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Opening Keynote: Workflow is the New Content

Lorcan Dempsey
OCLC

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Opening Keynote: Workflow is the New Content

Presenter 1 Title

Vice President, Membership and Research, Chief Strategist

Session Type

Keynote Address

Abstract

The digital environment makes workflow support more important, as activities, content, and communications are tied together on the network in various combinations. Think of the interesting mix of social and functional capacities in an application like Strava, used by athletes to track activity and connect with others. In a library or research environment this trend is also clear. Research practices, and the support provided by libraries, publishers and others, provide an intriguing example, as workflows produce, manage and consume content, enable collaboration, and tie devices together to get things done. We are familiar with the historic role of the Institutional Repository, and libraries are now potentially working with colleagues to provide research information management systems and research data management capacity. This presentation will consider some of these issues, in the context of changing research behaviors, metrics, the move to open, and other factors.

Comments

Lorcan coordinates strategic planning and oversees the Membership and Research Division at OCLC. He has worked for library and educational organizations in Ireland, the UK, and the US. His influence on national policy and library directions is widely recognized. In 2010 he received the National Federation of Advanced Information Services' (NFAIS) highest award, The Miles Conrad Award. He is an honorary Doctor of the Open University in the UK and has twice received an ALCTS Presidential Citation for his work with OCLC colleagues. Lorcan began his career in public libraries in his native Dublin, Ireland. Before moving to OCLC, he managed the UK higher education national investment in information services for Jisc. He is a member of the Cambridge University Library Visiting Committee. Lorcan has a BA and MLIS from University College Dublin.

**Workflow is
the new
content**

**Lorcan
Dempsey
OCLC**

@LorcanD

**Digital Initiatives
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Introduction

Technology as artifact

Technology in practice/use

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59.9 / 175 mi

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3h0m

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THIS YEAR

3,228 / 9,000 mi

TODAY

713 mi ahead of pace

Manage Your Goals >



John Wilkin

April 9, 2022 at 6:00 AM



Zwift - Group Ride: Z Badge Hunt - London PRL FULL (D) on The PRL Full in London

Great, supportive group. A special thanks to Eric Shtapler, who kept us together.

Distance

108.19 mi

Elev Gain

7,513 ft

Time

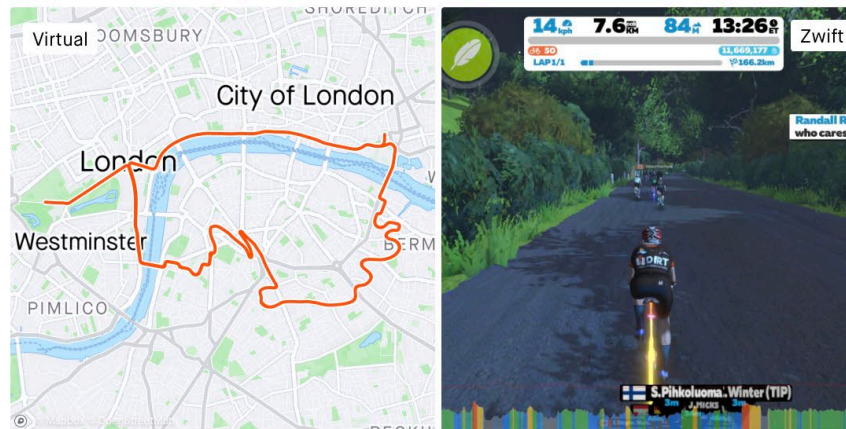
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London Loop PR (26:57)

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THIS YEAR

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Virtual DOMSBURY

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14.57.68413:26Zwift

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THE MOST POPULAR CHESS STREAMER ON TWITCH

The former chess prodigy Hikaru Nakamura was widely dubbed as the professional circuit. Then he started streaming.

By Jacob Sweet

April 12, 2022





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Cell Phone

Ad hoc
rendezvous

Micro-
coordination

Situational
Tying place
and network.
Maps

Visual
Tying place,
network and
image

Artifact:

A communication device.

Technology in practice/use:

Connecting identity, place and workflows to reshape industries and behaviors.

Technology as artifact vs Technology in practice ...

knowledge sharing across the firm. However, what is consequential for organizational outcomes is not the artifact itself, but how it is used to get work done in specific contexts. And the consultants' use of the technology in

Organization Science

Vol. 22, No. 5, September–October 2011, pp. 1240–1253
ISSN 1047-7039 | EISSN 1526-5455 | 11 | 2205 | 1240



<http://dx.doi.org/10.1287/orsc.1100.0612>
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Theorizing Practice and Practicing Theory

Martha S. Feldman

School of Social Ecology, University of California, Irvine, Irvine, California 92697, feldmanm@uci.edu

Wanda J. Orlikowski

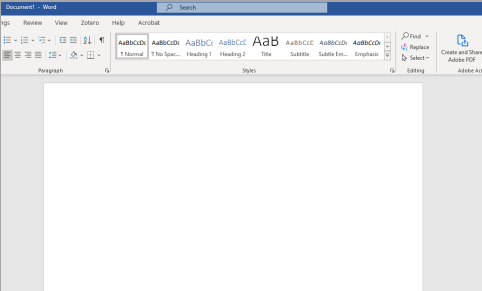
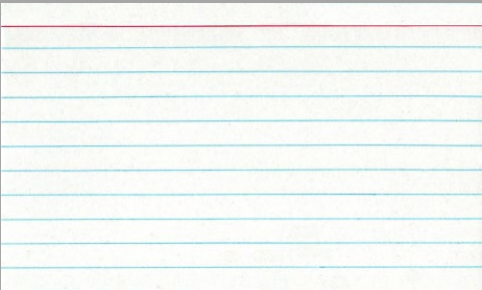
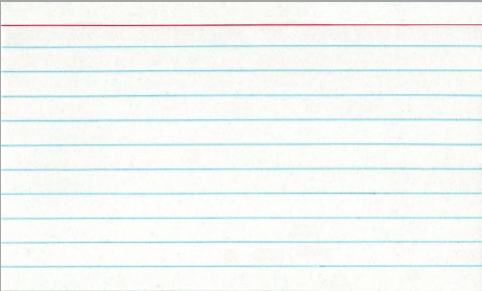
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A couple of library examples

Reference management

Institutional repository

Reference management – an example



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ism. The settlers traversed
division

Cite

MLA Connolly, Sean J. "Settler colonialism in Ireland from the English conquest to the nineteenth century." *The Routledge handbook of the history of settler colonialism*. Routledge, 2016. 67-82.

APA Connolly, S. J. (2016). Settler colonialism in Ireland from the English conquest to the nineteenth century. In *The Routledge handbook of the history of settler colonialism* (pp. 67-82). Routledge.

Chicago Connolly, Sean J. "Settler colonialism in Ireland from the English conquest to the nineteenth century." In *The Routledge handbook of the history of settler colonialism*, pp. 67-82. Routledge, 2016.

Harvard Connolly, S. J., 2016. Settler colonialism in Ireland from the English conquest to the nineteenth century. In *The Routledge handbook of the history of settler colonialism* (pp. 67-82). Routledge.

Vancouver Connolly SJ. Settler colonialism in Ireland from the English conquest to the nineteenth century. In *The Routledge handbook of the history of settler colonialism* 2016 Aug 12 (pp. 67-82). Routledge.

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Technology as artifact:

Provide and promote reference manager products.

Technology in practice/use:

Support – and help shape - emerging practices around citation management, research workflow, research networking and profiles.

SPARC Institutional Repository Checklist & Resource Guide



The Scholarly Publishing & Academic Resources Coalition
21 Dupont Circle • Washington, DC 20036
www.arl.org/sparc

Prepared by Raym Crow, SPARC Senior Consultant

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This document will be revised and updated on an ongoing basis as new information warrants. To comment on this document, please contact Raym Crow at raym@arl.org.

SPARC Institutional Repository Checklist & Resource Guide

Release 1.0
November 2002

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Innkeeper at the Roach Motel

Innkeeper at the Roach Motel

Dorothea Salo
Digital Repository Librarian
University of Wisconsin Digital Collection Center

Abstract

Trapped by faculty apathy and library uncertainty, institutional repositories face a crossroads: adapt or die. The "build it and they will come" proposition has been decisively proven wrong. Citation advantages and preservation have not attracted faculty participants, though current-generation software and services offer faculty little else. Academic librarianship has not supported repositories or their managers. Most libraries consistently under-resource and understaff repositories, further worsening the participation gap. Software and services have been wildly out of touch with faculty needs and the realities of repository management. These problems are not insoluble, especially in light of Harvard University arts and science faculty's recent permissions mandate, but they demand serious reconsideration of repository missions, goals, and means if we are to be ready for Harvard imitators, and especially to be ready should those imitators not surface.

Introduction

The institutional repository (IR) is the roach motel of digital libraries: it has no exit. Institutional repositories have not fulfilled their early promise of increased access to the scholarly journal literature through faculty adoption. Academic libraries have not solved, entirely by accident, the problem of digital libraries: how to get faculty to use them. Thus far, at least in the United States, it seems that the viability of institutional repositories has been kept quiet in digital libraries. As long as librarians and repository managers remain silent about the current digital library situation, however, no one can really tell. Even in the current difficult environment, institutional repositories and their managers can find plenty of work to do: to give faculty goals, support their colleagues and administrators, and advocate that services and needs rather than digital libraries.

Final comments: several questions that begin each section of this article have been stripped of identifying detail, but within the scope of study concern their original purpose and meaning. As both the repository and the library, managers in this

Library-run institutional repositories face a crossroads: adapt or die. The "build it and they will come" proposition has been decisively proven wrong. Citation advantages and preservation have not attracted faculty participants, though current-generation software and services offer faculty little else. Academic librarianship has not supported repositories or their managers. Most libraries consistently under-resource and understaff repositories, further worsening the participation gap. Software and services have been wildly out of touch with faculty needs and the realities of repository management. These problems are not insoluble, especially in light of Harvard University arts and science faculty's recent permissions mandate, but they demand serious reconsideration of repository missions, goals, and means if we are to be ready for Harvard imitators, and especially to be ready should those imitators not surface.

Subject
institutional repositories
open access

Permanent Link
<http://digital.library.wisc.edu/1793/22088>

Citation
Salo, Dorothea. "Innkeeper at the Roach Motel." Library Trends 57:2 (Fall 2008).

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File(s)

- Preprint (211.4Kb)
- Postprint (150.9Kb)

Date

2007-12-11

an ideology-driven rather than user-centered understanding of the problem domain

D-Lib Magazine January 2005

Volume 11 Number 1

ISSN 1082-9873

Understanding Faculty to Improve Content Recruitment for Institutional Repositories

[Nancy Fried Foster](#)

Lead Anthropologist

<nancyf@library.rochester.edu>

[Susan Gibbons](#)

Assistant Dean, Public Services & Collection Development

<sgibbons@library.rochester.edu>

River Campus Libraries

University of Rochester

Rochester, NY 14627

//

In the long run, we envision a system that, first and foremost, supports our faculty members' efforts to "do their own work"—that is, to organize their resources, do their writing, work with co-authors, and so on. ...We believe that if we support the research process as a whole, and if faculty members find that the product meets their needs and fits their way of work, they will use it, and "naturally" put more of their work into the IR.



Writing For Research

Jul 4, 2017 · 17 min read · [Listen](#)



Nine parts of the university that should be building digital knowledge exchange, but often can't or won't

Look inside ↴

macmillan
research skills

MAXIMIZING THE IMPACTS OF ACADEMIC RESEARCH

PATRICK DUNLEAVY
& JANE TINKLER

evaluations of items or reading advice. Overall, repositories are likely to be less salient for external impacts than getting academics to sign up for the main external sites for hosting research materials — especially ResearchGate and Academic.edu which are far better indexed and accessible to external users, and provide advice or recommendations. Along with Google Scholar Citations (GSC) they also maximize the Web visibility of researchers and departments.

An interesting questions also arises about why hundreds of universities worldwide spend money on having their repositories separately collect, edit, refresh and repost bibliographic information on their staffs' and researchers' publications when GSC does this task better, free. Why not just mandate your academics to have a GSC page?

//

Prestige ... reputation economy

Blurring of workflow, outputs and identity

Wanda Orlikowski
Professor of Information Technologies & Organization Studies,
MIT
Verified email at mit.edu

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Information Systems Research 2 (1), 1-28

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Metrics overview

79 Documents by author

22598 Citations by 16831 documents

46 h-index: [View h-graph](#)

Document & citation trends

Most contributed Topics 2016–2020

Boundary Objects; Affordances; Innovation
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Open Source Software Development; User Innovation; Photographic Developers
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TITLE

- Alfred P. Sloan Professor of Management
- Professor, Information Technologies and Work and Organization Studies

About

Academic Groups

- Information Technology
- Work and Organization Studies

Academic Area

- Behavioral and Policy Sciences
- Management Science

Prestige ... reputation economy

The network favors scale



Rightscaling



Modern academic workflows begin outside the library...

→ 79% of faculty and 74% of students begin discovery outside of the library.

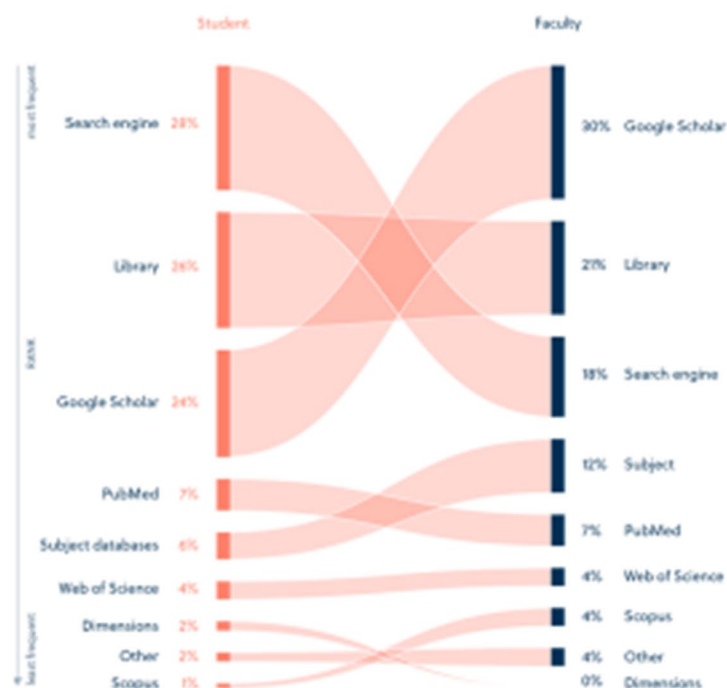


Fig 1. Where do academics begin discovery?

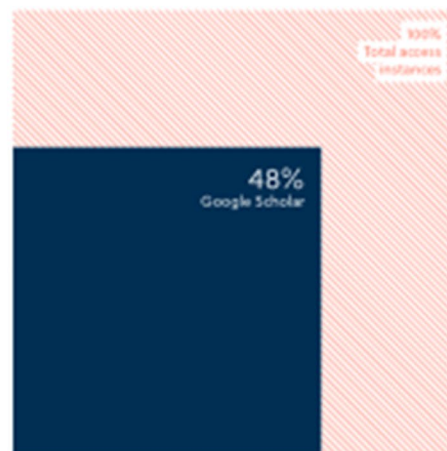


Fig 2. % of Lean Library users beginning their discovery process on Google Scholar

← Lean Library data shows **48% of patrons begin on Google Scholar**

Prestige ... reputation economy

The network favors scale

The diversification of open access

Long, long ago ...

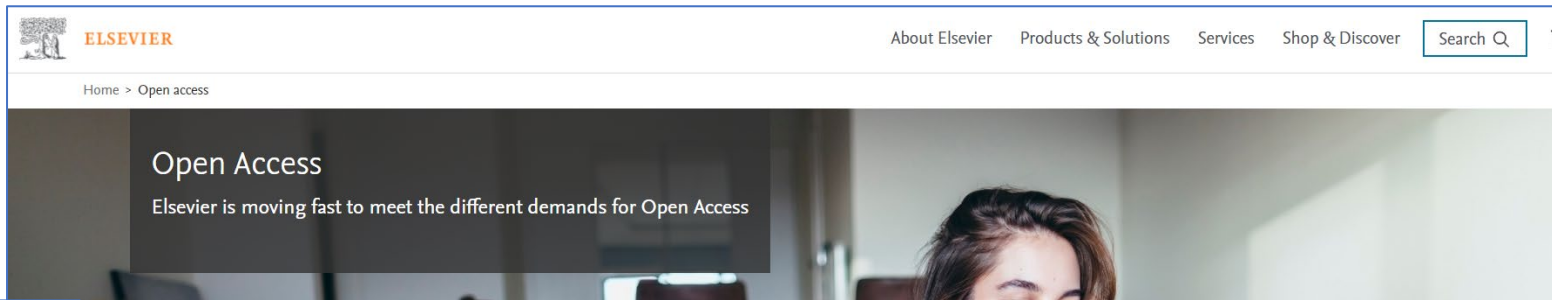
- **Academy:** sourced reputation management & dissemination with third party publishers
- **Publishing:** consolidated and commercialized
- **Response:** rise of OA (IR first wave)
- **Response:** New biz models. Diversification into research workflows and research analytics

“Transformational”

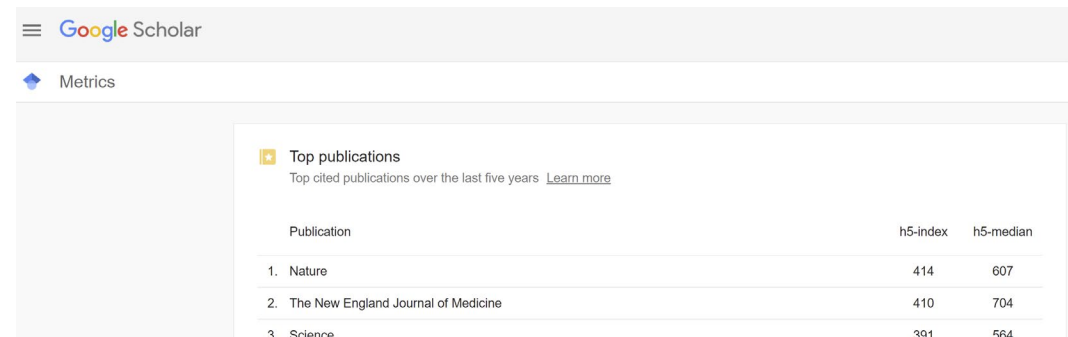
- Multiple paths to no single destination
- High confusion of colors and metals
- Repository, APC, transformative deals, library publishing (diamond), ...
- Broader open agenda: open science, open books, ...

Mis-aligned incentives

A market to do business in:
commercial publisher



A reputation economy:
scholar

A screenshot of the Google Scholar Metrics page. It shows the 'Top publications' section, which lists the top cited publications over the last five years. The table includes columns for 'Publication', 'h5-index', and 'h5-median'. The top three publications are Nature, The New England Journal of Medicine, and Science.

Publication	h5-index	h5-median
1. Nature	414	607
2. The New England Journal of Medicine	410	704
3. Science	391	564

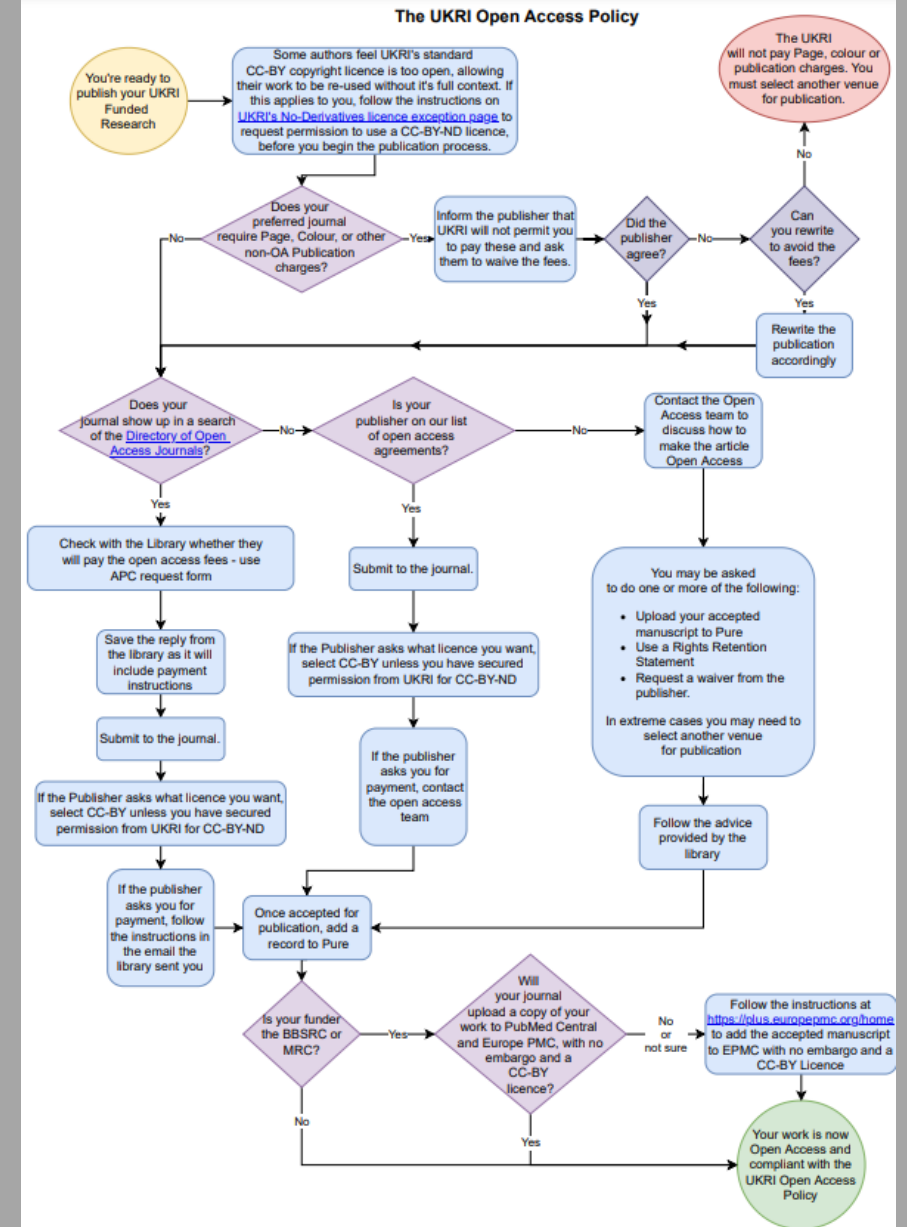
A rational system to
be designed:
policy





Open Access: Home

Get in touch if you need advice or guidance



Prestige ... reputation economy

The network favors scale

The diversification of open access

Research behaviors increasingly digital

Compliance, reporting,

Learned to think about ...

- Researcher workflows
- Scholarly incentives
- Web discoverability

Part of richer research support

- research data management,
- research information management,
- profiling and so on.

Influenced by

- the future of Green Open Access,
- the relative role of institutional and disciplinary repositories,
- policy and mandate environment of national and funding agents
- Campus needs

A campus discussion

- Social interoperability
- Collaboration

Institutional repository interacts with evolving behavioral and organizational practices.

This:

Provide system to manage research outputs.

And this:

Cooperatively support - and help shape - emerging practices around the complete research life cycle, including discoverability and reputation management.

Workflow is the new content

Evolving research support

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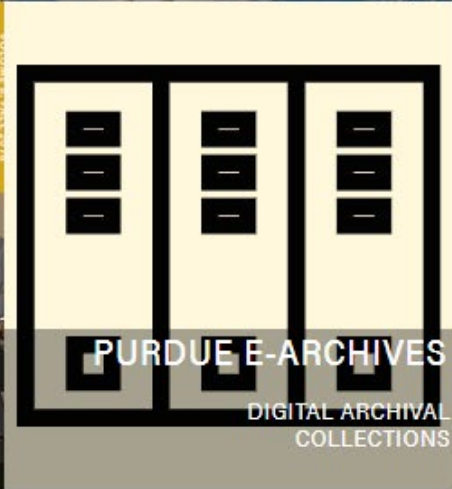
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The
inside out
library

Supporting
the creative
process:
the emerging
scholarly
record

Diversification
of research
outputs

METHODSx
You've done the work. Now get the credit.



Apache Taverna

myexperiment



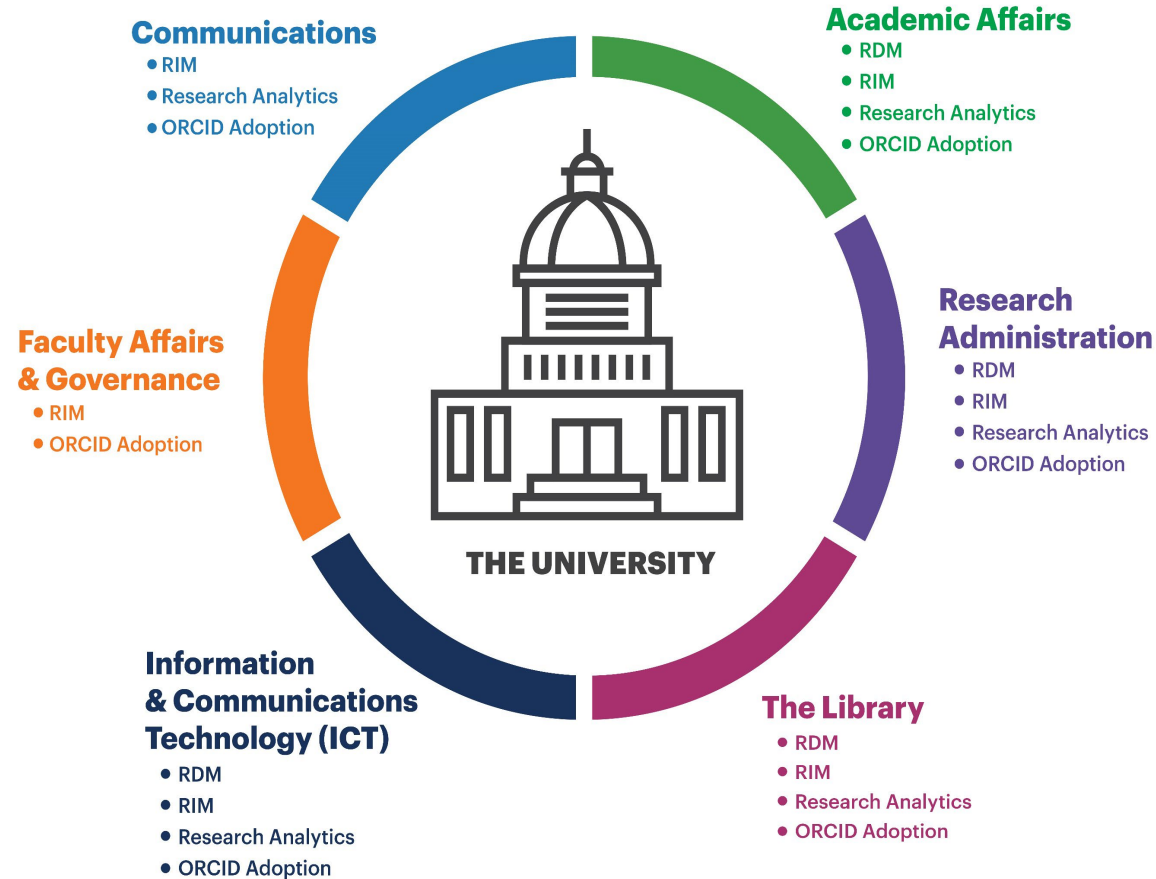
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PubPeer



Stakeholder Interest in Research Support Areas



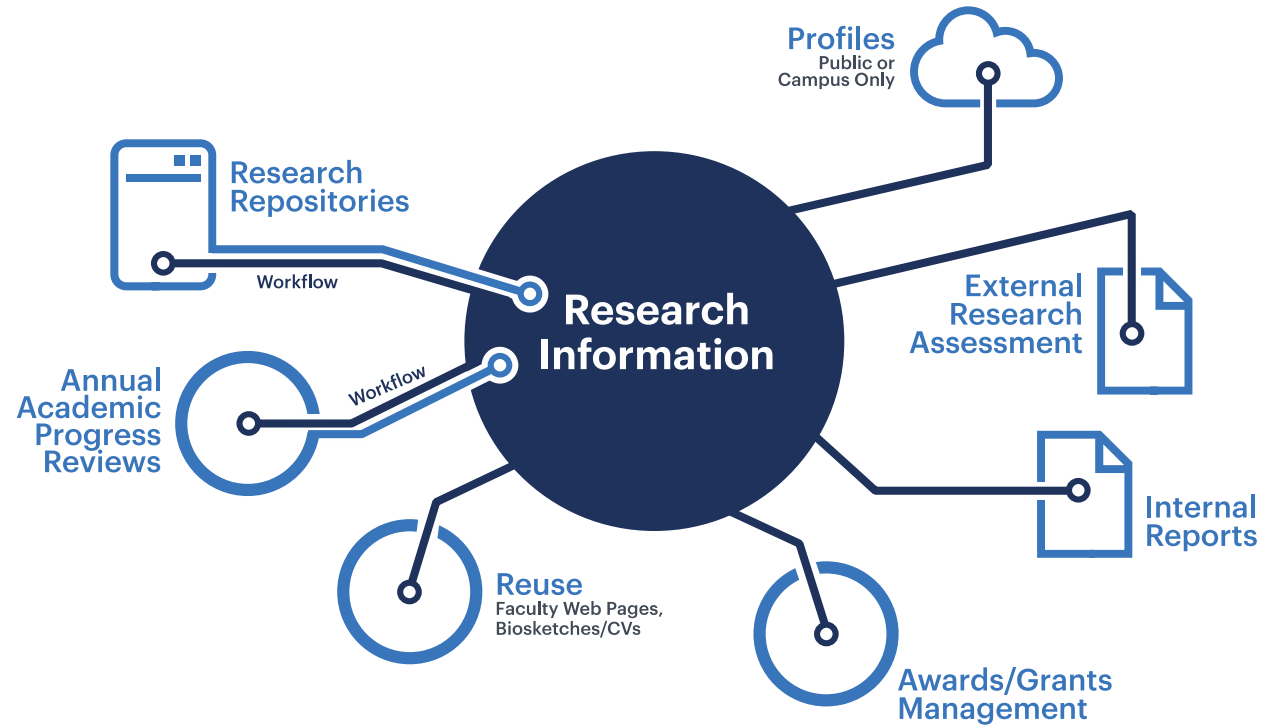
Diversification
of research
support areas

Diversification
of institutional
stakeholders



"Stakeholder interest in research support areas" by [OCLC Research](#), from *Social Interoperability in Research Support: Cross-campus Partnerships and the University Research Enterprise* (<https://doi.org/10.25333/wyrd-n586>), CC BY 4.0

RIM Uses

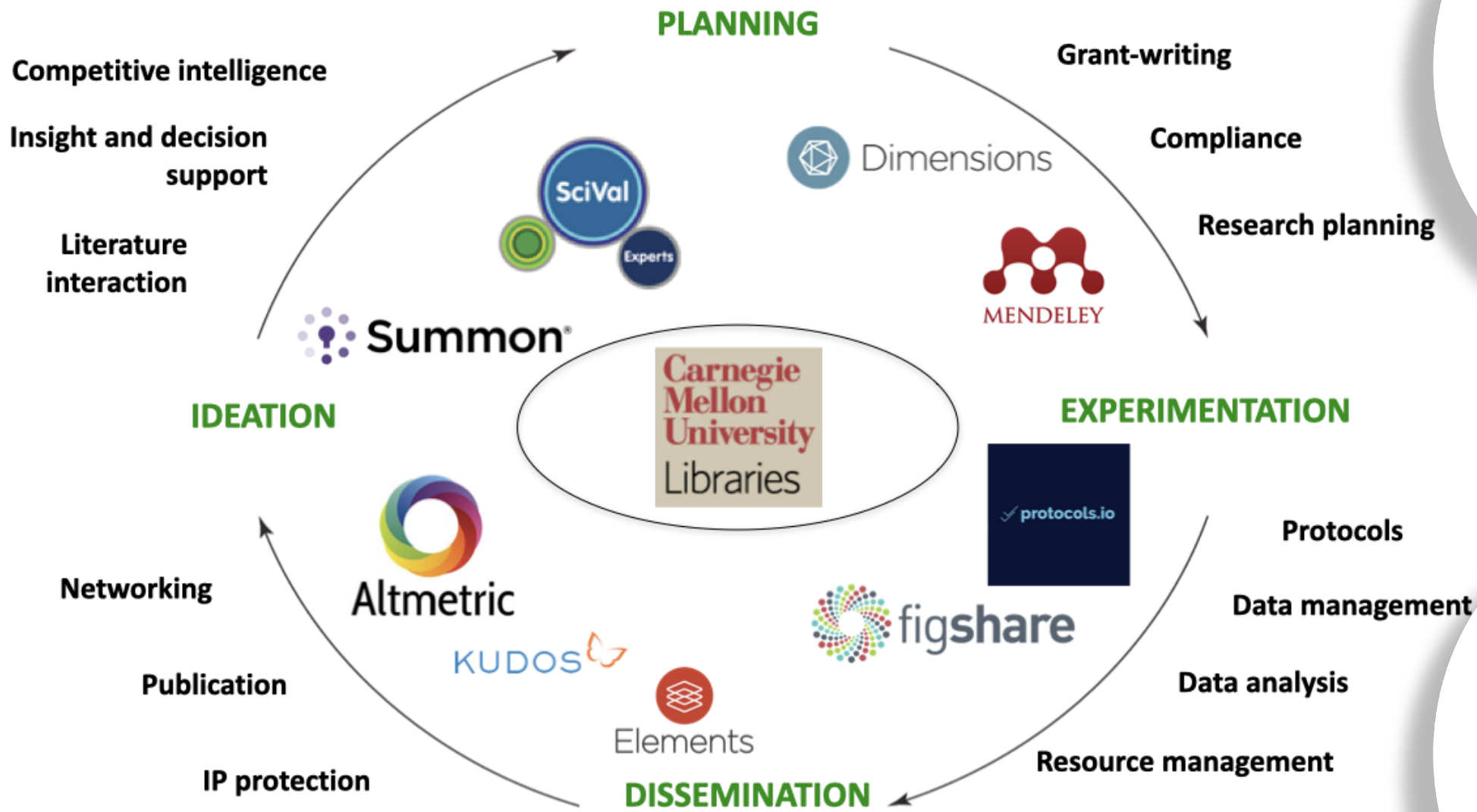


Diversification
of stakeholders

RIM example



“RIM Uses” by [OCLC Research](#), from *Research Information Management: Defining RIM and the Library’s Role* (doi.org/10.25333/C3NK88), [CC BY 4.0](#)



Diversification
of 'jobs to be
done'

Diversification
of workflow
tools

A publisher's new job description

Annette Thomas,
Then CEO of Macmillan
Publishers

Her view is that publishers are here to **make the scientific research process more effective** by helping them keep up to date, find colleagues, plan experiments, and then share their results. **After they have published, the processes continues** with gaining a reputation, obtaining funds, finding collaborators, and even finding a new job. What can we as publishers do to address some of **scientists' pain points**?

Diversification
of (publisher)
roles



ELSEVIER



Industry
consolidation

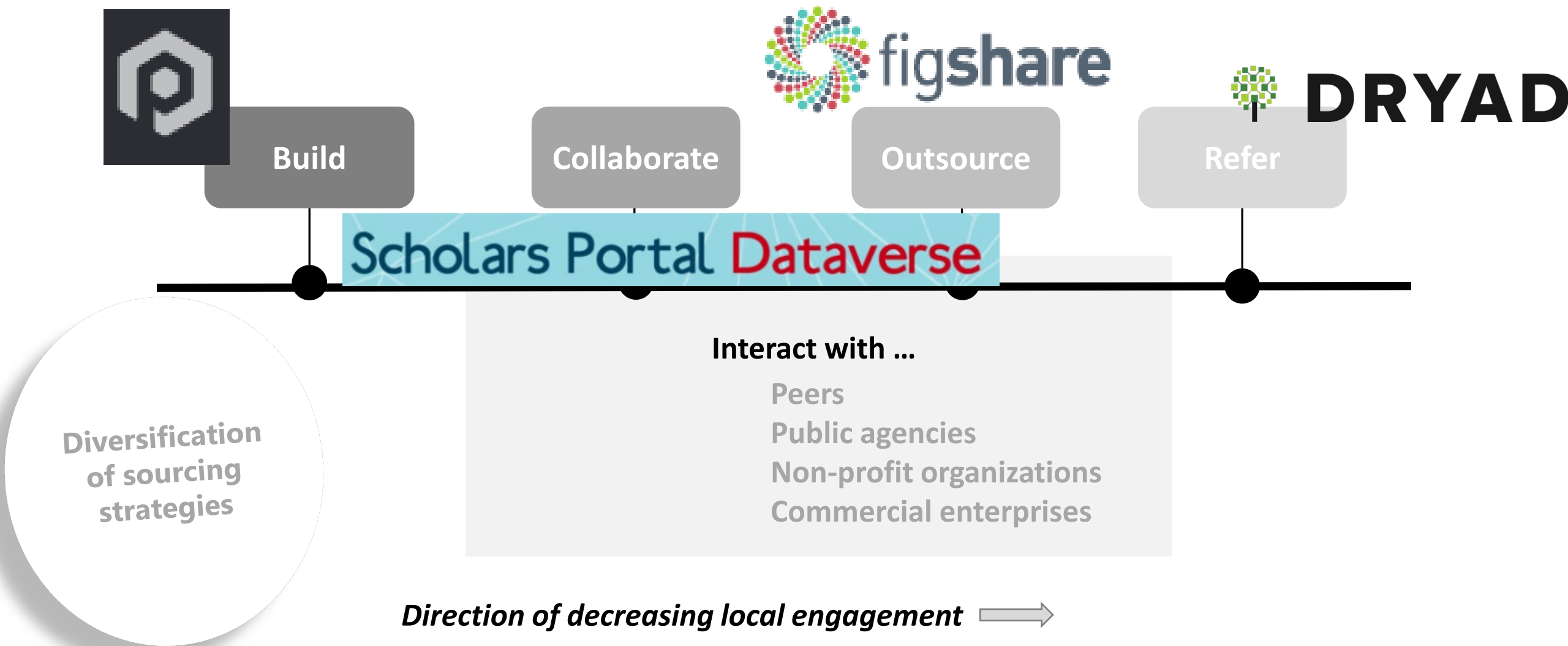
- “Research reputation industrial complex”
 - Research graph, research entities
- Research analytics
- Research workflow
- Content, publishing



...

Four Basic Sourcing Strategies

With Research Data Management examples





Workflows - tying people, data and applications together

As research behaviors are enacted in data-rich computational environments the way in which library support and partnership is thought of changes. Again, what is of special interest here is where workflows increasingly manage, generate and consume content. This motivates new services from libraries, publishers and a whole range of service providers and community initiatives. What are some of the areas where workflow support is important? Here are some areas where the library is potentially a strong partner:

WORKFLOW IS THE NEW CONTENT
1: LOOKING AT RESEARCH SUPPORT



Supporting the STEM
enterprise

Multiple research workflows

Data/content produced,
managed and consumed by
workflows

Multiple stakeholders,
diverse service providers,
and great variety across
disciplines and institutions.

To be effective requires high
social interoperability on
campus

Need to be critical and
purposeful about sourcing
workflows.

How to be in the flow of
researcher work?

**Workflow is
the new
content**

**Lorcan
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you!**

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