

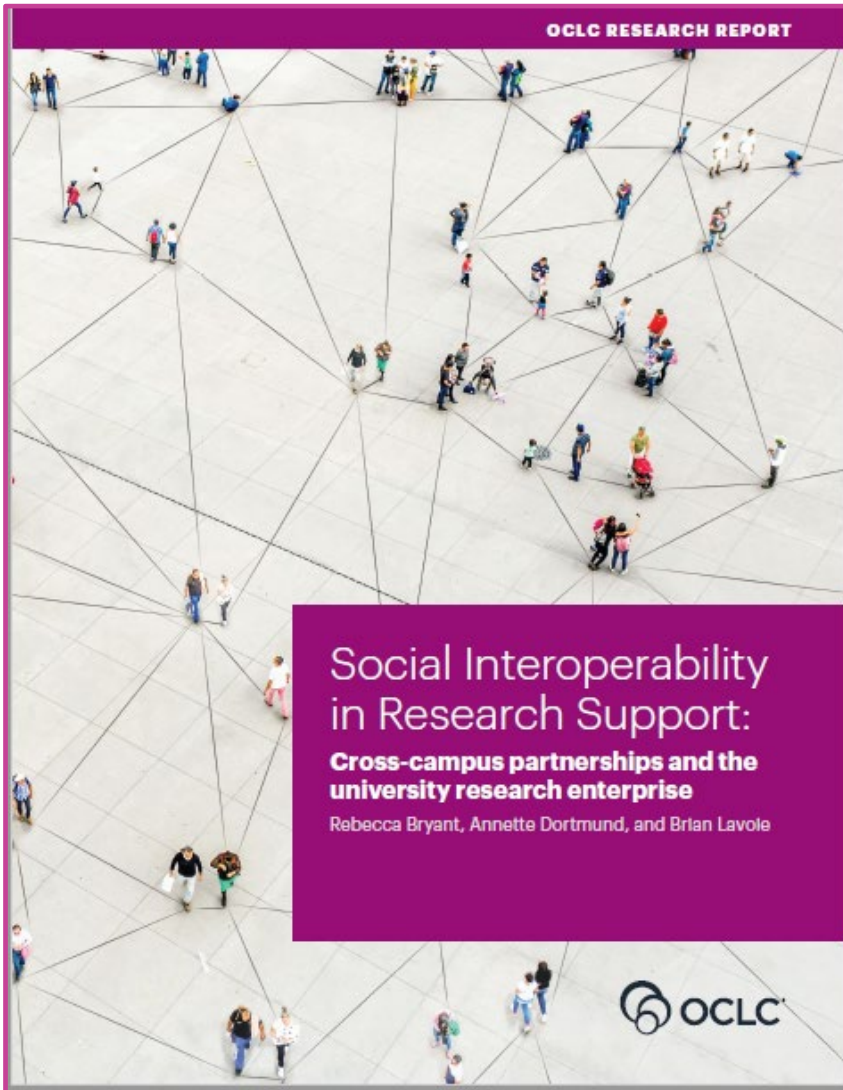


Building Cross-campus Relationships in Research Support Services

“Examining Campus Research Services”
CNI Fall Membership Meeting
November 20, 2020

Rebecca Bryant, PhD
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OCLC Research





**Rebecca
Bryant**



**Annette
Dortmund**



**Brian
Lavoie**



- **Why**
- **Who**
- **What**
- **How**

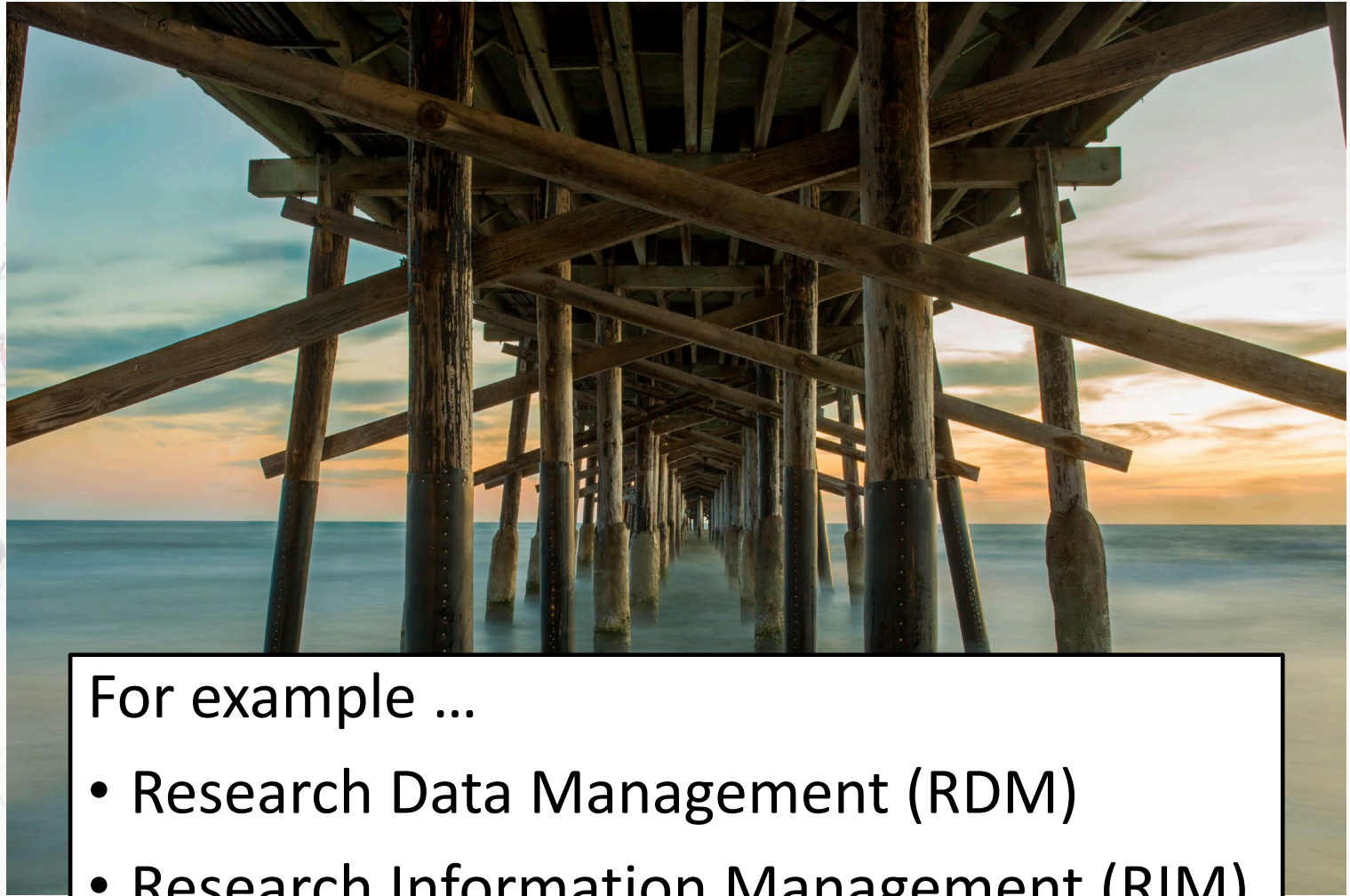
oclc.org/social-interoperability

An aerial photograph of a large, open public square or plaza. The ground is paved with light-colored tiles and features a prominent geometric pattern of dark lines forming a network of triangles and polygons. Numerous people of various ages and ethnicities are scattered across the plaza, some walking, some standing in small groups, and some pushing strollers. The overall scene conveys a sense of a busy, interconnected public space.

WHY

Research support

Services that enhance researcher productivity, facilitate analysis of research activity, and/or make research outputs visible and accessible across the scholarly community and beyond.



For example ...

- Research Data Management (RDM)
- Research Information Management (RIM)
- Research analytics
- ORCID adoption

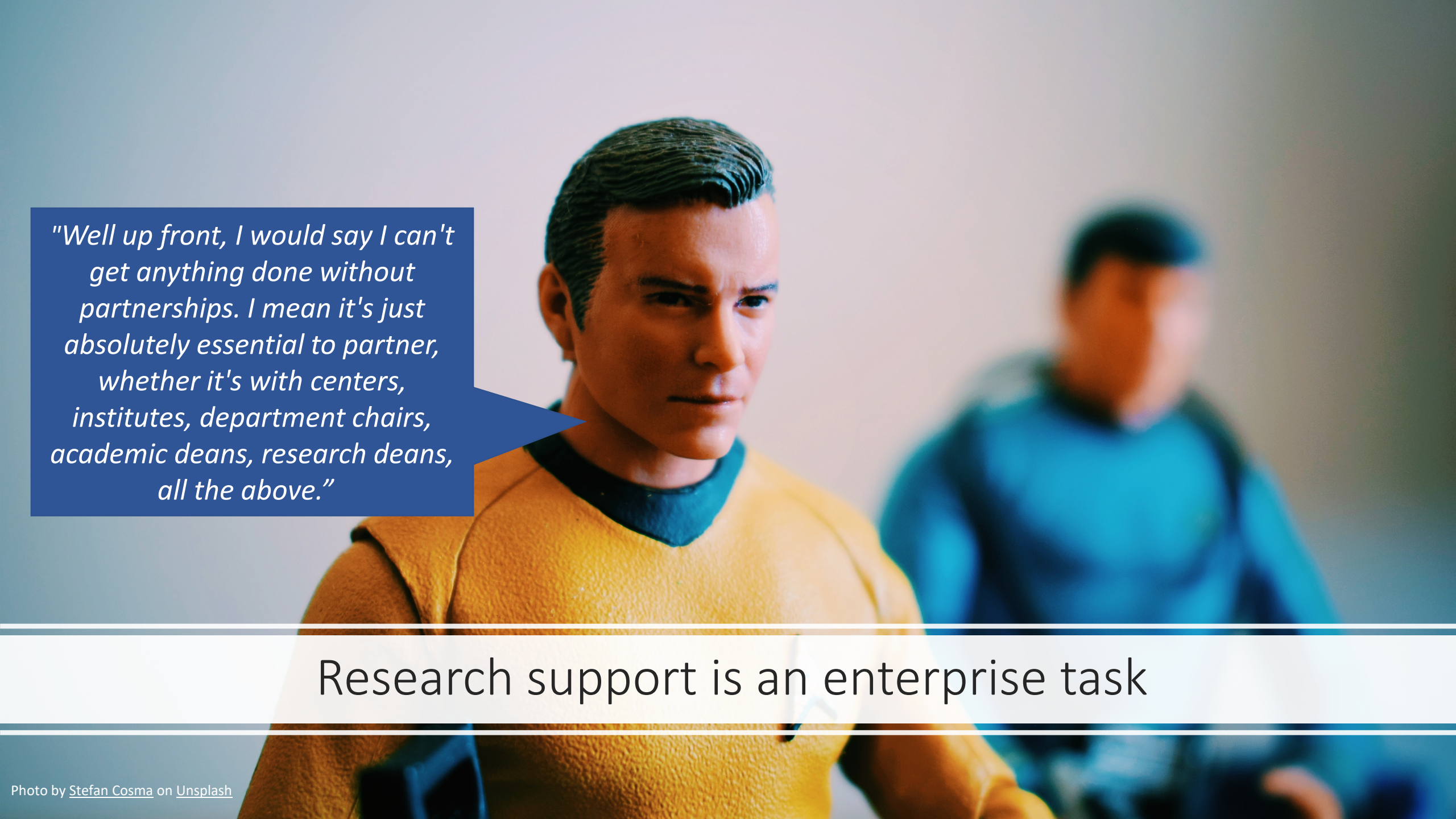
Libraries are increasingly working with other campus units

Job posting: Library Chief Data Strategist, University of Rhode Island

This position **will work with the Office of Institutional Research** and DataSpark (Library-based data analytics unit) to identify avenues to increase faculty and researcher success. **Working with internal** (e.g. MakerspaceURI, Launch Lab, Think Lab, and the AI Lab) and external (e.g. the Office of Advancement of Teaching and Learning, the Office of Community, Equity and Diversity, Division of Research and Economic Development and IT) partners, the incumbent will plan and implement experimental and innovative activities to **cultivate and expand synergistic relationships.**



Research support is an enterprise task



"Well up front, I would say I can't get anything done without partnerships. I mean it's just absolutely essential to partner, whether it's with centers, institutes, department chairs, academic deans, research deans, all the above."

Research support is an enterprise task



Working across campus can be HARD

*"It all takes longer and
has more
dependencies than
you think."*

Working across campus can be HARD



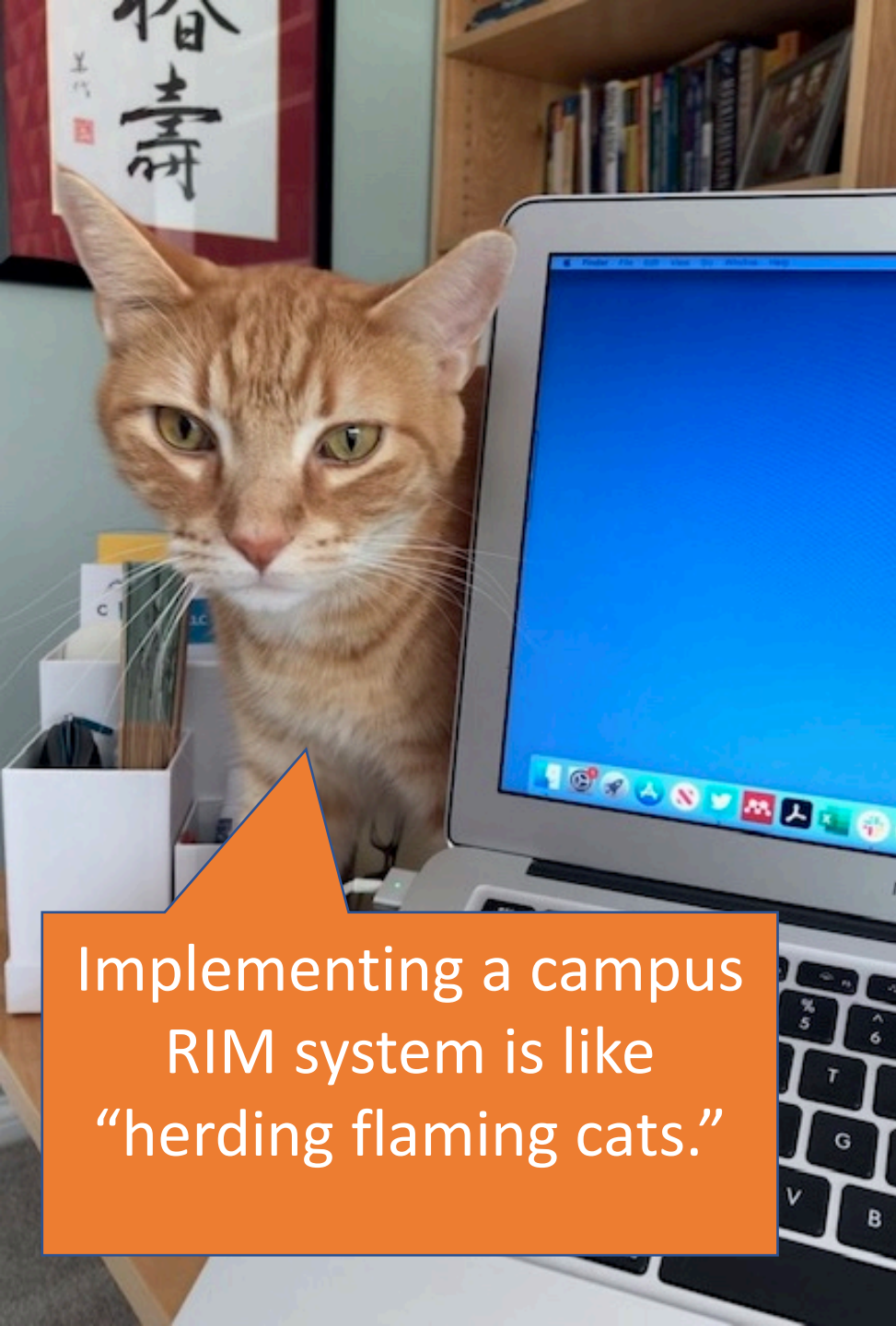
Social interoperability

Creation and maintenance of working relationships across individuals and organizational units that promote collaboration, communication, and mutual understanding.

While “technical interoperability” — different technical systems working smoothly together—may be a more familiar concept, social interoperability is of growing importance in a landscape where cross-campus partnerships are becoming both more prevalent and more necessary.



Why is this so hard?



Implementing a campus
RIM system is like
“herding flaming cats.”

...because universities are “complex adaptive systems”

1. Non-linear, dynamic behavior
2. Independent agents
3. Goals and behaviors that differ or conflict
4. Intelligent and learning agents
5. Self-organization
6. No single point(s) of control

Rouse, William B. 2016. *Universities as Complex Enterprises: How Academia Works, Why It Works These Ways, and Where the University Enterprise Is Headed*. New York: Routledge.

Photo courtesy of Rebecca Bryant

Project overview and team



Scope

US research universities

Non-library stakeholders

Focusing on research support activities
(not T&L)

Administrative units, NOT researchers

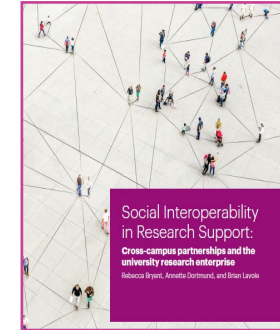


Methodology

22 semi-structured interviews

Convenience sample

Discussions with RLP partners



Outputs

OCLC Research report

RLP webinar series

Blogs & discussions



Rebecca
Bryant, PhD



Annette
Dortmund,
PhD

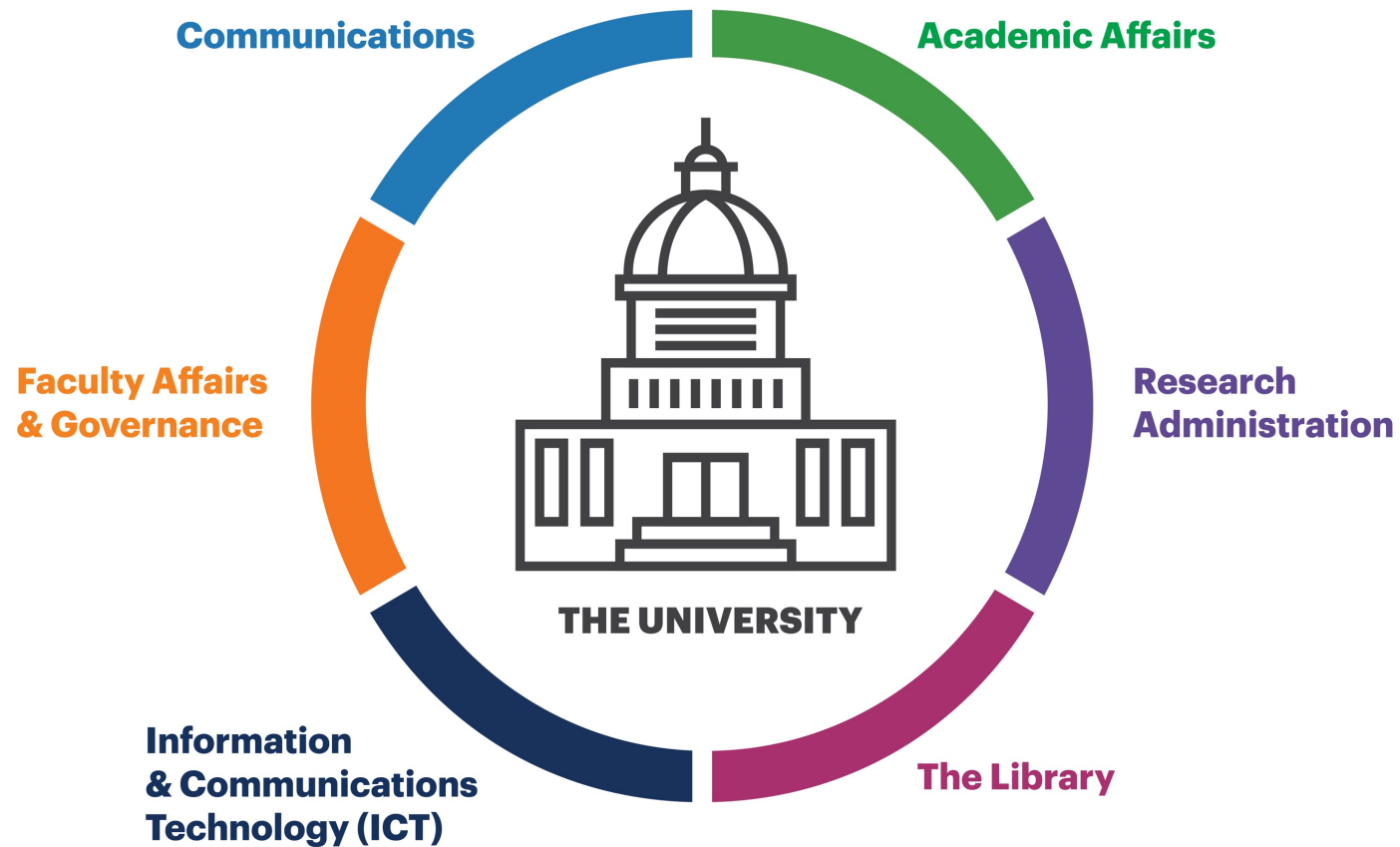


Brian Lavoie,
PhD

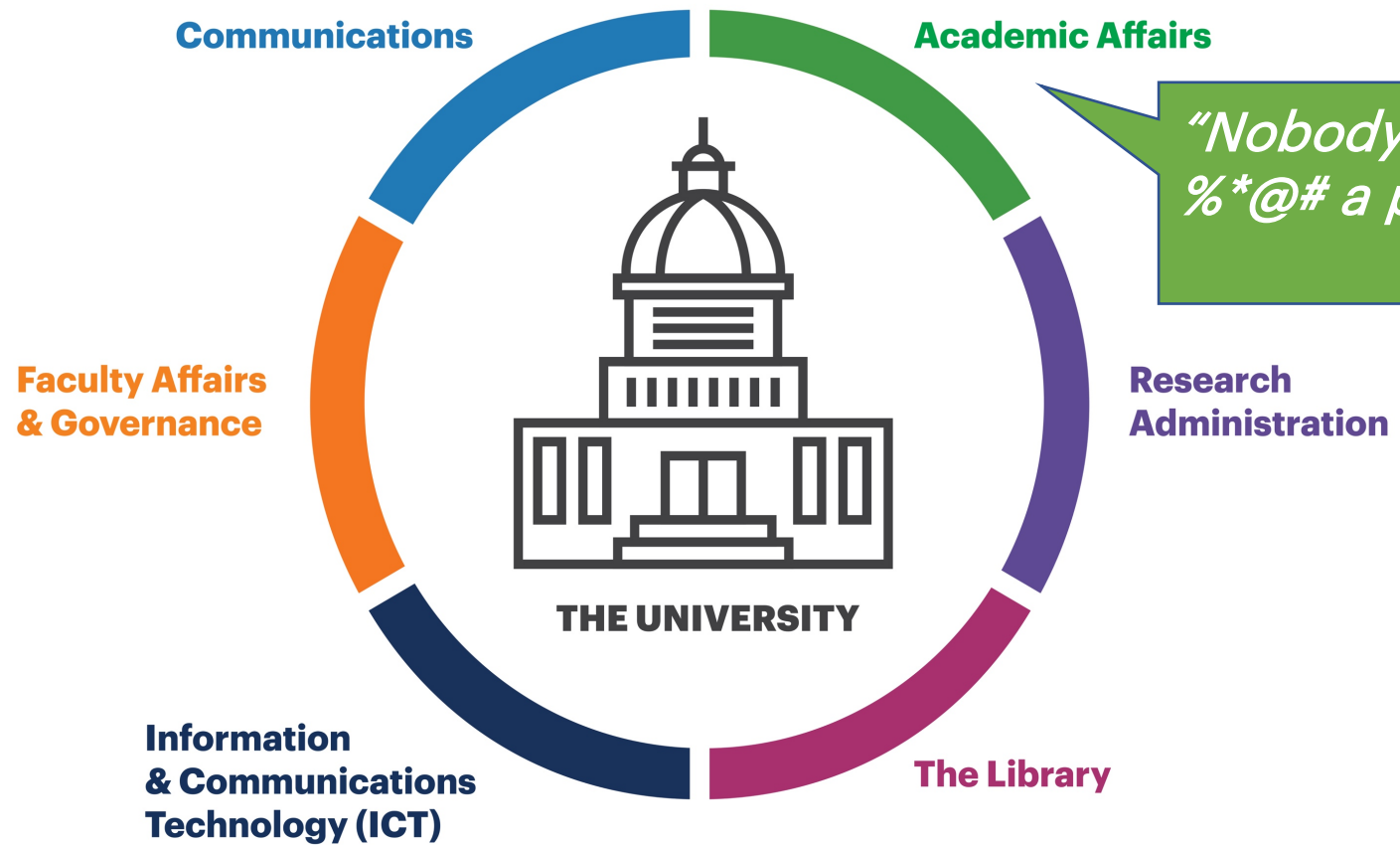
An aerial photograph of a large, open public square or plaza. The ground is paved with light-colored tiles and features a complex, geometric pattern of dark lines that create a network of interconnected triangles and polygons. Numerous people of various ages and ethnicities are scattered across the plaza, some walking, some standing in small groups, and some pushing strollers. The overall scene conveys a sense of a busy, public gathering space. In the upper-left corner, there is a white rectangular box with a blue border containing the word "WHO" in a bold, blue, sans-serif font.

WHO

A Conceptual Model of Campus Research Support Stakeholders



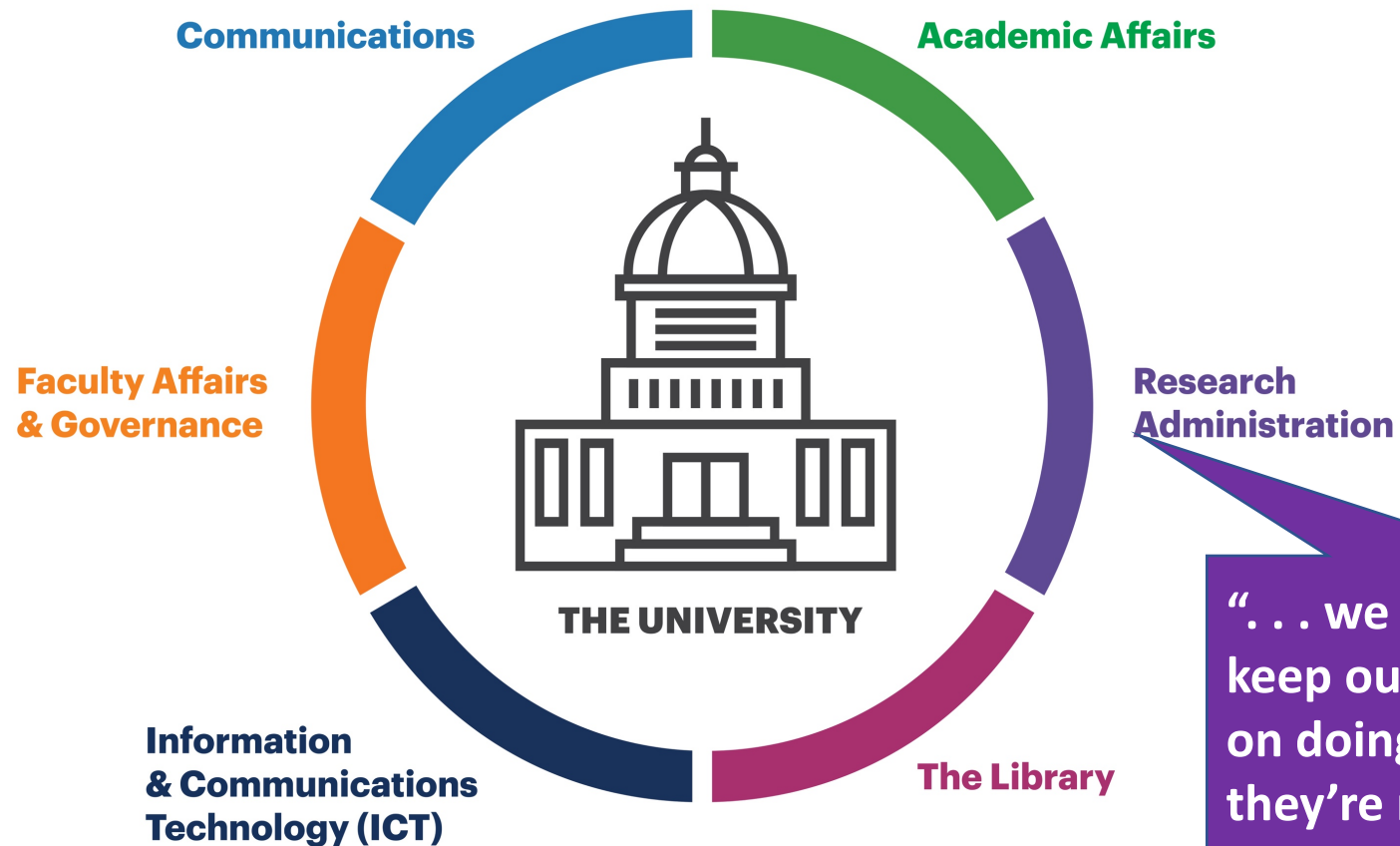
A Conceptual Model of Campus Research Support Stakeholders



"Nobody knows what the %#@# a provost does."*
—Provost



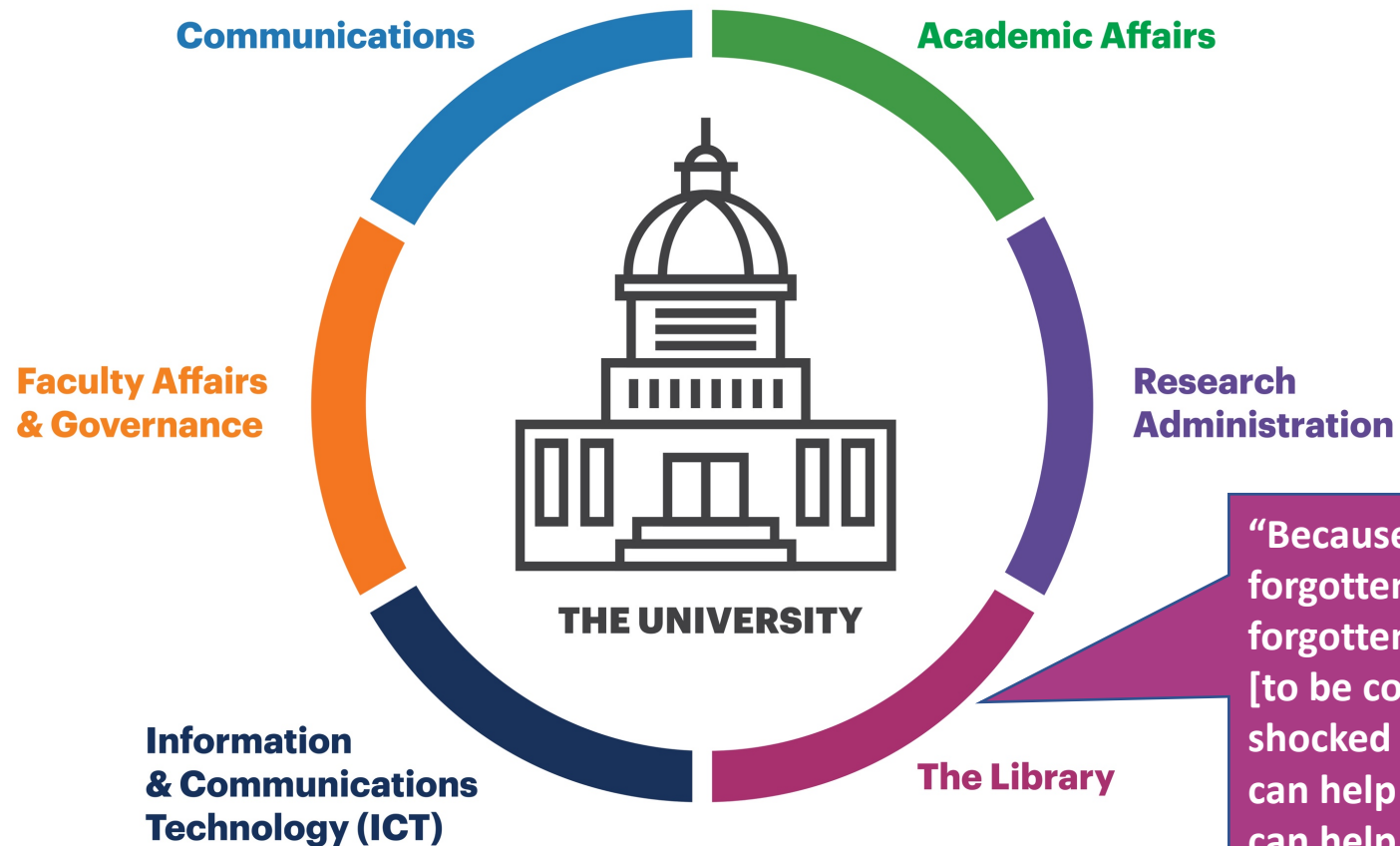
A Conceptual Model of Campus Research Support Stakeholders



“... we do whatever we can to keep our researchers focused on doing their research so that they’re not doing other things that they shouldn’t have to do.”



A Conceptual Model of Campus Research Support Stakeholders

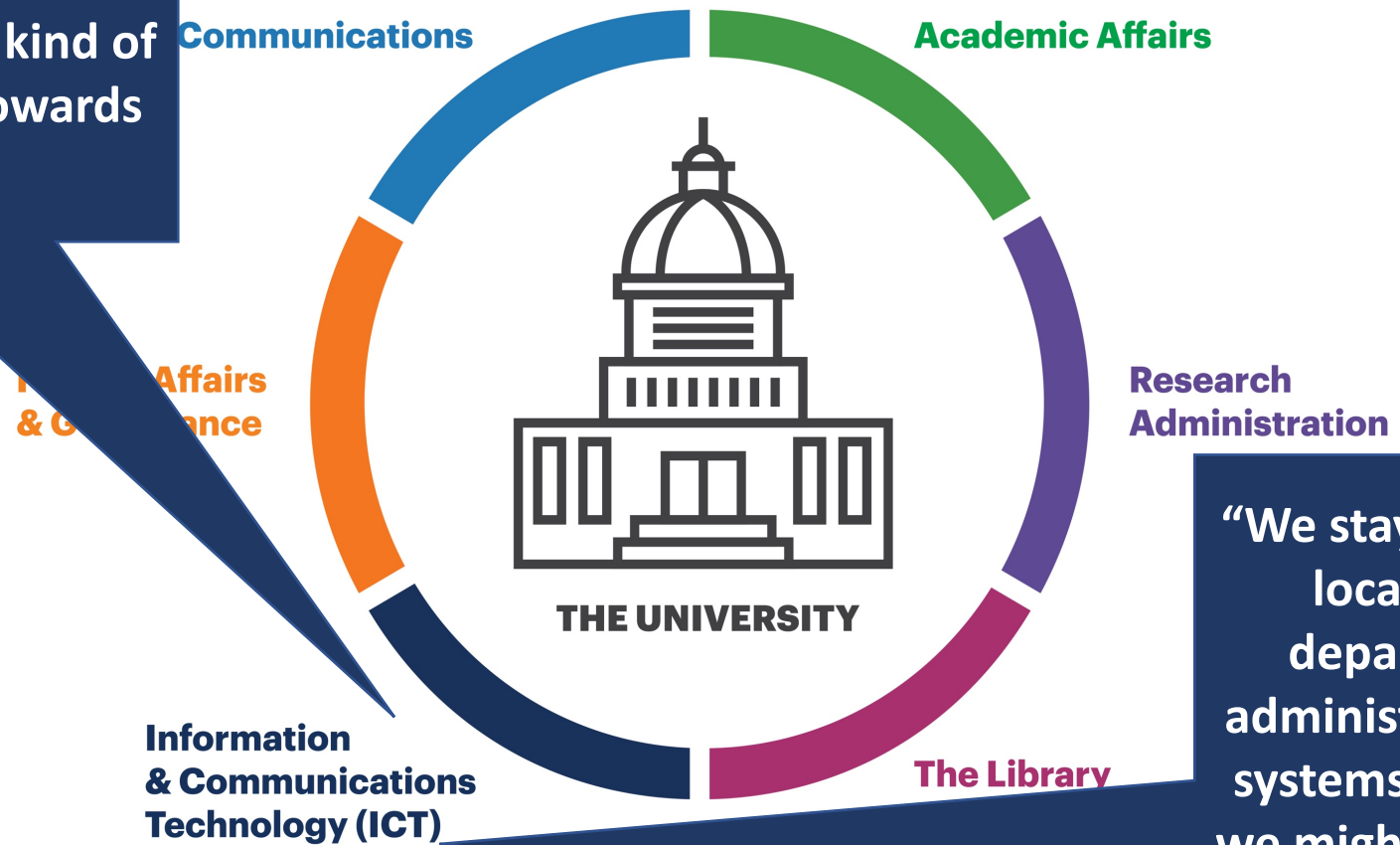


“Because so often, librarians are forgotten. Our expertise is completely forgotten, and we’re the last people [to be considered]. So faculty are shocked when they realize, “oh, you can help me with my data? Oh, you can help me think through this . . . publishing considerations, whatever it might be.”



A Conceptual Model of Campus Research Support Stakeholders

“What we hope for is the things that make sense to be run from a central point kind of gravitate and migrate towards the central unit.”

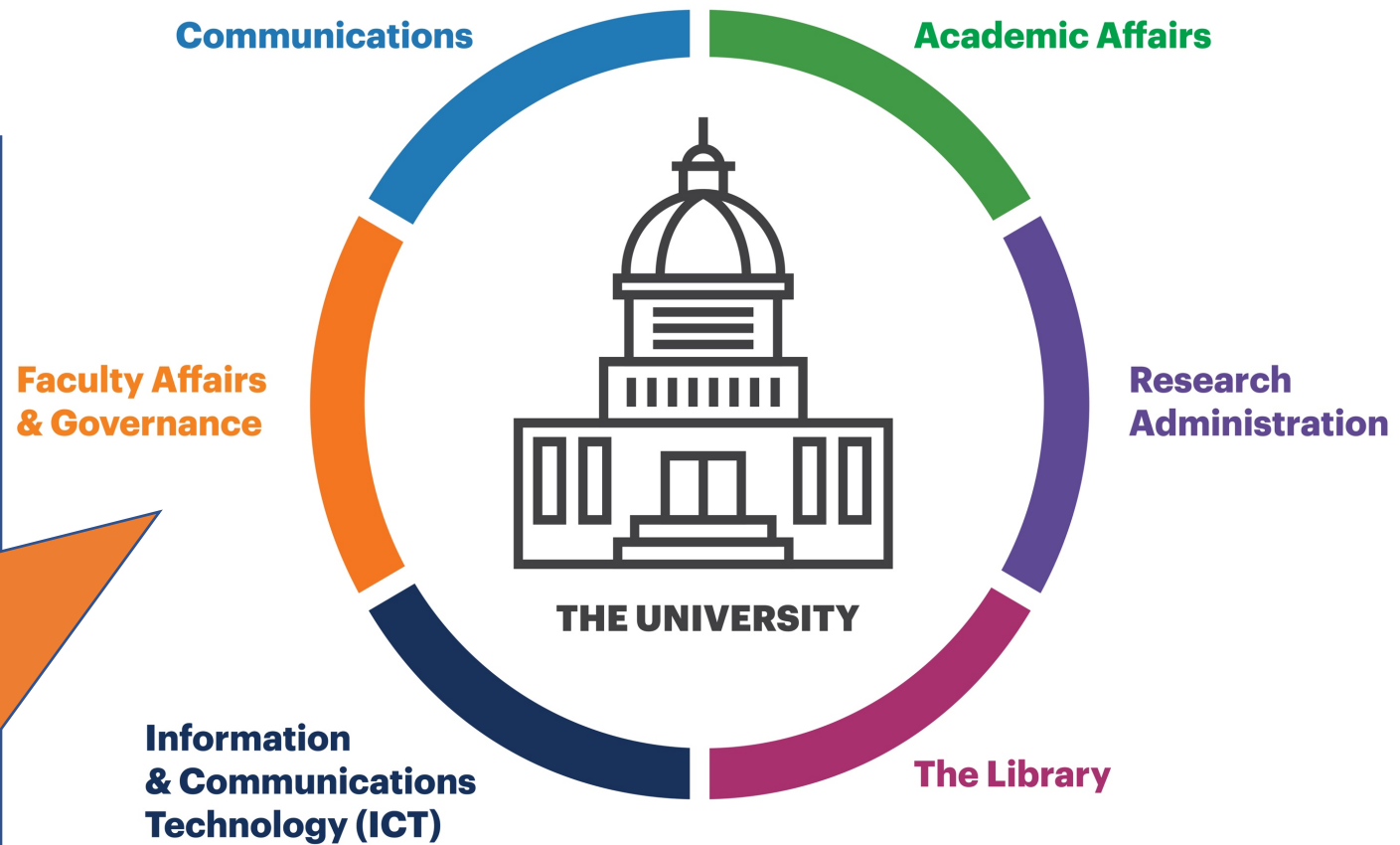


“We stay out of that. There are local division level and department level system administrators that have some systems that they spin up and we might guide people to them but it’s those folks who have the role of supporting them.”



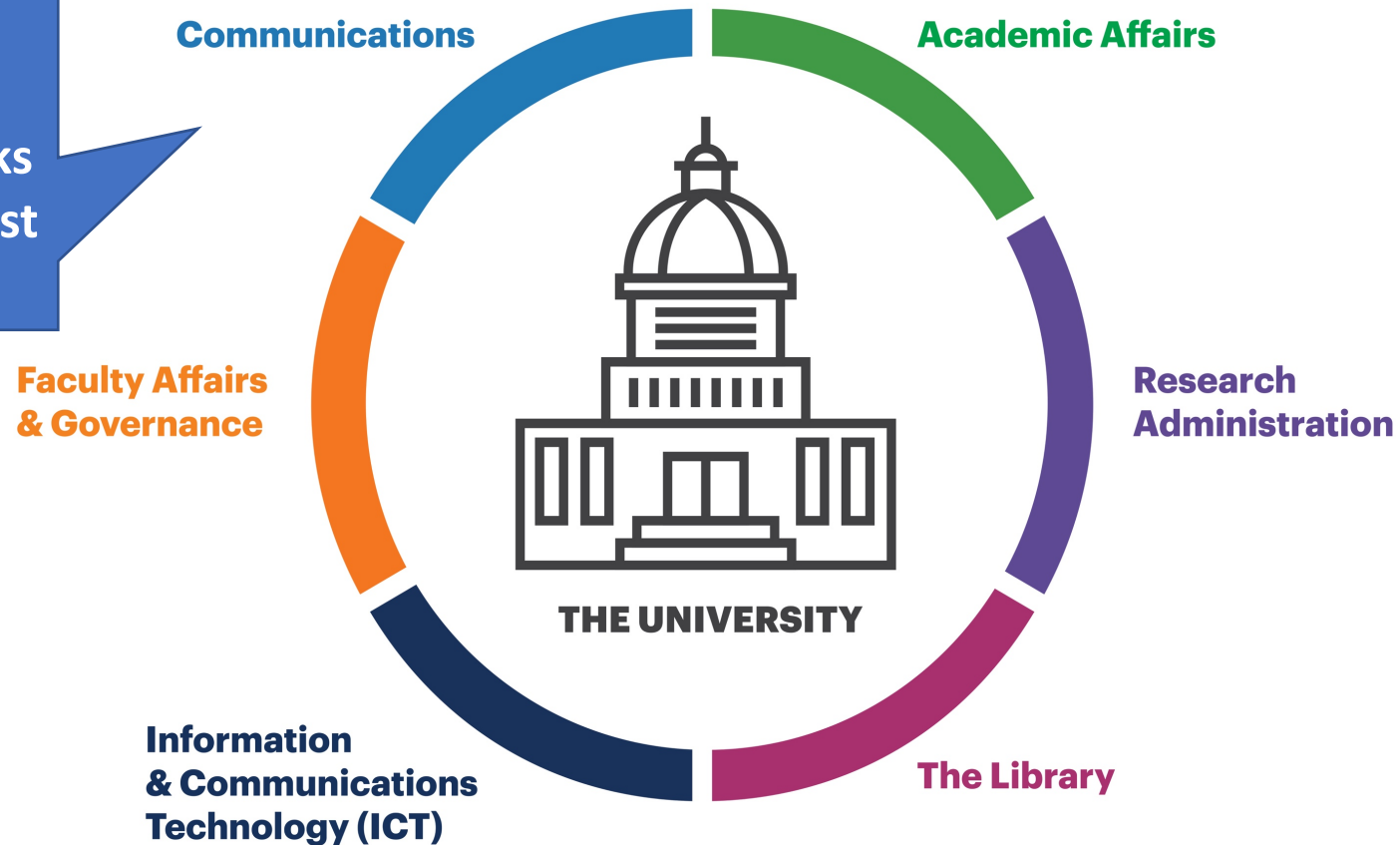
A Conceptual Model of Campus Research Support Stakeholders

“... the human touch and coordination behind the scenes to make sure that all the units are working together in the way that they should, that all the efforts are strategically aligned.”



A Conceptual Model of Campus Research Support Stakeholders

“that kind of connecting, communicating, developing of networks . . . is probably the most vital thing that I do.”



An aerial photograph of a large, open public square or plaza. The ground is paved with light-colored tiles and features a prominent geometric pattern of dark lines forming a network of interconnected triangles and polygons. A large, diverse crowd of people is scattered across the plaza, walking in various directions. The people are dressed in casual attire, and some are seen in small groups or families. The overall scene conveys a sense of a busy, public gathering space.

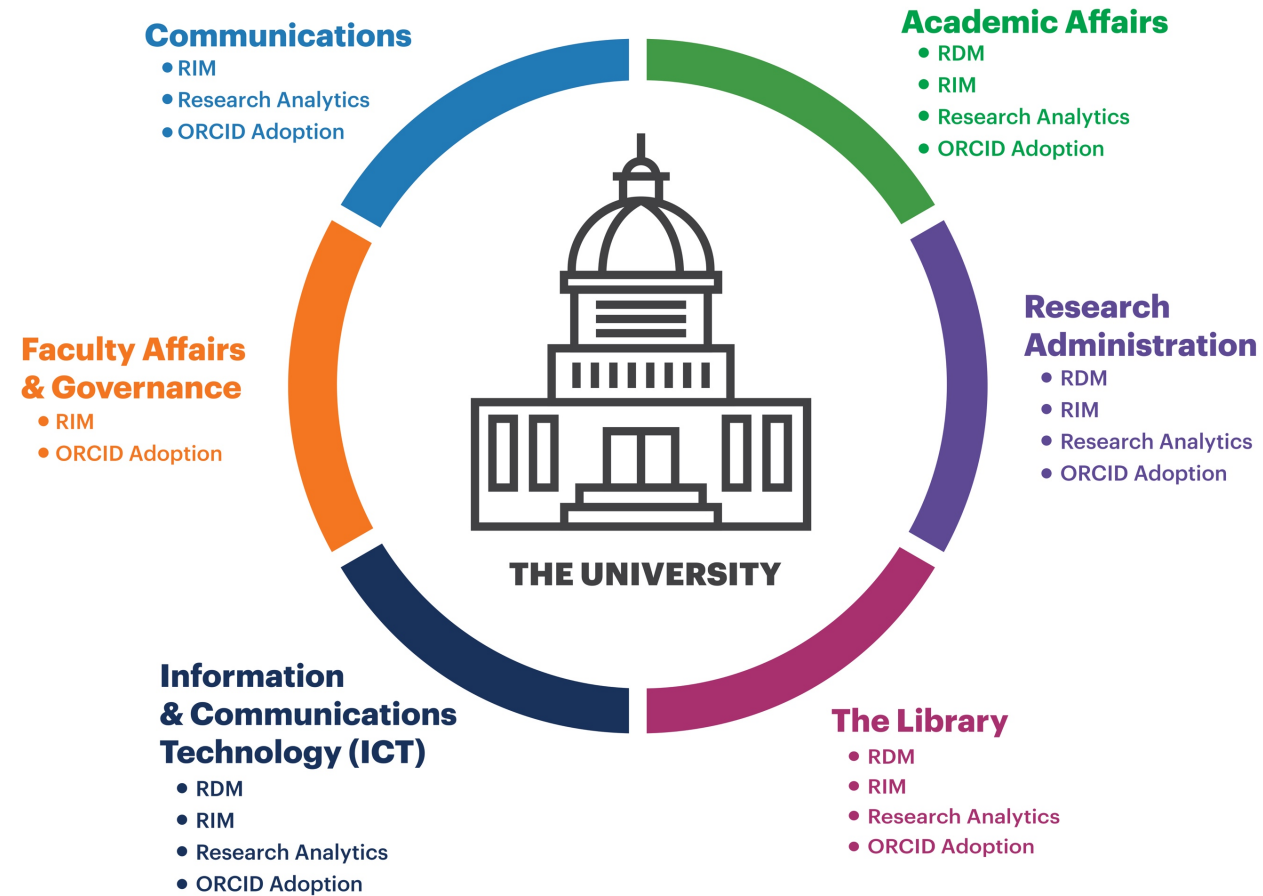
WHAT

Examples of cross-institutional collaboration in research support

- Research Data Management (RDM)
- Research Information Management (RIM)
- Research analytics
- ORCID adoption

“Research development has worked hand in glove with the library on the public profiles on our campus.”

Stakeholder Interest in Research Support Areas



Research Data Management

Significant investment in RDM services, resources, and infrastructure distributed across campus

Most relevant to:

- Research Administration
- Library
- ICT
- Academic Affairs

What we heard:

- Data librarian embedded in Research Office
- RDM training by Research Development through library commons
- RDM services housed in the Library, funded by Office of Research

“I don’t think that either the [research data management services or campus RIM system] would have been successful as library only. It’s been absolutely critical that they were backed by the [office of research] because I think that’s also helped keep it to be more of a campus-wide perspective.”

Role of the Library

- Central campus unit and **trusted, “agnostic” partner** for **sustainable** projects
- Recognized expert in
 - Metadata
 - Licensing
 - Vendor support/negotiations
 - Research impact/bibliometrics

“We CAN broker relationships, and that’s underrated.”



But . . .

- **Overemphasis on values** to the neglect of others' needs & interests
- Services/**value proposition can be diluted** by desire to "be everything to everyone."
- **Slow-moving**, less urgency than other parts of campus. Need to move at same pace as researchers.
- **Lack of confidence** among librarians can hinder effectiveness.
- **Discomfort with finances:** "unrealistic" desire for everything to be "free"

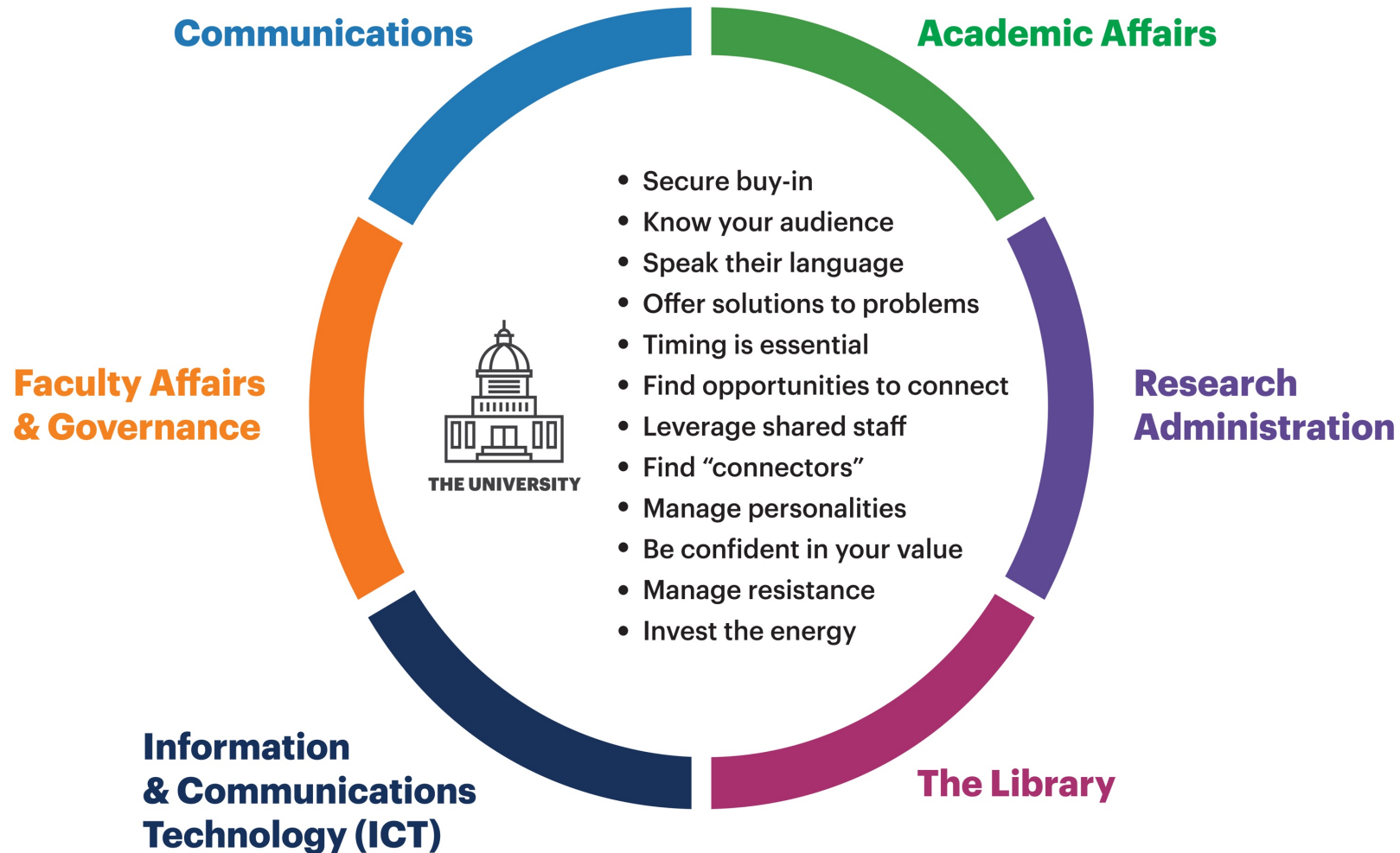
"Maybe . . . we are a bit brutal to [researchers] when we come with our mission and we want to skill them, that can be a bit frightening. It's about soft and political skills here."

"The library can be a neutral actor. We can be seen as being helpful, rather than saying you *have* to do Open Science."

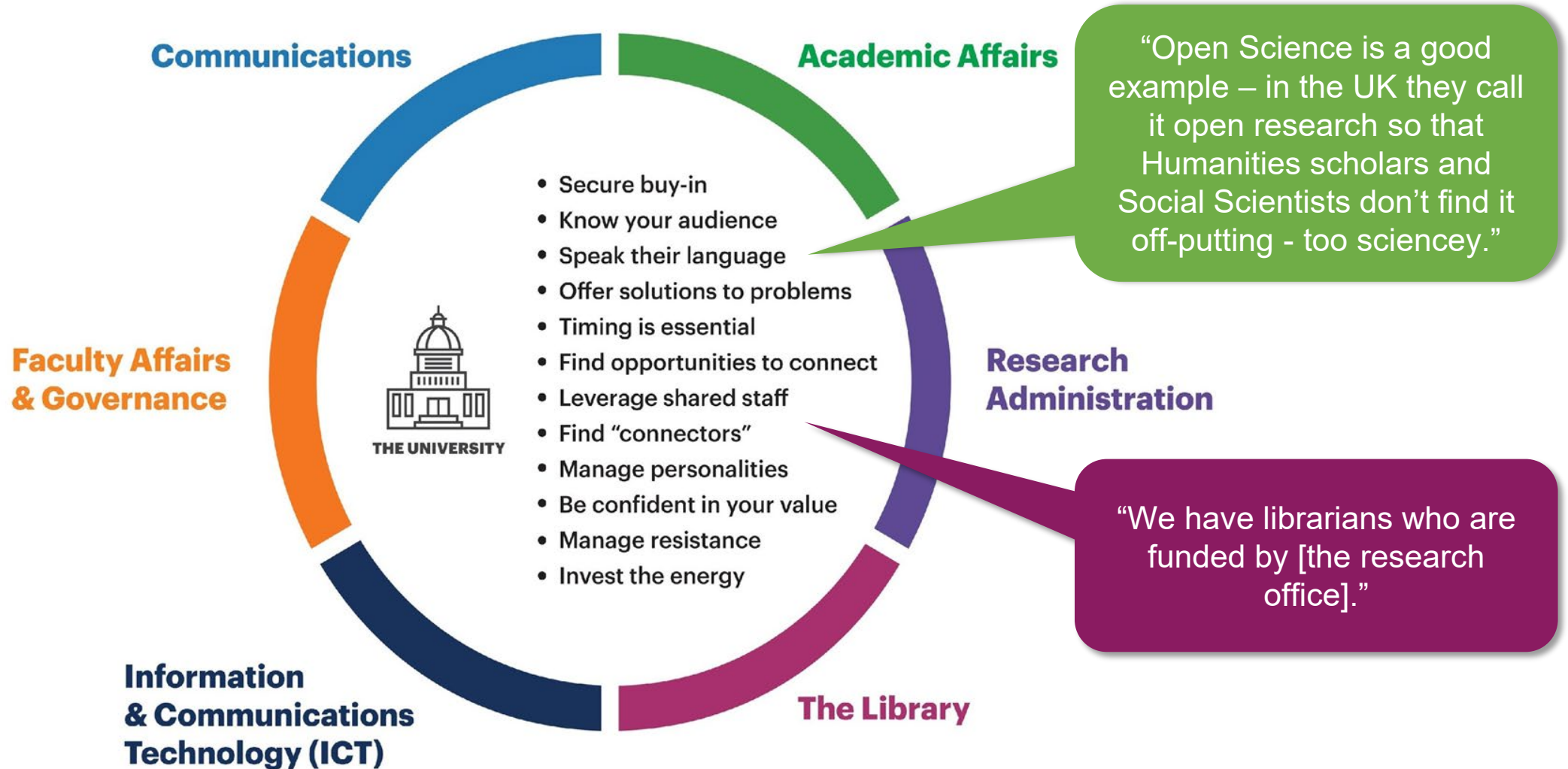
HOW



Key Takeaways about Successful Intra-campus Social Interoperability



Key Takeaways about Successful Intra-campus Social Interoperability



OCLC Research Library Partnership (RLP) Webinar Series: Social Interoperability in Research Support FALL 2020 – SPRING 2021

August 26

Cross-campus partnerships, the library, and the university research enterprise

September 10

Case study: Embedding librarians on interdisciplinary research teams at the University of Miami

September 23

Case study: Implementing a shared GIS position at Rutgers University through cross-campus collaboration

October 14

Stakeholder spotlight: Research development and synergies with the library

October 27

Stakeholder spotlight: Campus communications and synergies with the library

November 17

Case study: Providing Robust Research Support Services at Syracuse through Cross-Campus Partnerships

December 3

Case study: Supporting bibliometric and research impact analysis at the University of Waterloo

January 26

Case study: Supporting Budding Entrepreneurs in the Venture Lab at the University of Cincinnati

February 9

Case study: Developing & Sustaining RDM Services at Arizona and Illinois through Partnership with the Office of Research

All available at oclc.org/social-interoperability-project



Thank you!

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