

Strategies for Increasing Researchers' and Institutional Ranking and Visibility

Christopher Alexander Udofia, Ph.D.

Department of Philosophy
christopherudofia@aksu.edu.ng

Abstract: This intellectual piece with the title, Strategies for Increasing Researchers' and institutional Ranking and Visibility, is aimed at providing a panoramic investigation, exposition and impact of the “visible or vanish” research mantra which has created the visibility crisis in the knowledge industry. Departing from the premiss of an established correlation between research visibility, research citation and research impact, the work emphasizes the crucial role the power of digital technology plays in the diffusion of research outputs and optimizes the ideas of various experts into two manifold strategies for overcoming the visibility crisis, namely; Strategies for Researchers' Visibility and Strategies for Institutional Ranking and Visibility. In its conclusion, the paper sustains the thesis that the looming “visible or vanish” mantra and the associated problem of visibility in the academia can be successfully liquidated if actors in the research industry implement the strategies articulated in this work.

Introduction

Contemporary research economy has shifted the paradigm from the traditional “publish or perish” mantra to the new “visible or vanish” mantra. The visibility mantra is an inescapable imperative in the present global knowledge ecosystem whereby four million+ researches are published every year and the Appointment and Promotion of academics as well as the ranking of Universities are partially conditioned on visibility ratings. The astronomical increase in scholarly outputs has not only made it difficult for authors to attract attention to their publications but has created a looming crisis called the Visibility Crisis. In this state of affairs, every invisible author or institution can potentially “vanish” analogous to the case of the needle in a haystack.



Needle in a haystack

Scaling down to Nigeria with a population of over 200million people (*Worldometer*, 2024) and about 273 Universities (<https://www.nuc.edu.ng/nigerian-univerisities/private-univeristies>) it is

incontrovertible that Nigerian academics have churned out a plethora of researches from various educational institutions. Ironically, most of the researches generated over the years in Nigerian Universities are residing in many repositories with very few researchers having access to them (Christian, 2008; Ezema, 2010). The major impediment that prevents the discoverability of these researches by researchers is the problem of visibility.

➤ What is Research Visibility?

Research Visibility is a measure of the degree of presence and magnitude of circulation of the research output of a researcher or an institution in the public domain. The visibility of a publication is judged by the number of times the research is read and cited by other authors and how much the work contributes to the growth of human knowledge. It is essentially employed as a reliable indicator of the productivity or impact rate of an author or institution. The Communication or Diffusion Theory is one of the theoretical frameworks for justifying research visibility. This theory was propounded by Everett Rogers in 1996. According to Rogers and Singhal (1996), diffusion refers to the communication of innovation via certain channels over time among the members of a social system. Based on Rogers' theory, therefore, research visibility is synonymous with research diffusibility and can be defined as the rate of diffusion of a research work in the knowledge ecosystem. There is an established correlation between research visibility, research citation and research impact as seen in the pictogram below:



Research Visibility and Impact Center (RVniC)
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The infographic shows that increased visibility leads to increased citation which ultimately results in increased research impact. Consequently, it can be inferred without contradiction that visibility is the bedrock for citation and research impact.

➤ Digital Competence for Academic Excellence

The 21st Century has emerged as a digital age and has birthed a plethora of digital technologies which have ubiquitous influence on the human being. The increasing amplitude of use and application of digital technology in solving problems have made the possession of digital literacy and digital competence *conditio sine qua non* for functioning in the digital age. The concepts *digital competence* and *digital literacy* are cognate terms that have acquired increased usage in the public domain and in Higher Education (HE) research since the wake of the digital age. Though the two terms are often used synonymously, but there is an underlying difference between them. The term *digital literacy* as first used by Paul Gilster is defined as “the ability to understand and use information in multiple formats from a wide range of sources when it is presented via computers” (p: 1). *Digital Competence* on the other hand, according to the 2012 Ferrari report is defined as a “set of knowledge, skills, attitudes, strategies and awareness which are required when ICT and digital media are used to perform tasks, resolve problems, communicate, manage information, collaborate, create and share content, and build knowledge in

an effective, efficient and adequate way, in a critical, creative, autonomous, flexible, ethical and a sensible form for work, entertainment, participation, learning, socialization, consumption and empowerment” (p. 3). In a nutshell, it could be gleaned from the definitions of the two concepts that digital literacy has to do with the acquisition of general computer know-how while digital competence specifically refers to possession of specific digital literacy skill set needed for the utilization of ICT and digital media to solve specialized problems. The possession of digital literacy and digital competence capacities by authors are the required desiderata for achieving research visibility.

a) Strategies for Research Visibility

In the contemporary academic ecosystem where knowledge production and dissemination have been totally transformed through the power of digital technology, achieving research visibility goes beyond adopting the traditional strategy of publishing in reputable journals and presentation of research outputs at conferences. Though this traditional strategy is still foundational for research visibility, the dawn of the digital era with its astronomical research potentialities, has presented a new challenge on scholars and academic institutions to evolve innovative strategies that will harness the powers of digital technology in ensuring that research outputs resonate and reverberate across the academic cosmos. Though in this work, most of the substantial pieces of literature produced on the diverse measures and strategies for enhancing research visibility have been reviewed, however, the ideas of Nader Ale Ebrahim et al (2013, 2014, 2017), Val Hyginus Eze et al (2023), Sabitri Majhi (2023), C. P. Uzuegbu et al (2023), Batubara et al (2023), Ibrahim Shehata and Khalid Mahmood (2020) etc on the subject matter will be distilled, synthesized and optimized into two major strategies for research visibility, namely, *Strategies for Researchers’ Visibility* and *Strategies for Institutional Ranking and Visibility*.

➤ Strategies for Researchers’ Visibility

The visibility strategies for researchers under consideration here will be anatomized into two categories, namely, the *Pre-Publication Strategies* and the *Post-Publication Strategies*.

A) Pre-Publication Strategies

➤ Author Identity Disambiguation

It is instructive to note that bibliometrics databases like Scopus, Web of Science, Google Scholar etc and altmetrics platforms like Twitter, Facebook, Indeed as well as other academic social media blogs make use of author names to connect with their publications so as to compute the visibility and citation ratings of the works associated with the authors. This process is greatly hampered in a scenario where an author publishes using different name combinations or variations. Authors who may have used different name variations in their publications should optimize and disambiguate their identity by stating all the name variations with which they have published in their Google scholar profiles. Name disambiguation is crucial in distinguishing authors who share similar names. It is advisable to consistently maintain one standard name arrangement in all your publications for easy linking by the electronic visibility and citation metrics databases.

➤ Create and Curate your Research Profile in academic and other Research Platforms

A researcher profile is a publicly accessible digital template or a web Curriculum Vitae which contains professional information about a researcher’s career and research accomplishments with the main objectives of enhancing the visibility, citation as well as showcasing the impact of the researcher in the global intellectual cum social sphere. Creating a web based academic profile in different profiling platforms is an active means of self branding which builds the scholarly reputation of an academic. It is pertinent to state that the first place that a researcher’s profile ought to be created is in the website of the institution to which the researcher is affiliated. Lamentably, most Universities in Nigeria, including our dear University do not have functional

and adaptable web profiles of their academic staff. Some of the benefits of having a research profile include:

- ✓ keeps track of your publication list.
- ✓ increases the visibility of your research.
- ✓ improves your chance of being cited.
- ✓ provides citation count and impact metrics.
- ✓ Ensures accurate attribution by solving the issue of name ambiguity.
- ✓ connects you to new collaborators / funders.
- ✓ increases your employment opportunities.
- ✓ increases your standing within your field of study.
- ✓ links your work from different sites to one place.

Highlighted below are few of the major, highly patronized academic and social media research platforms for creating research profiles:

1. Scopus Author Profile

This is an author identifier profiling tool used exclusively by Scopus database. Scopus is an online platform founded by Elsevier in 2004. It automatically assigns a Scopus Author ID to an author who has published at least one paper in any medium (journal, book or conference publication) indexed in Scopus and generates researcher profiles that are compatible with ORCID. Apart from automatically generating author profiles from the details of the authors' work indexed in Scopus, it also supplies important bibliometric analysis which displays the usage (downloads, HTML views), captures (bookmarks), mentions (blog posts, comments, Wikipedia references), attention in social networks, and citations beyond Scopus (<https://blog.scopus.com/topics/plumx-metrics>). Though Scopus is described as the oldest author profiling platform, it has some limitations, as Scopus "profiles may contain technical errors due to automatic data processing and generation of more than one identifier of the same author, a problem that can be overcome by regularly monitoring updates or merging two or more profiles by request of users" (López-Hermoso C, Gil-Navarro MV, Abdel-Kader-Martín L, Santos-Ramos B. *Online platforms and social networks for the creation of research profiles*. Farm Hosp. 2020;44(1):20-5)

2. ORCID (Open Researcher and Contributor Identifier)

ORCID is a Persistent Identifier (PID) created in the year 2009 through the collaboration of publishers of scholarly research to address the challenge of author name ambiguity resulting from the use of different name combinations, possession of similar names by different authors, change of name due to change in marital status etc. Once a researcher registers with ORCID (accessible on <https://orcid.org>) the researcher will be given a unique 16-digit identifier number that distinguishes the researcher from other researchers and permanently links the researcher to h/her research outputs. It is advisable for an author to embed the ORCID number into other research profiles created by the author in other platforms, add it to every manuscript submitted for publication, include it in email signature, web pages and business cards for hitch free author identification and accurate research attribution. Though ORCID ID is free and can be used across multiple platforms to identify authors and connect their researches, it is however limited in that it does not contain author bibliometric analysis.

3. Web of Science (WoS)

Web of Science, previously known as Publons, is a collection of publication databases from Clarivate Analytics. The Researcher ID used in WoS was previously created by Thomson Reuters and was later integrated with the WoS platform. WoS integrates with ORCID and allows

you to select the publication to appear in your Web of Science record, and to track your citation metrics, peer reviews, and journal editing work. An author's profile on web of science is public and visible to anyone who searches for the author's name on the site (webofscience.com). WoS is however limited in that an author will have to pay subscription fee to access its premium package.

4. Google Scholar

The google scholar author profile and citation page was established by Google in 2012 as a free scholar profiling tool for individual scholars. It is rated as the most commonly used profiling platform by scholars (Mondal H et al "The h-index: Understanding its predictors, significance, and criticism" 2532) mainly due to the unpaid access status to its premium contents like citation metrics and all the available scholarly online publications in its database. It is instructive to note that most Universities in the world, including our University, make use of the citation metrics in Google scholar as one of the benchmarks to determine the suitability of an academic for appointment and promotion. The flipside of this platform according to López-Hermoso et al is its "lack of filter on low quality and irrelevant works, absence of a thesaurus to systematize searches, and lack of protection against manipulations and increased citations to upload seemingly false quotes from the Internet. It should not be forgotten that the high penetration of the so-called "predatory" journals damages the reputation and reliability of this platform" ("Online Platforms and Social Networks for the Creation of Research Profiles" 24). Aside the major author profile platforms discussed above, the other useful academic social media network for creating research profile include: ResearchGate, Academia.edu, LinkedIn, Mendeley, Kudos, Impact Story etc.

➤ Embed your Institutional Affiliation in all your Papers

The physical address of the author's institution as well as the institutional email address provided by the institution for the author are some of the metadata required by author profile platforms for creating author profiles and academic journals for the processing and publication of articles. C. P. Uzuegbu, & U. Arua (2023) observe that embedding author's affiliation information on research works will not only enhance the visibility of the author by eliminating the fog on the author's identity but will also increase the rating of the author's institution because an increased citation of an author leads to increased ranking of the author's institution.

➤ Optimize your Titles, Abstracts and Keywords

The novelty of a research title, the technicality of its abstract as well as the relevancy of its keywords are elements that can improve the discoverability of researches by search engines. Craft clear, descriptive, and informative titles for your publications. Use keywords that accurately represent the content and relevance of your research. Similarly, write comprehensive and concise abstracts that summarize the key findings and contributions of your work. Identify and incorporate relevant keywords throughout your publication. Consider the specific terminology, concepts, and phrases that researchers in your field are likely to use when searching for related work. Formatting your researches in line with the stated elements constitutes what is called Academic Search Engine Optimization (ASEO) in digital parlance. Lisa Schilhan et al. ("Increasing Visibility and Discoverability of Scholarly Publications with Academic search Engine Optimization") view ASEO as a strategy for formatting academic text with the aims of providing researchers with the best possible support in finding relevant results for their search queries and helping authors to achieve a better ranking of their own publications in search engines and databases.

➤ Publish in Non-predatory Open Access Journals with Multiple Indexing Links

Articles published in open access journals have high visibility and citation potential; due to the fact that readers do not pay subscription fee to access those articles, compared to articles published in subscription based journals where readers have to pay subscription fee to access the

articles. Open access journals in different disciplines can be found in the Directory of Open Access Journals (DOAJ) (<https://doaj.org/>). Additionally, publishing in a journal with multiple indexing links increases the visibility of the research. Journal indexing refers to the process of evaluating and categorizing journals based on certain criteria, such as quality, relevance, and scope of the published research. It serves as a benchmark to assess a journal's reliability and impact in the scholarly community (<https://www.pubmanu.com/selecting-the-right-journal-understanding-journal-indexing-and-its-different-types-2/>). Some of the outstanding journal indexers are: Web of Science (WoS), Google Scholar, Scopus, Thompson Reuters, PubMed, Science Citation Index Expanded (SCIE), Social Sciences Citation Index (SSCI), Arts & Humanities Citation Index (AHCI), Emerging Sources Citation Index (ESCI), Index Copernicus, Ulrich's International Periodical Directory, ISI Indexing etc.

B) Post-Publication Strategies

➤ Archive your Publications in Open Access and Institutional Repositories.

A very crucial post publication visibility strategy is to ensure that published works are freely available and findable by potential readers by depositing the electronic copies of published works in open access and institutional repositories. This process is called self-archiving and it is defined as storing the scientific research outputs in researchers' own web pages/sites, organizational web sites or institutional repositories (Ertürk & Şengül, 2012). However, the author should always check to ensure compliance with the copyright requirements of the publisher before self archiving. Some of the popular subject based repositories (University of Pittsburg. "How to Increase the Visibility of your Research" <https://pitt.libguides.com/researchvisibility>) include:

- ✓ AgEcon (Agriculture and Applied Economics) maintained by University of Minnesota's Department of Applied Economics.
- ✓ ArXiv - (pre-prints in Physics, Mathematics, Computer Science, Quantitative Biology, Quantitative Finance and Statistics) Currently maintained by Cornell University Library.
- ✓ CiteSeer - (Computer and Information Science) maintained by College of Information Sciences and Technology at Pennsylvania State University.
- ✓ PhilPapers - (Philosophy) maintained by the Center for Digital Philosophy at University of Western Ontario.
- ✓ PubMedCentral - is a repository for US federally funded research outputs in Medicine. It is required for all publications supported by NIH (and some other US federal agencies) funding to be deposited in PubMedCentral.
- ✓ Research Papers in Economics (Repec) is a collaborative effort of volunteers in 86 countries to enhance the dissemination of research in economics and related sciences. It is a bibliographic database of working papers, journal articles, books, books chapters and software components.
- ✓ Social Science Research Network (SSRN) - aims at early dissemination of social science, business, law and economics research. It allows for deposit of both abstract of working papers and upcoming publications as well as full text of published outputs.

➤ Disseminate your Publications on Academic Research Platforms and Social Media Sites

It has been observed by Omotayo Francis Fagbule that writing a high quality article in journals will only give it a fifty percent chance of getting cited while the promotion and broad dissemination of the publications will be needed to complete the other fifty percent. ("Use of Social Media to Enhance the Impact of Published Papers"). The Academic and Social media platforms constitute that indispensable and veritable contemporary tools that researchers can leverage to enhance the promotion and broad dissemination of publications for optimal research visibility and citation. Some of the popular academic platforms that researchers can post or link

the electronic copies of their published works for global visibility include Google Scholar, Scopus and Web of Science.

The other academic social media networking tools that can be utilized by researchers to promote visibility include:

- **Social networking:** Utilizing social networking platforms will allow the researcher to create profiles, showcase research outputs, identify communities of interest and participate in discussions by posting and answering questions in the social media network. All of them will also let you know about the impact you activate in these networks, for instance, downloads of your publications, views of your profile and levels of your activity as compared to others in the network. Examples of these platforms include ResearchGate, Academia.edu, LinkedIn, Mendeley, X(formerly Twitter) etc.
- **Blogging:** This has to do with creating a website for the featuring of research outputs which are made freely available to diverse audiences without publisher restrictions. There are a lot of freely available tools you can use to create a blog. They include wordpress, blogger, joomla, drupal etc.
- **Multimedia/Video sharing:** These are social tools that are primarily used to share videos, pictures e.g. YouTube, Instagram etc.
- **Presentation sharing:** They are often used to share lecture slides, documents. For example, Slide Share, Google doc. etc.
- ✓ **Attend conferences/ Seminars and workshops:** Actively participate in conferences/ seminars and workshops related to your research field. Attend sessions, present your work, and engage in discussions during networking breaks. Exchange contact information and follow up with researchers who share similar interests.
- ✓ **Join professional associations:** Become a member of professional associations related to your research field. Attend their events, participate in their activities, and take advantage of networking opportunities.
- ✓ **Contribute and link your papers to Wikipedia:** Researchers are advised to open account with Wikipedia free of charge. This will enable them create pages, start new topics, cite their related papers to the discourse, reference them, upload links and media, and edit articles with invisible internet protocol address.
- ✓ **Refer your postgraduate students to your publications and web based academic profiles:** Doing this will expose your Postgraduate Students to your researches for necessary reference and citation.
- ✓ **Cite your Publications:** Since research is a cumulative exercise, it is ethical for researchers to reference their relevant previous publications in a current research. This practice demonstrates the expertise and consistency of the researcher in a given area of study. However, the ethical problem of over-citing oneself and irrational citation of unrelated publications must be avoided.
- ✓ **Monitor citations and metrics:** Use tools like Google Scholar, Scopus or Web of Science to keep track of your citation and impact metrics. Analyzing these metrics will help you to know which of your publications is gaining traction and you can expand your collaboration by sending out invitations to those who have cited your works to join their network in LinkedIn, Academia, ResearchGate, Twitter and Whatsapp which will in turn make the visibility and citation of your future publications possible through the regular update of your research activities on the peer social networking platforms.

The common metrics for measuring author's impact include:

- **h-index:** The H-index, or Hirsch index, is a metric developed by physicist Jorge E. Hirsch in 2005 as a quantitative measure of a researcher's productivity and impact. The H-index attempts to balance the quantity (number of publications) and quality (citation impact) of an individual's research output. It is derived from calculating the highest number of articles published (h) that have been cited at least h times. So an author's h-index of 6 means that the author has published at least 6 articles that have been cited at least 6 times. To manually calculate your h-index, organize articles in descending order, based on the number of times they have been cited.

In the example below, an author has 8 papers that have been cited 33, 30, 20, 15, 7, 6, 5 and 4 times. This tells us that the author's h-index is 6.

Articles	Number of Citations
1	33
2	30
3	20
4	15
5	7
6	6=h-index
7	5
8	4

Source: <https://subjectguides.uwaterloo.ca/calculate-academic-footprint/YourHIndex>

An h-index of 6 means that the author has published at least 6 papers (h-papers) that have received 6 (h) corresponding number of citations.

- **i10-Index:** The i10-index is a simpler metric introduced by Google Scholar in 2011. Unlike the H-index, which considers the total number of citations across all publications, the i10-index focuses specifically on the number of publications that have received at least 10 citations each.

✓ Strategies for Institutional Visibility and Ranking

Gleaned from the foregoing discussion on Researchers' Visibility, it can be deduced that there is a strong correlation between the researchers' visibility and the visibility of the institution to which the researcher is affiliated since institutional affiliation is one of the metadata required for profiling of the researcher in most academic and social media visibility boosting platforms. However, they are established strategies that Higher Education Institutions (HEIs) should adopt to increase institutional visibility, reinforce the visibility of researchers and ultimately improve the ranking of HEIs in the global ranking scale. Let us begin the discussion here with University ranking.

➤ University Ranking:

University ranking is a global phenomenon that has attracted the attention of all stakeholders in the education sector due to the effect it generates on the public perception of Universities. Since every University strives to become a world-class institution, then university ranking can serve as a tool for assessing the quality of a University as well as a strategy for marketing and or de-marketing a University. Thus, it is imperative that any University that wishes to achieve a high ranking must study the ranking indicators and deliberately implement actions and strategies that will improve global competitiveness and thereby enhance the University's ranking.

Many global Organizations have emerged with various methodologies and systems for ranking Universities depending on how the Universities perform using some set out criteria and performance indicators. Some of those ranking organizations include, Quacquarelli Symonds (QS), *Times Higher Education (THE)*, *Academic Ranking of World*

Universities; ARWU), Webometrics (WR), SCImago Institutions Rankings (SIR) etc. Among the ranking organizations, Webometrics is rated as the most popular ranking system that has the most extensive coverage among various global rankings (Ibrahim Shehata and Khalid Mahmood. "Ranking Web of Universities: Is Webometrics a Reliable Academic Ranking?" Article · December 2020 DOI: 10.47657/2631). Using WR as a model, an investigation of its ranking system, will furnish us with the conditions precedent that universities must fulfill in order to achieve high global ranking.

- What is Webometrics?: It is a metric tool used to assess the quality and online visibility of universities. It showcases the extent to which universities leverage their online potential to interact with the wider community, produce relevant research, and disseminate knowledge via digital platforms (Batubara et al "University Webometrics Ranking Analysis using SWOT and Gap Analysis" 2023).
- The Aim of Webometrics: The major aim of WR is to promote web presence and support open access initiatives as a tool for the increasing dissemination of knowledge generated by universities to the outside world (Batubara et al 2023, Ibrahim 2020).
- Webometric Ranking Criteria: WR uses four web based variables as quantitative indicators to rank universities across the world (Batubara et al 2023, Ibrahim 2020). These variables are:
 - a) Visibility or Impact (50%): This has to do with the number of backup links and external domains linked to the university's website.
 - b) Presence or Contents (20%): This has to do with the total number of webpages information about the university in Google.
 - c) Transparency (15%): This is assessed from the number of citations of the top 210 authors as seen from the Google Scholar profile.
 - d) Excellence (15%): This is assessed from the top 10 most cited papers using SCImago.
- **Strategies Universities can implement to increase Visibility for improved Webometrics Ranking:**
 1. Every University should create and maintain one main elaborate and robust institutional websites with unique external sublinks and viable subdomains for all entities, lecturers and programmes.
 2. Universities can increase the number of backlinks by collaborating with other parties and requesting that a link to their universities should be added to the websites of the collaborators. The collaborators could be other Universities, companies or government parastatals.
 3. Subdomain managers must update website contents routinely and news about the University should be posted on the subdomains and shared on social media using different international languages to attract more visibility in the international scene.
 4. Unlimited and free Internet access availability in the University is a necessary fundamental requirement for the visibility.
- **Strategies Universities can adopt to Increase Presence or Contents**
 1. Creation of a functional Open Access Digital Institutional Repository where the research works generated in the University are archived and can be accessed freely by the public is a prime condition for increased contents. The institutional repository should also be indexed in Google Scholar.
 2. An institutional Google Scholar profile should be created by each University. This strategy will enable the adding of publications of all faculties of the University in the Google Scholar

Account which will create Institutional Research Metric, that is, cumulative research metric like number of citations, h-index and i10-index of all faculties and researchers of that University at one place and the Google Scholar link should be made available for the public on the University's website.

3. A policy should be made by Universities that aspects of all final research projects by students from the Undergraduate to Postgraduate level should be extracted after the final defence and published as Journal articles with joint authorship of students and supervisors.

➤ **Strategies Universities can adopt to Increase Transparency**

1. Every Lecturer and Student in the University should be assigned an institutional email address for easy connection of researches to the appropriate University.
2. Universities should have a policy which mandates every researcher to have a Google Scholar account and researchers should also endeavour to create author profiles in other academic profiling platforms.

➤ **Strategies Universities can adopt to Increase Excellence.**

1. Universities need to device a policy that will ensure the provision of full funding for any author whose paper has been accepted for publication in journals indexed in Scopus, Web of Science and Thompson Reuters. This will serve as a positive motivation to increase the number of quality research works from the Universities.
2. Every University should formulate a policy that grants institutional sponsorship and makes it mandatory for Lecturers to attend at least two local Conferences every year.
3. Every University should set up strategic Visibility and Ranking Committees to coordinate all the activities related to Visibility and Ranking within the University.

Conclusion

This paper commenced with a highlight on the contemporary “visible or vanish” research mantra which is posing a new existential challenge to all researchers and academic institutions. The paper located the problem associated with the mantra in the lack of visibility of the research outputs of researchers and Universities. In overcoming the existential challenge and the problem of visibility, the paper established the possession of digital competence as a critical foundational skill set for all stakeholders in the research industry. Furthermore, the work analyzed and discussed a plethora of strategies for optimizing researchers' visibility and institutional ranking and visibility. In submission, the paper sustains the thesis that the looming “visible or vanish” mantra and the associated problem of visibility in the academia can be successfully addressed if all stakeholders in the research industry implement the strategies articulated in this work.

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