

[Key links:](#)

[Introductions \(15 min\)](#)

[Exercise: Hard Truths in T&I \(45 min\)](#)

[Share results of the exercise \(30 min\)](#)

[Judith and Tom's notes](#)

[Prospective axes arising from survey observations \(30 min\)](#)

[Mission of The Academy: Internal vs External Priorities](#)

[Resources for The Academy: More vs Less](#)

[Impact of Social-Technological Change on The Academy: Slower vs Faster](#)

[Inequity in The Academy: More vs Less](#)

[Stakeholders](#)

[Functional Roles](#)

[Other Lenses](#)

[Axis selection \(60 min\)](#)

[Next step today: label the stories](#)

[Develop scenario narratives \(75 min\)](#)

[Share scenario narratives \(45 min\)](#)

[Next Steps \(60 min\)](#)

[Task Assignment \(15 min\)](#)

Key links:

- Workshop folder: <https://urlzs.com/F15yh>
- Focal question: Imaging the future of research, education, and scholarship in the next 10-15 years, and what will the role of federations be in that story?

Introductions (15 min)

1. Pål Axelsson (SUNET)
2. Tom Barton (Internet2)
3. Judith Bush (OCLC)
4. Alan Buxey (myunidays)
5. Dedra Chamberlin (Cirrus)
6. Sander Engelberts (OCLC)

7. Richard Frovarp (North Dakota State U)
8. Roland Hedberg (independent, OI DF)
9. Mike Jones (Microsoft)
10. Maarten Kremers (SURFnet)
11. Lucy Lynch (independent)
12. Laura Paglione (independent)
13. Chris Atherton (JISC)
14. Heather Flanagan (REFEDS)
15. Arnout Terpstra (SURFnet)
16. Albert Wu (Internet2)
17. Bradley Beddoes (AAF)
18. John Scullen (AAF)
19. Raja Visvanathan (INFED)
20. Mads Freek (WAYF)
21. Leif Johansson (SUNET)
22. Wolfgang Pempe (DFM)
23. Karen O'Donoghue (Internet Society)
24. Alex Lam (Hong Kong AF)
25. Takeshi Nishimuro (Gakunin)
26. Mikkel Hald (WAYF)

What does this have to do with federation? Federation does not exist in a vacuum. People's values, what they want to preserve in scholarship, feed into this. The elements you can bring to this are the narrative drivers to bring the work forward.

Exercise: Hard Truths in T&I (45 min)

Trust doesn't scale

Every identifier will be misused

You can't manufacture consent in asymmetric relationships

Stewardship is permanent (and may be irrevocable)

Nobody reads the small print

Context dictates disclosure – and may encourage shape-shifting

Affiliation is transient but identities may be persistent

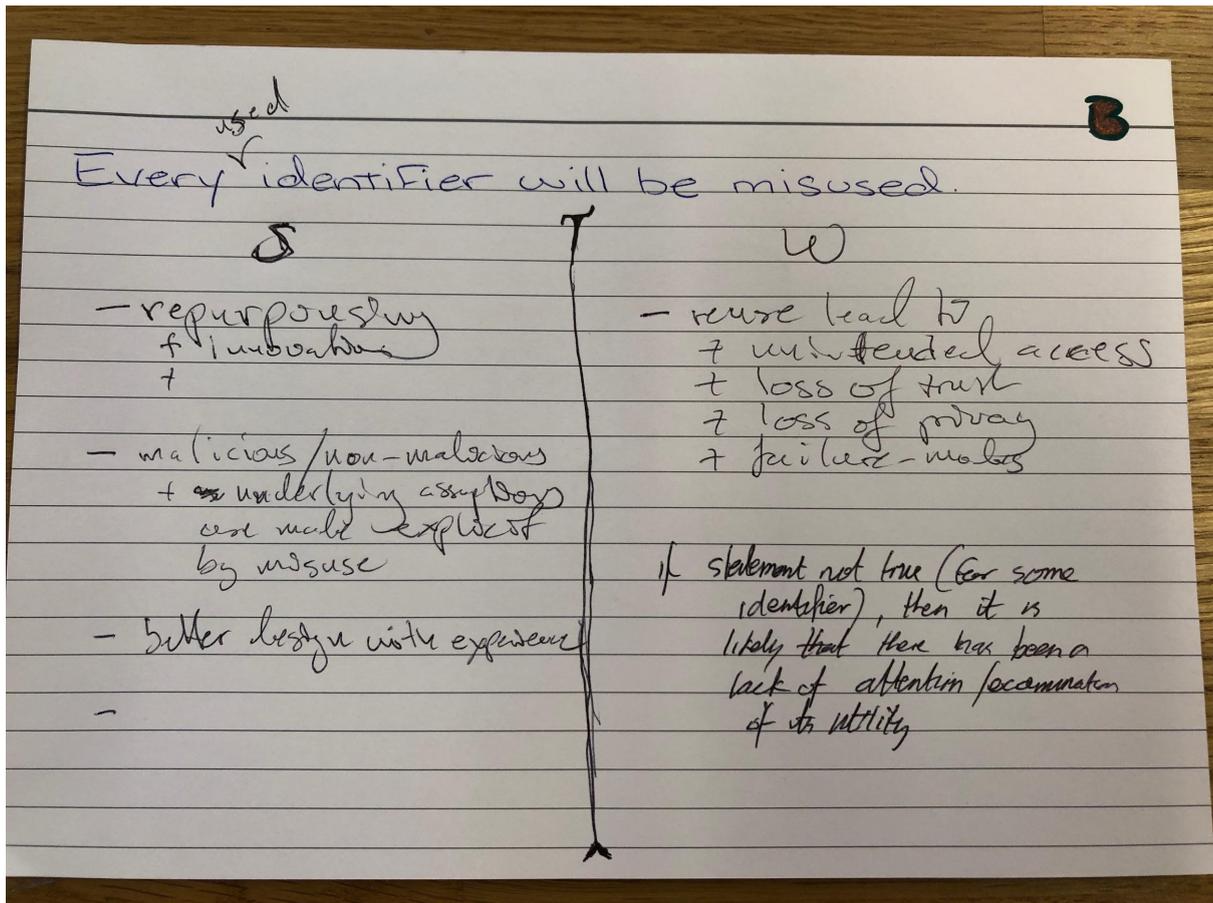
A chain of trust is defined by the weakest link

Share results of the exercise (30 min)

Trust doesn't scale

Team: Pål, Roland, Albert

First, they aren't sure they agree. If this isn't true, then what? What is the basis for trust?



Modified "every used identifier will be misused". If an identifier isn't misused, then we didn't understand how it might be used. There's a difference between accidental and malicious consequences. Example: email as ePPN. Alternatively, pairwise-id is not misused, but it's also not being used much at all

Challenges

1. Leads to unintended access, loss of trust, privacy, and unintended consequences
- 2.
- 3.

Opportunities

1. Repurposing leads to innovation and identifying underlying assumptions; that leads to better design
- 2.
- 3.

You can't manufacture consent in asymmetric relationships

Team: Karen, Alan, Dedra

C

You can't manufacture consent in asymmetric relationships

Opportunities

Challenges

~~More~~ New/emerging technologies & approaches to provide choice

Choice

Providing choice leads to ~~use~~ poor user experiences, loss of mkt share, lack of adoption

Providing transparency over what the fact gives users opt to change their mind

Transparency

How do you realistically purge the data

→ portability
Mobility of identity
Move central of SP.

Global/portable attribute stores

Susceptible to surveillance

- ~~Asym~~ Asymmetric - no balance - between user & provider - no choice
opportunity - more transparency - build choice

Transparency - see after the fact provides users opt to change/update choices

Providing choice leads to ^{poor} user experience (+ thus loss of market)

New/emerging technologies to provide more usable/effective choice

More global or portable identity - becomes more traceable - susceptible to surveillance

More global/trans border attribute stores ^{have} become an imped on how you access service - move control from SP - allows mobility of identity

Challenges

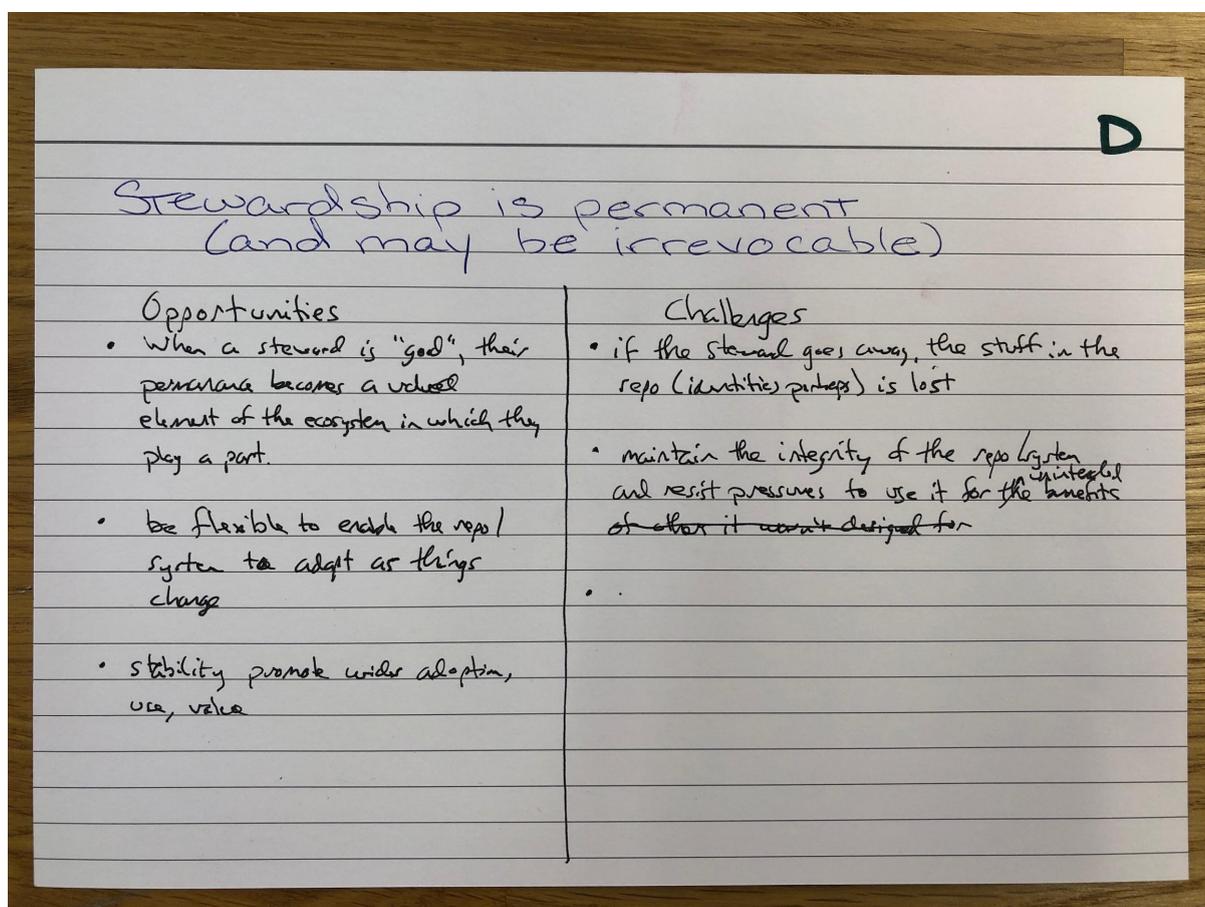
1. Providing choice leads to poor user experience, lack of user adoption, issues with market shares
2. Potential susceptibility to surveillance
- 3.

Opportunities

1. New or emerging tech that will enable more choice
2. Build an infrastructure that allows users to change their minds
3. Global/portable attribute store allow moving control from SP to other entities

Stewardship is permanent (and may be irrevocable)

Team: Maarten, Tom, Laura



Model: an identity store

Challenges

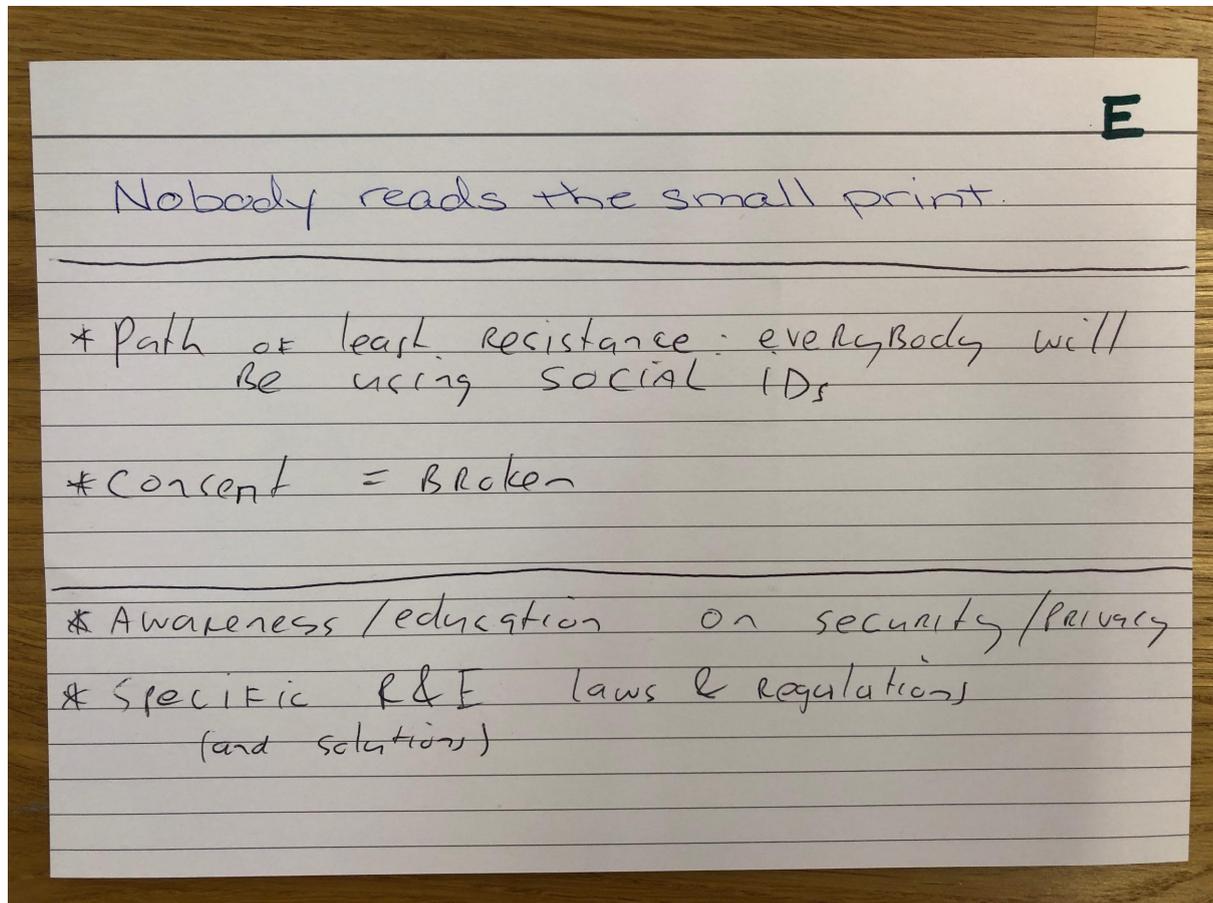
1. If it fails, consequences include loss of data, loss of entitlement, and recovery is hard
2. When you have something that's valued and large, you have an obligation to maintain integrity for intended purpose. Need to resist pressure to resist unintended use.
- 3.

Opportunities

1. When an identity store is well run, it's flexible, adaptable, valued element in a larger ecosystem

2. stability to promote adoption
- 3.

Nobody reads the small print
Team: Arnout, Sander, Mads



Challenges

1. Users will likely, in the next 5-10 years, take the path of least resistance (e.g., use social ID to gain access because they just work)
2. Consent mechanism is fundamentally broken, because people are forced into decisions for things they don't understand
- 3.

Opportunities

1. We should raise awareness and educate people, perhaps in the context of certain decisions but also about the privacy preserving benefits of federation
2. We could use more general guidance on sharing data in our sector (e.g., more things like CoCo)
- 3.

Context dictates disclosure – and may encourage shape-shifting
Team: Richard, Bradley

F

Context dictates disclosure - and
may encourage shape shifting.
opp Challenges

Educating users about attrs

Empowering users to make
good choices

Managing attr release

users being consistent
w persona selection

IdP / SP attr release
Trust

GDPR diff

Challenges

1. Managing the attribute release; Trust between IdP and SP
2. Laws and regulations that vary around the world
3. Having users be consistent with their choice(s) with different personas (so they can keep their data)

Opportunities

1. People will read the fine print and we can educate users; we can empower users to make good choices
- 2.
- 3.

Affiliation is transient but identities may be persistent

Team: Judith, John

Judith + John

G

Affiliation is transient but identities may be persistent.

OPPORTUNITIES

- Empower individuals to consent to affiliation (+ other) attribute release.
- Simplify access for the right people to resources, tools etc.
- Overcome limits & restrictions between tying an identity to scholarly outputs
- Remove the challenges of managing ids in institutions (BYO identity - supplement with edu attributes).

CHALLENGES

- Orgs that assert affiliation don't have the same capabilities.
- Sharing affiliation requires trust
- Standardisation, mappings & global vs. local roles.
- More nuanced affiliation & better response to transient relationship to institutions & groups.

Challenges

1. Organizations that assert affiliation don't have the same capabilities
2. Sharing affiliation requires trust; that trust reduces the further away you get from the center
3. Standardization mappings, global vs local (e.g., what is a student, what is a faculty); there is no global understanding, but there needs to be ability for localization
4. More nuanced affiliations; how do you assert "astrophysicists in Australia"?

Opportunities

1. Empower individuals to consent to affiliation and other attribute release
2. Access to things that you produced at one institution may remain when you move to another
3. Managing identities for institutions that don't do it well (BYO Identity might make things easier)

Q&A (Wolfgang): Discuss the concept of lifelong digital academic identity? They considered a lifelong identity, that you would bring an identity with attributes attached. Also a longitudinal that would allow people to determine past affiliations.

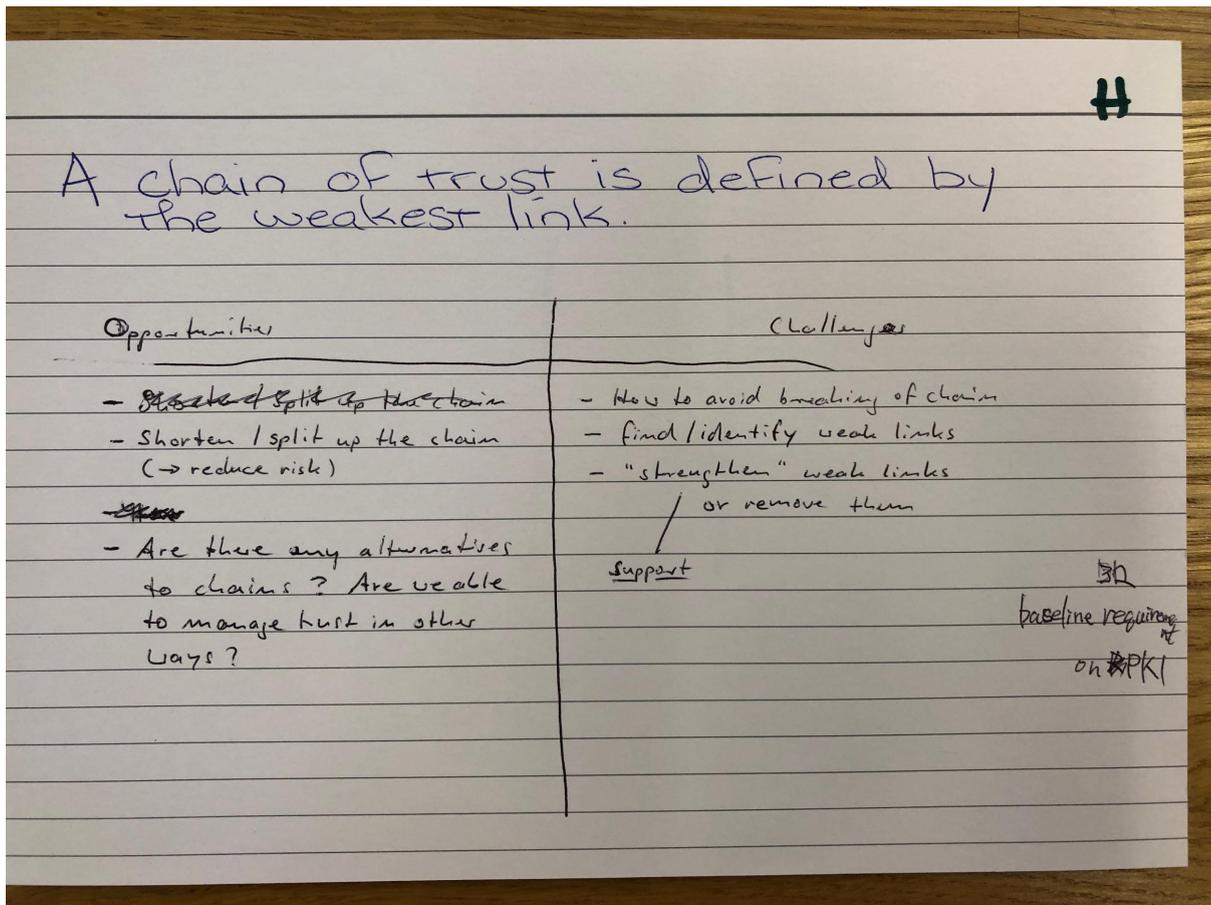
Q&A (Leif): Do users understand the difference between affiliation and identifiers? We understand the different, but don't think the users will ever really understand the difference. (Arnout) Have done focus groups on identity and education, and they come up with all sorts of things, but they never really think about affiliation. They think of themselves as claims not identifiers. (Albert) Individual person sees the world as contextual, and think of what's presented as different identities. (Judith) Persona management comes naturally people and they expect to have it. (Leif) It would be interesting to figure out if, when logging in with my institutional account, what different activities and behaviors result.

Lucy: several groups reported out user education, and some of that may be context signaling. (Leif) I don't have an intuitive feel for the right answer to this question. (Tom) We are natively used to asserting personas in an analog world; digitally we never take that into account. We just have A User, or A User In My App. (Judith) Users are seeing this in their use of social media. (John) Social identities are changing the expectation of having an identity per service. (Lucy) This is an identifier repurpose and slippage, which may not always be transparent. (Dedra) People can create new identities and do their own persona/context switching. (Alan) People will use different forms of identity (passport vs drivers license) depending on their level of trust, or the access that they want. The bad point is that when they move to a different institution, some of their identities (and therefore their access) disappear. The national identities are interesting - what happens when you emigrate to a different country?

Lucy: the eight truths were just off the top of her head. Are there other hard truths the group should think about?

- (Albert) Relationship of individual relative to resources/services. In the global fed scenario, same question exists between institutions and federations. Do we need to worry about those? (Lucy) This may be part of the narrative about research and scholarship; this may tell you what federations need to manage for
- (Dedra) Access to technology is not universal.

A chain of trust is defined by the weakest link
 Team: Takeshi, Wolfgang



Challenges

1. How to avoid breaking trust (would need to identify the link and remove/repair it; easier on a tech level than on a behavioral/contractual level; would need to shorten

the chains)

2. Need to think about any alternatives to chains of trust
- 3.

Opportunities

- 1.
- 2.
- 3.

Judith and Tom's notes

ACCESS not Universal

Defining trust: fractal, chained institutions ↔ groups ↔ individuals
reputational vs direct (chained communication)

SCALES

repurposing / (mis)using identifiers
innovates and reveals assumptions

Consent: choice ↔ complexity
or transparency; revocation

CONTEXT

Portable identity ↔ surveillance

Stewardship: resist repurpose
for integrity; risk of loss

"Just work" → unintended consequences

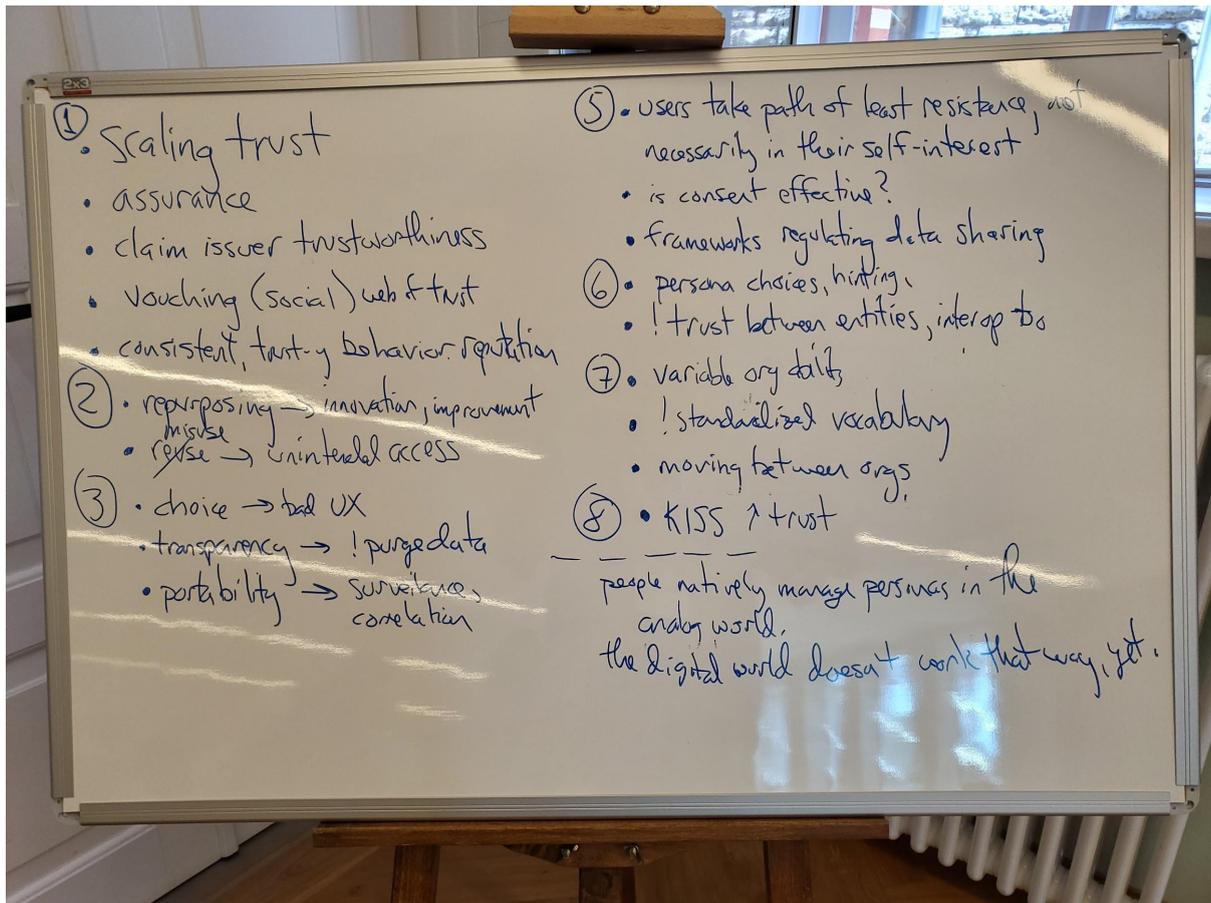
Responsibility to represent persons consistently

Attribute release → legal challenges

↳ TRANSIENT inconsistent → interrupt trust

MIGRATION consent

Single identity different persons context BYO identity



Prospective axes arising from survey observations (30 min)

Survey tensions:

https://docs.google.com/document/d/1TghNbv0AYnfdp_dsNFTCuYRwbq4lviM4KyAvI632tuM/edit

Mission of The Academy: Internal vs External Priorities

- How priorities are set in the academy

Resources for The Academy: More vs Less

- How much/many are available, and where does it come from, and how do you compete for them
 - This also can be viewed through the axes of the mission (internal vs external)

Discussion

(Leif) Gut feeling is that funding levels and resource availability is a secondary thing for the academy. It is a consequence of the problems they are trying to solve or the research they are doing. The type of challenges you face that generate issues for people like fed ops, may not vary as much as the resources spent as we assume. It is not necessarily true that it's more expensive to run a collab platform for physicists vs mathematicians. The actions we

choose will have consequences for our work; there's an underlying assumption that more/less resources will affect us, and just not sure there's such a direct link.

(Tom) for the access to be useful for us, it doesn't actually need to be a direct link.

(Leif) NOt sure what the chicken/egg is here. Are the resources driving what's studied, or is what is studied driving the resources?

(Alan) Is this where outsourcing will go, which would introduce its own constraints? (Lucy)

External priorities for funding would also go here

Impact of Social-Technological Change on The Academy: Slower vs Faster

-

Inequity in The Academy: More vs Less

- how are resources distributed

Stakeholders

- who has what stake in how things go? (these are the characters in the narrative for the scenarios)

(Leif) It's sometimes useful to separate into three parts: students, researchers, and PIs. PIs are a class of citizens on the organization of research rather than research itself. They related to the academy in very different ways.

(Pål) Individual, private researchers aka, citizen scientist and/or independent scholar

(Maarten) NRENs have a different role that needs to be captured (Tom) need to have something about service/support providers.

Functional Roles

- These are also sort of a character in the narrative. These can also be stakeholders, but they are also the ones doing.

(Maarten) what's the difference between science, research, scholarship? Scholarship & arts is distinguished from science/research. (Pål) Natural science, humanity science, is all science. (Tom/Lucy) Does this also cover, though, performing arts, etc. But we do need to be careful with the terms, for they are not global.

(Lucy) The motivation driving these actors come from the choices.

(Albert) Then teaching and learning should be two different actors, for they are opposing efforts

(Tom) Are academic publishers in the academy, or not? There are university presses, but others are outside. (Lucy) It's a mix, and peer review is an interesting tangent.

(Albert) while I don't consider Microsoft or Google part of the academy, we can't complete our ecosystem without defining how they participate in the academy

Other Lenses

- Miscellaneous category

Axis selection (60 min)

(Lucy) Remember the example from the axes in the plenary session on Tuesday - applied science to pure research, individual PI to laboratories, with resulting quadrants that have stories associated with them. E.g., what does it mean to be internally focused and slow? what does it mean to be externally focused and fast? where does trust fit in that? We're looking for the quadrants with the most stories.

(Tom) Some axes may pair together than others. We will only get two pairs of the four identified.

Four axes to start:

Mission: Internal (within a field) vs External (politics and regulation)

(Albert) This is a big item, too. International versus local are very different that impact the research and the technology and how it happens.

(Lucy) what's the likely overall shape to the academy, not just federation? What's the ability to collaborate? Are these the right words to get to that? (Judith) would boundaries and relationships be here or in change? (Lucy) Should this be open versus closed? (Albert) In certain fields, research funding comes from the national level. Then in others, funding comes from the private sector, which shapes research differently. We don't talk about those very much. (Lucy) There's a story here about influencers, and whether they are internal or external. (Albert) This may also have impact on applied vs theoretical research. How much control from funding agencies and how they impact relationships

(Tom) Funding agencies are one way that gov't influences what the academy does/doesn't do.

(Albert) depending on the field, there are different practices/conventions/culture (e.g., medical field vs research)

Resources: More (Options, Specialization) or Less (general purpose)

Change: Slow vs Fast

(Laura) this is important because it gives us a range of stories that show plausible stories that could potentially happen. There is a lot of churn in the world today related to the academy, and how fast it happens is going to be a huge impact to the future. (Leif) I agree.

(Lucy) Particular changes in scope, or change overall? e.g., changes in institutional affiliation and mobility, or government policy and institutional direction. (Laura) Money effects all if it, so it has to do with policy and with individual funders.

(Pål) does it have to do with individuals? (Laura) Change in general doesn't give individuals as much of a role. The nationalism/popularism is a driver of this.

(Albert) if we're talking about tech and social change, independent of research, could argue that those forces of change, change and influence the mission of the academy. (Lucy) Is that as change or pressure? (Leif) not all change is under your control.

(John) Is it more adaptation vs disruption and how you respond? (Leif) we tend to make the assumption that we're in control of our destinies, and that's almost never true, esp. in the academy. There's a link in resource use in reducing ability to impact the mechanics of what we do because we're part of larger structures.

Inequality: More (customization) vs Less (specialization) (Global <-> disciplines, minority<->Majority) status localized (PI) or share
(Pål) SUNET sees this all the time. We cannot do the same things everywhere.
(John) Inequity could subsume resources. Inequity is resources and more.
(Laura) Inequity also talks about disciplines. (John) Science vs art.

More general discussion:

(Leif) Mission and resource access aren't fully orthogonal, where mission and change is more orthogonal. (Lucy) Can we collapse mission/resource, inequity and change? (Leif) no, there is not a

(Alan) Change is an outcome or a pressure, not a choice in and of itself.

(Laura) Is this a change in an individual organization, or in the overall environment? (Lucy) if you think about critical uncertainties, things you can't control for, that's what you're looking for when you make choices. Change, slow vs fast, may be a result of any of these uncertainties. Change may just be a lense on the different access

(Lucy) If you took More vs Less, Internal vs External, what story would you tell about Mission?

(Tom) Internal = academy is deciding what to do, E is being told what to do (?)

(Judith) Internal mission is the student making the choice

(Leif) you can imagine narratives in each quadrant, but it would be really nice to discover something new, rather than rediscovering what people already say

(Lucy) Story title in these quadrants could be "Every student gets what they want" "Every student gets only a baseline" "We do everything Nike says", etc. What story do we want to be true, what elements will we have to cope with - that's future work.

(Dedra) Shifting internal to individual choice collapses this somewhat into change.

(Lucy) What if we shift individual to autonomy? The autonomy of the academy to set the agenda on work, versus influence, corruption, coercion (aka, directed). Coerced could be one of the scenarios when it's dictated and constrained in some way; directed can be on the high end of the scale, in that it's well thought out but with conditions on the funding

(Tom) likes the term "agency" for this axis

(Lucy) For the other access, should this change to open vs closed? (Tom) Can see directed and more/less equity. Equity could be that skew.

(Richard) What is equity? If we all go to no funding, that's equitable but will not work.

Resources has to tie into this. More equity doesn't necessarily mean more resources. (Lucy) Alternatively, starved and well-fed, and title for the skew would be equity/inequity

(Judith) Is equity/inequity also a story of trust? When there are resources, is there more trust?

(Lucy) Could see starved for resources and autonomous could be a stone soup story; everyone has to put a little something in the pot to get the best overall outcome.

(Pål) In Europe, we talk about open access publication or closed publication, also applied to data. It's somewhat directed, but it's not directed that way. It's more about how you present things. If you have not as much agency and you're starved, that might be a more "dependent on others" story.

(Laura) struggling with starved/well-fed describes individuals in the ecosystem. If it was instead "more participation, less participation" it would cover more the whole ecosystem

(Lucy) if participation is the metric, then the story would be about privileged players and open academy.

(Karen) What about opportunity?

(Albert) Trying to figure out cause and effect relationships. Are we trying to describe the constraining of open/closed participation leads to financial implications? Or the reverse? Or something else? (Lucy) trying to come up with drivers and poles that help you create interesting stories. Opportunity is better than equity if you want open/closed.

(Alan) If you look at organizations, well funded or not, but within the organization it will still be different. If we look at the federation lens, we might see this entirely differently.

(Albert) It feels like whoever is calling the shot, then the vertical access makes more sense to define it on open/closed.

(Karen) If you do opportunity (narrow, full) gives you a spectrum, where open/closed is more binary. With a spectrum, we can talk about levels.

(Richard) Resources is implied in opportunity as well.

(Tom) A story that connects the dimensions: trying to fund research on infectious diseases. You have to do a lot of work in parts of Africa. The NIH cannot, because of directive forces, just send money there. So instead, individuals, or the academy, create independent non-profit entities that can act as a conduit for researchers hired with money by the NIH. That's harder than it has to be, but that's the way directed axes impacted the opportunity.

(Leif) These are not item vectors. That makes this hard.

(Pål) company and public is also involved here

(Judith) In thinking of some of our questions, the surveys, there were questions about the boundaries. How rigid are they? How broadly do we trust? Where we have stories that say different things about trust and boundaries are likely to be valuable for us.

(Chris) When we try to figure out the Y axis, it's hard to figure out one that has THE most impact. In reality, there are more than a pair of axis. (Lucy) People who do that kind of scenario planning take over a year to do; we don't have the resources for that kind of activity.

(Albert) Understanding that there are many other possible Y axes, and that we only have two hours for the first quadrant diagram, can we just pick one that we can make progress on?

(Laura) Understand now that you're talking about how resource the ecosystem is. It's about how it flows through the ecosystem. That means opportunity is a better word

(Lucy) then what should be the end points? (Arnout) Top should be the sky is the limit. (Tom) What opportunities do you have to get the resource? The ability to play ball with everyone else, or you are unable to avail yourself of the opportunity.

(Karen) Limited and robust as possible endpoints for opportunity?

(Alan) Less and More

(Laura/Karen) Limited and Abundant

(Leif) Economic tension is required

Next step today: label the stories

Expecting a narrative for each story. "Once upon a time, this happened, in this way, with these consequences". Think about the ramifications for federations later.

Autonomy and Abundant Opportunity

(Leif) The Classical Greek Academy - anything is open to study, and you can do whatever.

(Lucy) So, the Erasmus Academy

(Laura) **So Many Choices**

(Roland) Reinvent the Wheel

Autonomy and Limited Opportunity

(Judith) Global Standards

(Lucy) it is a sharing story, a Stone Soup story, a democratic/socialist story

(Laura) Scrappy Wins the Day

(Leif) in an academy, resources are distributed according to merit, not need. It is peer-reviewed science. It's competition.

(Judith) It's also survival of the fittest

(Karen) What about unexpected innovation

(Richard) It's a free-for-all, do whatever you can do to make it work

(Alan) It's your source of disruption

(Lucy) Opportunistic

(Albert) A story of survival

(Laura) By my wits, **I will survive**

Directed and Abundant Opportunity

(Karen) The World Solves Global Warming

(Albert) Mission to Mars (Lucy) assumes little autonomy for what needs to happen; you want this to be a generative story, not a reductive story (Leif) With the Apollo mission, you had a strong vision, and it had knock-on effects

(Laura) **Mission Accomplished**

Directed and Limited Opportunity

(Laura) Just Play the Game

(Lucy) Just tell me what to do

(John) Jump through the hoops

(Karen) If directed but limited is done right, you get a multiplier

(Lucy) **Multiply or divide**

(Tom) Who's agendas are being served? (Karen) that's what you'll need to develop in the story

So many choices

Team: Karen, Takeshi, Sanders, Mike, Mikkel

Mission Accomplished

Team: Leif, Albert, John, Alex (Raja joined later)

Multiply or Divide

Team: Mads, Alan, Maarten, Laura, Roland

I will survive

Team: Arnout, Chris, Richard, Dedra, Pål

Develop scenario narratives (75 min)

Share scenario narratives (45 min)

~~So many choices~~ - Tinder for collaboration

Team: Karen, Takeshi, Sanders, Mike, Mikkel

See Autonomous-Abundant WG folder

Mission Accomplished

Team: Leif, Albert, John, Alex, Raja

https://docs.google.com/document/d/1-5_9PDMSHQjN9vVdlykdToaLT7VTqHhBXw1sRdZpA8/edit?ts=5d0b8dda

Multiply or Divide

Team: Mads, Alan, Maarten, Laura, Roland

See Directed-Limited WG folder

I will survive

Team: Arnout, Chris, Richard, Dedra, Pål

Needs to be transcribed

I will survive.

Jenny is an archaeologist and she's a heavy drinker. ~~She's got a good gig, working in American Samoa analysing stone tools for shape, size, use, markings~~ you start to get the idea why she drinks.

And one night at the pub she met a geologist. They both got talking about what they do and both thought "What a great idea" I'll give you my tool I've found if you can tell me where the stone is from. This person's called Alfred. Now Alfred had a look at the tool and realised the stone wasn't from that island.

So he went to the shore and pulled a favor from a boat owner and sailed across to the other island. He met Angela who is ~~a~~ a geologist over there. And this went on a couple more times. But he was really missing the pub. He thought "I need a better way of doing this". So he asked the boat owner who was going to the islands my way to pass on a message to his friends for help. Via this boat, they started collaborating. They just used what they had available. And they started to agree on how the data was to be organised across these different disciplines. They managed to build the tools they need through consensus. ~~And~~ And they all spent many more nights in the pub.
The End.

Next Steps (60 min)

These stories are the groundwork for a second iteration for refinement. Process will be to take these stories and continue to work them to get a harmonized set of stories. Everyone who participated is invited to continue working on the refinement, which will be input into the Fed 2.0 WG. Some of the stories may get more participants directly from the working group. Some of the refinement work will be to incorporate additional stakeholder actors and roles, and motivations. Some are forecasting so many steps and iterations, they'll probably be pulled back into a more concentrated story.

The work for the Fed 2.0 group will be to get the stories refined enough to be strategically informative for federations.

Tom is thinking about future phases and methodology that the WG will need to follow to progress the work. The story that's an allegory can be extrapolated, combined to the right use case, can be used to really highlight some of the stakeholders.

Round table feedback

One thing that worked, one that didn't, and something you'd like to see in the future

Mads:

Was afraid it would be too abstract to the issue at hand, but it worked. It was a nice experience.

Leif:

Good process. Would have helped doing it another time around would be much easier. Was not prepared for this, so hard to get brain wrapped around it. Would have helped to spend two or three days around it. First day of more getting your mind in the write place, then more work.

Karen:

Worked better than expected; surprised we ended up with four fairly coherent stories. Would have liked more time.

Maarten:

Thinking out of the box was a nice experience. Span of attention was a bit of a challenge. Two half-days would have been better. Would like to see that these stories have impact

Arnout:

So many different people, backgrounds, perspectives was good. Facilitation was very good.

Takeshi:

Continue to think

Albert:

Varieties of experience and background worked well. Keep thinking about this academy research, but there were so few here directly engaged in teaching and learning, research. Can we repeat this with a different set of actors in the room. Maybe the timing relative to the conference; tail end is both good and bad.

Mikkel:

Too little time to feel comfortable with the task

Pål:

As part of the WG, hadn't quite understood what we were going to do today. It is a totally different way of doing things that I'm used to. Doing something different after a week of conference was good, but definitely tiring.

Chris:

Really liked the format. This concept, a collaborative way to define things as a group, worked well. Would liked to have had more time to do it. Would like to see the outcome

Dedra.

Worked well to be all here in person. Having it concurrent with the conference was good; not sure how it could have been done before hand, but it was tiring. The stories by themselves will be fairly abstract, but with the axes they tell a good story

Richard

Tom's distillation of the WG thoughts going into it really helped. Since this is in the wheelhouse of faculty/researcher, would like to get their thoughts if they were in the different quadrants

Sander

More time. Maybe an intro online session first so we had more work time.

Alan

Exhausted at the end of the conference. A key foundation of any sci fi is grounding in actual fact. Lots of good environmental creativity.

Laura

Was nervous we wouldn't get to the end; pleasantly surprised that we did. In the future, would change the group diversity (more perspectives). Maybe a CIO from a university.

John

Was pleasantly surprised that we got four coherent stories. This is not easy work. Given the constraints, good outcome

Raja

Focus on what he'd like to see in his federation, and support from his government

Roland

Really like to continue the story. The trust while building the story, the creativity of the group, was profound. Having small groups was good.

Mike

Credit Karen for pivoting at the right time from the big note sheet to a collaborative google doc; we changed from idea generation to creating a narrative. The amount of time overall was about right. Having resource limits will force you to make choices. Not sure we can have gotten a better result with an additional hour. If we had spaces where we couldn't hear each other would be better.

Alan

Appreciate time to get more info to new federations, so new federations don't have to reinvent the wheel.

Task Assignment (15 min)

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