategic planning process at the University of St Andrews
- 2000 Co-authored first joint operational plan of Scottish Further and Higher Education Funding Councils
- 1997-1999 Development of multi-faceted relationship between Rutgers University & University of Sao Paulo
- 1995-1996 Catalysis of Scottish Universities Research Policy Consortium & contribution to *University Research in Scotland: Developing a Policy Framework* as Fulbright Fellow, University of Edinburgh
- 1994-1999 Catalysis of Rutgers University initiatives, e.g. Nutraceuticals Institute, EcoComplex
- 1994-1999 Steering Committee member and Evaluator of 10-institution Mid-Atlantic Consortium, Kellogg-funded effort in fundamental transformation of land-grant universities 1994-1999
- 1980-1987 Co-founding of North Carolina Biotechnology Center and facilitation/funding of multiple efforts

#### Selected Publications and Reports

- Meagher, L and Martin, U. (2017) Slightly dirty maths: The richly textured mechanisms of impact Research Evaluation (2017) rvw024. DOI: <https://doi.org/10.1093/reseval/rvw024> Published: 18 January 2017.

**CV: Laura R. Meagher, PhD**  
Senior Partner, Technology Development Group

- Lindvig, K., Lyall, C., and Meagher, L. (2017) Creating Interdisciplinary Education within Monodisciplinary Structures: the Art of Managing Interstitiality. *Studies in Higher Education*. August 2017.  
<http://www.tandfonline.com/doi/full/10.1080/03075079.2017.1365358>
- Pagel C, Rogers L, Brown K, Ambler G, Anderson D, Barron D, et al. Improving risk adjustment in the PRAiS (Partial Risk Adjustment in Surgery) model for mortality after paediatric cardiac surgery and improving public understanding of its use in monitoring outcomes. *Health Serv Deliv Res* 2017;5(23)
- Meagher, L., Inman, A., Reed, M., Hunter, S. 2017. Impact evaluation of research undertaken to deliver the Forestry Commission's Science and Innovation Strategy for Forestry in Great Britain.  
[https://www.forestry.gov.uk/pdf/Research-impact\\_evaluation\\_study\\_2017.pdf/\\$FILE/Research-impact-evaluation\\_study\\_2017.pdf](https://www.forestry.gov.uk/pdf/Research-impact_evaluation_study_2017.pdf/$FILE/Research-impact-evaluation_study_2017.pdf)
- Lyall, C., Meagher, L. and Bandola-Gill, J. (submitted) Interdisciplinary provision in higher education: current and future challenges.
- Lyall, C., Meagher, L. and Bruce, A. (2014) "A rose by any other name? Transdisciplinarity in the context of UK research policy", *Futures* (2015), pp. 150-162. DOI: 10.1016/j.futures.2014.08.009
- Meagher, L. and Lyall, C. 2013. The invisible made visible: using impact evaluations to illuminate and inform the role of knowledge intermediaries. *Evidence and Policy* Vol 9 Issue 3: 409-18. (August 2013)  
<http://dx.doi.org/10.1332/174426413X671941>
- Meagher, Laura. 2013 Generating Innovation through Knowledge Exchange: Capturing Lessons Learned. Chapter 3 in *Innovation Support in Latin America and Europe* eds. Anderson, Mark et al. Gower Publishing Ltd.
- Meagher, Laura. 2013. [Research Impact on Practice: Case Study Analysis](http://www.esrc.ac.uk/files/research/research-and-impact-evaluation/research-impact-on-practice/). For ESRC.  
<http://www.esrc.ac.uk/files/research/research-and-impact-evaluation/research-impact-on-practice/>
- Meagher, L. and Lyall, C. 2013. Learning Review for Ecosystem Services for Poverty Alleviation: reviewing interdisciplinarity <http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf>
- Lyall, Catherine, Bruce, Ann, Marsden, Wendy and Meagher, Laura. 2013. [The role of funding agencies in creating interdisciplinary knowledge](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf). *Science and Public Policy* 40(1): 62-71.
- Meagher, Laura. 2012. [Societal and Economic Impact Evaluation, Rural Economy and Land Use initiative](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf)
- Black, J., Brodie, J., Curzon, P., Mykietiak, C., McOwan, P., Meagher, L. 2013. "Making Computing Interesting to School Students: Teachers' Perspectives", ITiCSE '13, Innovation and Technology in Computer Science Education conference (July 2013, Canterbury, UK.)
- Lyall, C. & Meagher, L. 2012. [A masterclass in interdisciplinarity: Research into practice in training the next generation of interdisciplinary researchers](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf). *Futures*, 44: 608–17.
- Mykietiak, C., Curzon, P., Black, J., McOwan, P., Meagher, L. 2012. "Enabling a flexible approach to computer science outreach" (2012) ITiCSE'12, July 3-5, 2012. Haifa, Israel
- Meagher, Laura. 2011. [ESRC Research Seminars Scheme Evaluation Final Report](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf).
- Lyall, Catherine, Bruce, Ann, Tait, Joyce, Meagher, Laura. 2011. [Interdisciplinary Research Journeys: Practical strategies for capturing creativity](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf). London: Bloomsbury Academic Press
- Meagher, Laura, Jarron, Stevie, Kind, Vanessa, Staines, Andrew, Lyall, Catherine. 2010. [A Review of the Impact of SNIFFER and SEPA Projects, Summary Report](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf)
- Meagher, L. & Kettle, A. 2009. [Briefing Note: Knowledge Exchange in Public Policy & Practice](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf).
- Meagher, L., with Lyall, C. (2009) [Evaluation of the ESRC/MRC Interdisciplinary Studentship and Postdoctoral Fellowship Scheme](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf)
- Curzon, P., Black, J., Meagher, L.R. & McOwan, P.W. (2009) "cs4fn.org: Enthusing students about Computer Science", Proceedings of Informatics Education Europe IV, Christoph Hermann, Tobias Lauer, Thomas Ottmann and Martina Welte (Eds.), pp73-80, November.
- Meagher, L. 2008. [Impact Evaluation of People at the Centre of Communication and Information Technologies \(PACCIT\)](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf). Report to ESRC
- Meagher, L.R., Lyall, C. & Nutley, S. 2008. [Flows of knowledge, expertise and influence: a method for assessing policy and practice impacts from social science research](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf). *Research Evaluation* 17: 163-173
- Meagher, L.R. (2008) ESRC Research Brokerage Evaluation. Report to ESRC.
- Meagher, L.R. & Lyall, C. 2007. [Policy and Practice Impact Case Study of ESRC Grants and Fellowships in Psychology](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf)
- Meagher, L.R. & Lyall, C. 2007. [Review of the RELU Programme's Seed-Corn Funding Mechanisms](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf)
- Tait, J., Meagher, L.R., Lyall, C., & Suk, J. (2006) *Risk Analysis in Infectious Diseases: preparing for the Future*. DTI OSI. <http://www.bis.gov.uk/assets/bispartners/foresight/docs/infectious-diseases/t2.pdf>
- Brownlie, J., Peckham, C., Waage, J., Woolhouse, M., Lyall, C., Meagher, L., Tait, J., Baylis, M., Nicoll, A. 2006. [Future Threats in Infectious Diseases: preparing for the Future](http://www.bis.gov.uk/assets/bispartners/foresight/docs/infectious-diseases/t2.pdf). DTI OSI.
- Meagher L.R. & Lyall C. 2005. [Evaluation of the ESRC/NERC Interdisciplinary Research Studentship Scheme](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf).
- Meagher L.R. & Lyall C. (2005) [Phase Two Evaluation of Research Development Grant](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf). Report to SHEFC
- Meagher, L.R. (2004) [Evaluation of the ESRC Postdoctoral Fellowship Scheme](http://www.espa.ac.uk/files/espa/ESPA-Learning-Review-Final-Report-Nov2013.pdf). Report to ESRC