A year in the life of Open Access support: continuous improvement at University of St Andrews

Choosing the Lean method

"It's complicated!"

Ask anyone involved in Open Access (OA) support what they do, and this is likely to be the response. Everything we knew about scholarly publishing is changing, and changing fast; from funder policies, compliance requirements, copyright agreements and licensing, to repository workflows and publishers' business models.

The Open Access and Research Publications Support team at University of St Andrews Library is responsible for 'Green OA' - facilitating and mediating repository deposit of research outputs, and 'Gold OA' - managing funds to pay Article Processing Charges (APCs). Our infrastructure comprises a Research Information System (Pure) linked to our repository (Research@StAndrews:FullText). In 2013, the team was focussed on supporting compliance with the RCUK Open Access Policy. By early 2014 our work had already scaled up considerably, but we still recognised a low level of awareness across the University.

Describing our work to senior managers often involved drawing diagrams of the interaction between policies, infrastructure and people. It became clear that we needed a way to navigate this complexity that raised awareness, involved more people across the University, and that would help us solve a few problems. Enter the Lean method [see appendix 1. for background and strategy to becoming Lean]. One of the fundamentals of Lean is:

Respect for people: Remembering that our staff are our greatest asset. It is, after all, the staff of an organisation who know what works well and what needs to be improved, and who have the ability to suggest and make the necessary improvements.

Our first thought was that there must be a way to simplify and improve on the processes behind a 'Gold OA' transaction, particularly when it involved finance processes and people unfamiliar to us. So we proposed a Lean exercise to look at how we manage APCs, and initiated a project. The first task was to scope our project and set achievable goals. However it soon became clear that APCs were always tied up with other factors, including the knowledge and awareness of researchers, and the specific funders, policies and publishers affecting each 'transaction'. During the initiation phase, a new policy was announced by HEFCE for Open Access in the next REF – recognised as a 'game-changer'. Open Access was now being taken more seriously than ever before.

The outcome was to scope a project that would look at the complete Open Access lifecycle, re-focussing on what researchers need to know for both HEFCE and RCUK OA compliance. We sought input from Finance, Research Office, Business Development, Researchers and School Administrators, and gathered a core team from the Library, Finance and School Offices. A crucial principle of Lean is that once a project has been ratified by senior managers, and the right people have been identified to take part, the outcomes must be supported so that new processes can be implemented.

Our project was facilitated by Fin Miller, Change Consultant at the University.

Objectives of the Lean project

To design a new streamlined Open Access process that is transparent and accessible and supports individual researchers and the University as a whole in meeting Research Excellence Framework compliance, securing funding and benefitting society as a whole.

- SCOPE: **peer-reviewed articles and conference proceedings**
- AUDIENCE: **University research staff**, with the intention to include research students where possible.
- SPECIFIC: 'Deposit in PURE' should become part of University research culture by April 2015
- MEASURABLE: Baseline deposit statistics in May 2014, to be reviewed in 6 months
- ACHIEVABLE: Yes - Has to be to prepare for the next REF
- REALISTIC: Yes – The incentives to change behaviour are now greater (REF). Plus we have a CRIS PURE in place and central support in the Library in the OARPS team
- TIMESCALE: April 2015 (to be well prepared for REF)

Undertaking and embedding the Lean method

The Lean project took place over a week in May 2014, with the core group involved full time and other staff brought in at intervals to advise and review our work. We used a forest of post-it notes, and produced a list of over 100 actions. All actions had clear lines of responsibility and timescales, and were categorised into areas including Communication, Finance and Policy. During the week we captured our 'current state', ideal state' and 'interim state'. We learned about the cycle of review that would lead to continuous improvement.

The full core team met to review progress in Aug, Sep, Nov and Dec 2014, with a final review in Feb 2015. During this time we also had Library team meetings to keep momentum going, constantly questioning what was working and what might need to be changed. One of the basic actions was to implement Purchase Orders for APCs whenever possible. We discovered unanticipated problems with this due to external factors – publishers changing their process or quoting in one currency and

invoicing in another – but because we had good communication in place we were able to agree different arrangements with our Finance colleagues.

The 'interim state' process map has been regularly amended over the following months. We learned how to avoid 'strangers' (i.e. including processes that occurred infrequently), reduce waste, and simplify our workflow so that it could be more easily understood. During review meetings, we learned that the process map could be used as a shareable, high level tool leading to an index of standard documents. With this now in place, we are starting to bring together the disparate checklists, workflows and instructions we have been developing into a cohesive set of documents for the OARPS team. [Appendix 2]

All 'communication' actions were pulled together into a Communication strategy [appendix 3]. A key element to this was to get the support of our VP Research so that a clear message could be used. This remains the core of our advocacy work, enquiry-handling and training; supplemented by additional advice at the point of need. In this way we can embed support for the HEFCE OA policy, while continuing to encourage compliance with RCUK OA Policy as well as the policies of Wellcome Trust and other funders.

The end of Lean, or just the beginning...

After completing our formal reviews, we have seen clear benefits from undertaking the Lean process. Despite the time commitment and sometimes stress-inducing sessions, we would recommend it to others for these reasons:

- Bringing together key people from Units and Schools in a focussed way for a whole week brings a level of communication and understanding we couldn't achieve in short meetings
- Building relationships with staff who have invested their time means they are likely to become Open Access 'champions' back in their own work environment
- The institution takes Lean very seriously, and as part of the process the project receives sufficient buy-in at a high level so that agreed outcomes must be honoured
- The lead Change Consultant will identify any barriers to completing objectives, and can influence and provide a direct line of communication to the people responsible for actions

In our experience, we found it very difficult to get participation from researchers, so had to build in short update sessions when we could invite research staff to discuss progress. School Administrators had a good insight into author behaviour, though with more in-depth participation from authors we may have come up with different solutions. A year on, and with 'continuous improvement' in mind, we are considering running another session to continue momentum.

Outcomes: key enhancements

In this next section we outline the main successful outcomes

Key enhancements: Communications and advocacy

- Communications strategy to relay simple, consistent OA message through all channels.
- New web presence created with the simple message, thereby removing complexity for all researchers. http://openaccess.wp.st-andrews.ac.uk/
- Email templates mirror the simple message when contacting researchers. Over 100 emails sent to individual authors with information about HEFCE OA/REF policy and deposit requirements at the point of deposit
- Presentations on OA/REF policy delivered (or scheduled) to staff in 12 out of 18 Schools
- Monthly OA Updates sent to all Schools, using contacts we have established during liaison
- These actions were completed with buy-in from VP Research, RPO, Research Forum and Open Access Steering Group
- Increasing awareness within the team, the University and beyond by hosting one-off events such as the Open Access in the Humanities Roadshow and Open Journals
- Blogging on developments in publishing, ebooks, our repository, academic views and many other aspects of Open Access. The blog also hosts a feedback form to capture user stories.

Feedback from a Director of Research:

"[It is] great that you can come to speak at our staff council. I realise that Open Access is a huge topic but what staff need most – and I'd like you to concentrate on – is the REF requirements and meeting those. I know that they don't officially come in until 2016, but I'd prefer staff to start getting to grips with the system and depositing things regularly now so that it becomes routine for them well before it's essential that they do so. In addition since they will be making decisions now about which places to publish in for next REF they need an understanding of how decisions they take now may affect our 2020 REF return."

Enquiries via open-access-support@st-andrews.ac.uk

Number of enquiries peaked in Nov/Dec after information startled to be circulated about HEFCE OA/REF policy, and the email address was widely publicised. New enquiries have reduced as we complete School presentations and work on our proactive monitoring workflows.
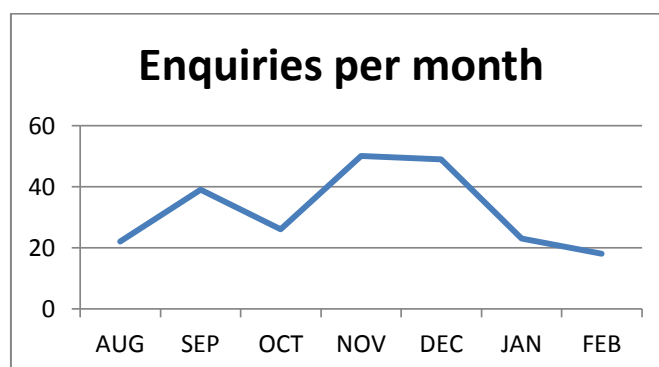
We now tend to be doing more 'exception handling' via email. More researchers understand the key message, but we are contacted when transactions become particularly complicated, for example when multiple funders are involved.

Key enhancements: APC transactions

- We began using the agreed Purchase Order process, but continually changing publisher systems have made it difficult to continue with standard invoicing. We do however now have a clearer idea of the underlying processes in Finance, so can adapt accordingly
- We have negotiated a number of publisher deals to improve efficiency, such as aggregated billing with PLoS – a single monthly report and invoice that allows us to create and verify POs
- We have revised our process map to remove all the Finance detail as this is retained in standard documents and instructions – see appendix 2
- We keep a watching brief on publisher APC platforms, e.g. Wiley Dashboard and Copyright Clearance Centre RightsLink, looking for opportunities to influence developments
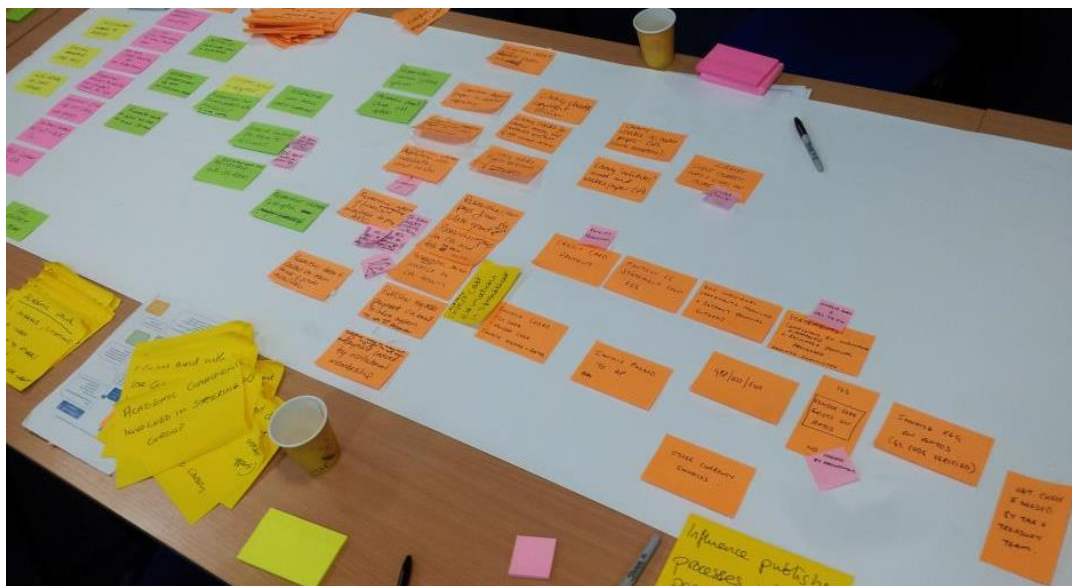
Key enhancements: Open Access compliance

- New process and standard work documents for the management of the University's Research publication lifecycle
- We have begun developing management information reports to guide OA strategy

Pure deposits

The table below shows University wide figures for full text deposited into Pure from project commencement in May 2014. We are not yet able to fully measure HEFCE compliance, as we are still developing functionality to report on deposit within the permitted 3 months. These deposit rates indicate **potential compliance** only.

In Sep 2014, more focused engagement work was begun with 2 pilot schools, as part of the LOCH Pathfinder Project. This involved working very closely with admin staff to embed deposit processes.

The table also shows figures for these Schools since this work began compared with 3 other Schools.

	Percentage of articles published in 2014 with full text in Pure: (May 2014)	Percentage of articles published in 2014 with full text in Pure (Report Jul 2014)	Percentage of articles published in 2014 with full text in Pure (Report Sep 2014)	Percentage of articles published in 2014 with full text in Pure (End of year)
University	27%	33%	44%	53%
Chemistry			51%	59%
Computer Science			25%	47%
Biology				44%
Geography & Geosciences				47%
Psychology & Neuroscience				42%

Using the same 5 Schools for comparison, we now report on the current year. The table below shows the percentage of publications (in scope for the HEFCE OA Policy) that have full text deposited in Pure. The two pilot Schools show large increases in potential compliance.

School	Percentage of Articles and Conference Proceedings published in 2015 with full text deposited in Pure (Mar2015)
University	51%
Chemistry	70%
Computer Science	73%
Biology	43%
Geography & Geosciences	40%
Psychology & Neuroscience	41%

Research@StAndrews:FullText deposits

The charts below show the transition from primarily theses content in our repository to a greater ratio of journal article deposits
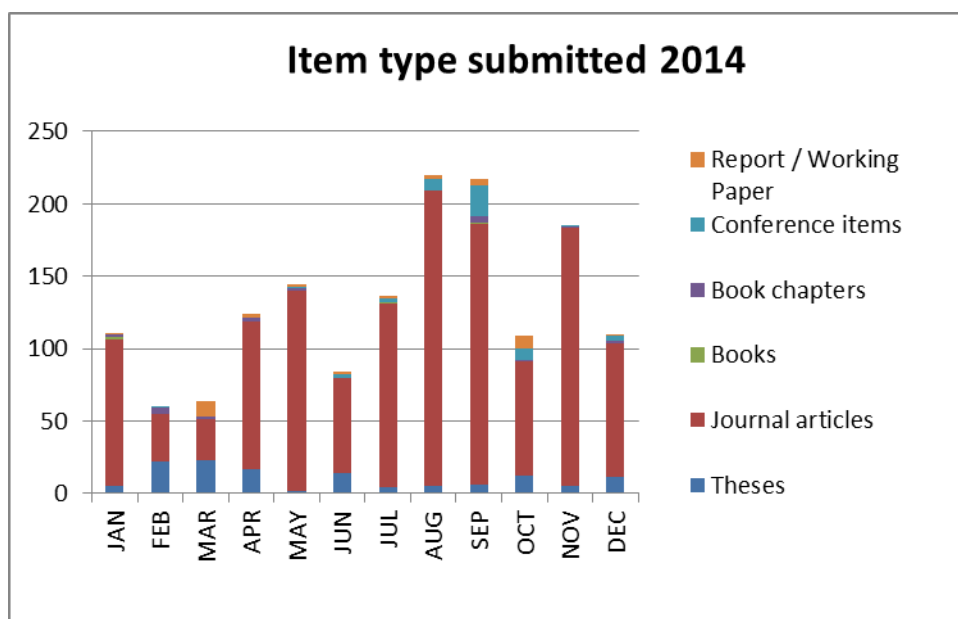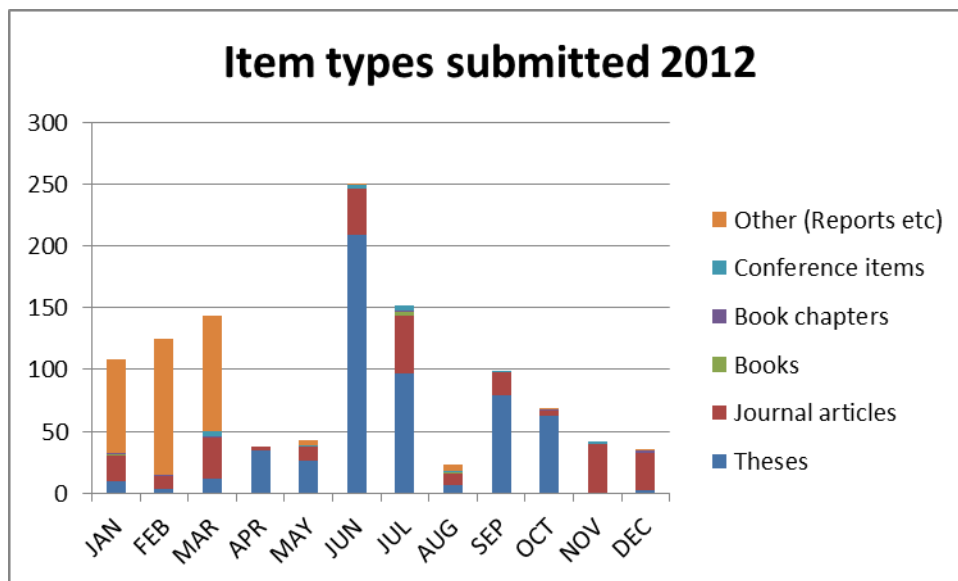
Appendix 1: Background to Lean

Lean at University of St Andrews: http://www.st-andrews.ac.uk/lean/method/

Strategy to become Lean: process overview in Prezi - http://bit.ly/19Iy1gL

Two Fundamentals

Continuous improvement:

- Continuously looking at your work processes and striving to improve them by, for example, using the Plan-Do-Check-Act improvement cycle.

Respect for people:

- Remembering that our staff are our greatest asset. It is, after all, the staff of an organisation who know what works well and what needs to be improved, and who have the ability to suggest and make the necessary improvements.

Five Principles

- Value:
  - It's important to begin by realising that only a small percentage of the total time and effort in any process, unit, or organisation actually adds value for the end customer. By identifying your customers and clearly defining value for the product or service from their perspective, you have the context for understanding the non value adding activity (waste) within the process.
- The Value Stream:
  - The value stream is the complete set of activities across all parts of the organisation that are involved in delivering the product or service in question. This is the end-to-end process that delivers value to the customer. Once this is visible it is easy to see where the value and the waste sits within the process.
- Create Flow:
  - Typically when you first map the value stream you will find that a small percentage of activity adds value. Eliminating the unnecessary waste ensures your product or service "flows" to the customer without any interruption, detour or waiting.
- Respond to Customer Pull:
  - This is about understanding the customer demand on your service and then creating your process to respond to this. You only want to produce what the customer wants when the customer wants it.
- Pursue Perfection:
  - Pursuing percentage improvement, for example let's make this 40% better, will either limit how far you push an improvement effort or result in a sense of failure if you don't hit that mark. By aiming for perfection you remove unhelpful pressures and hard to measure targets. This also reinforces you are embarking on a never-ending journey of continuous improvement focussed towards arriving at the theoretical end point of perfection.

Eight Wastes

- Transportation: Unnecessary movement of materials, people, information, equipment or paper.
- Inventory: Excess stock, unnecessary files and copies, extra supplies.
- Motion: Unnecessary walking and searching. Things not within reach or readily accessible.
- Waiting: Idle time that causes the workflow to stop
- Overprocessing: Processing things that don't add value to the customer, such as excessive checking or duplication of work.
- Overproduction: Producing either too much paperwork / information, or producing it before it is required. This consumes resources faster than necessary.
- Defects: Work that needs to be redone due to errors (whether human or technical) or because incorrect or incomplete information was provided.
- Skills: Not using the full potential of staff by wasting available knowledge, skills and experience.

Eight Wastes

Appendix 2: Process map and standard documents

Interim state (May 2014)

Mapping our process with a focus on understanding what happens in Finance (yellow area)

Interim State 23/5/14

OA Team marks paper for validation in PURE (Pending)

OA Team checks -Author affiliations -Metadata -Links output to project

OA Team paper is published

OA Team validates full text and adds embargo - full text OA after automatic embargo expires

OA Team validates and makes paper/ full text OA immediately

OA Team reports Open Access from PURE

OA Team does extra compliance checks as required by various bodies E.g. OA Team stats, Library Management

OA Team prepares reports on request and for strategic planning E.g. -RCUK -Wellcome Trust -HEFCE (REF) -St Andrews Research Forum, OA Steering Group

Vendor exists: OA Team raise PO in APTOS

Alternative member of Library team receipts (Audit purposes)

Supplier sends Invoice sent to AP

OA Team create Purchase Order (Preferred method)

OA Team checks PAD for vendor accounts

Vendor does not exist: OA Team requests new vendor code from Procurement (online)
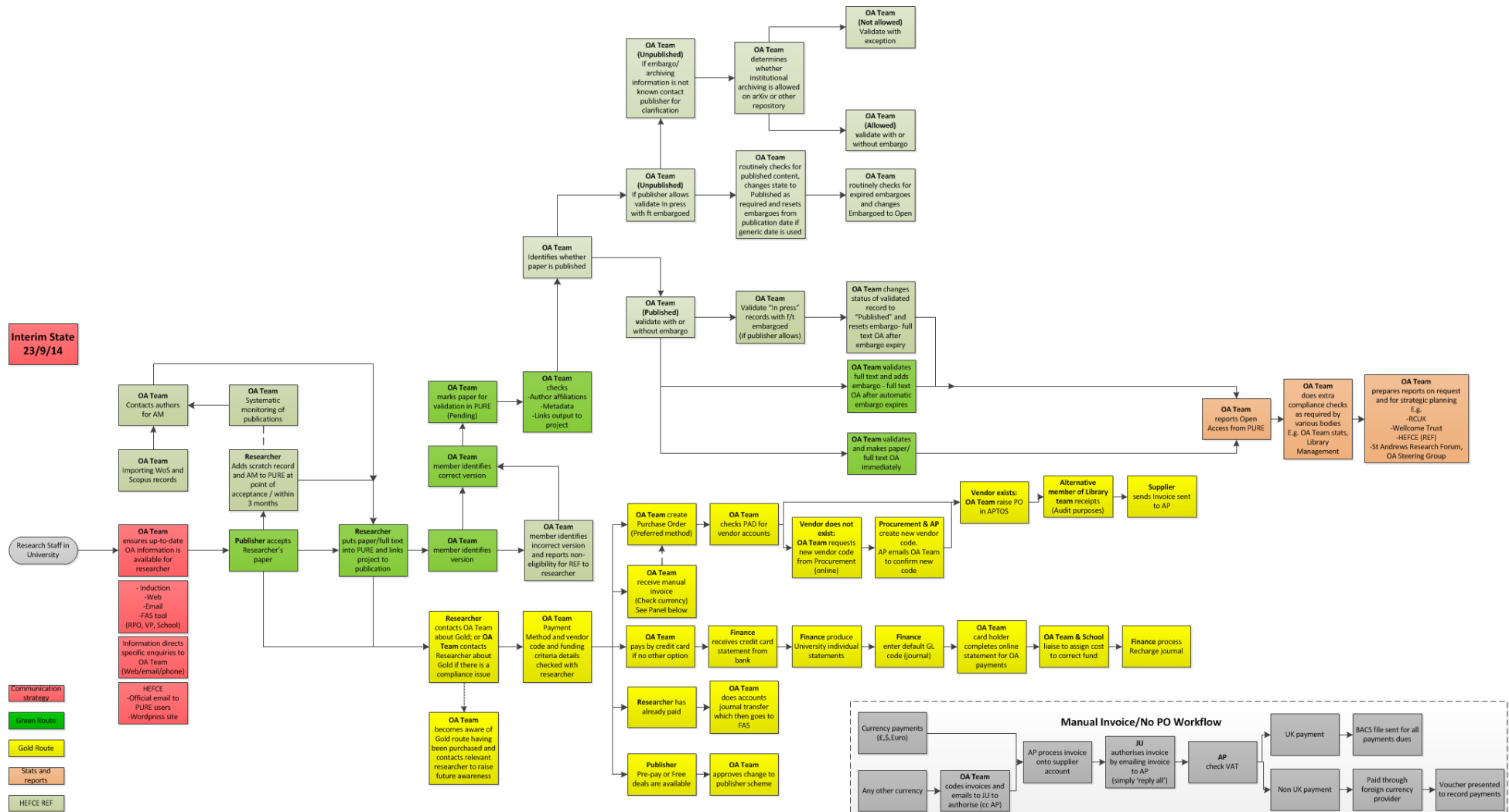
Procurement & AP create new vendor code. AP emails OA Team to confirm new code

Research Staff in University

OA Team ensures up-to-date OA Information is available for researcher

- Induction -Web -Email -FAS tool (RPO, VP, School)

Information directs specific enquiries to OA Team (Web/email/phone)

Publisher accepts Researcher's paper

Researcher puts paper/full text into PURE and links project to publication

OA Team member identifies incorrect version and reports non-eligibility for REF to researcher (cc DOR)

Researcher contacts OA Team about Gold; or **OA Team** contacts Researcher about Gold if there is a compliance issue

OA Team Payment Method and vendor code and funding criteria details checked with researcher

Currency payments (£,$,Euro)

OA Team receive manual invoice (Check currency)

Any other currency

OA Team codes invoices and emails to JU to authorise (cc AP)

AP process invoice onto supplier account

JU authorises invoice by emailing invoice to AP (simply 'reply all')

AP check VAT

UK payment

Non UK payment

BACS file sent for all payments dues

Paid through foreign currency provider

Voucher presented to record payments

OA Team becomes aware of Gold route having been purchased and contacts relevant researcher to raise future awareness

OA Team pays by credit card if no other option

Finance receives credit card statement from bank

Finance produce University individual statements

Finance enter default GL code (journal)

OA Team card holder completes online statement for OA payments

OA Team & School liaise to assign cost to correct fund

Finance process Recharge journal

Researcher has already paid

OA Team does accounts journal transfer which then goes to FAS

Publisher Pre-pay or Free deals are available

OA Team approves change to publisher scheme

Communication strategy

Green Route

Gold Route

Stats and reports

LOCH Pathfinder project: University of St Andrews case study
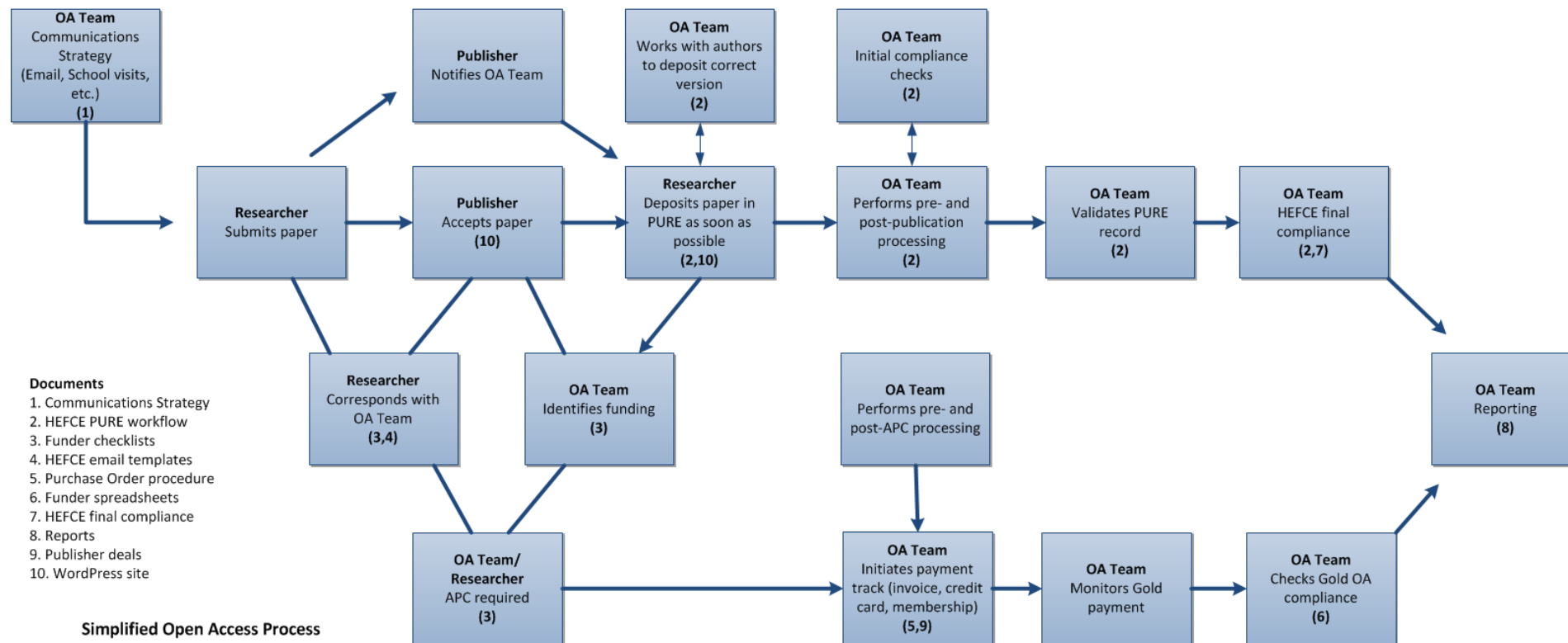Jackie Proven, Repository & Open Access Services Manager

Interim state (Dec 2014)

Re-mapping our process, adding complexity to our deposit workflows after we had re-introduced manual invoices and begun monitoring potential HEFCE compliance. In this phase we started to learn about issues with versions, embargoes, licensing etc. (green area)
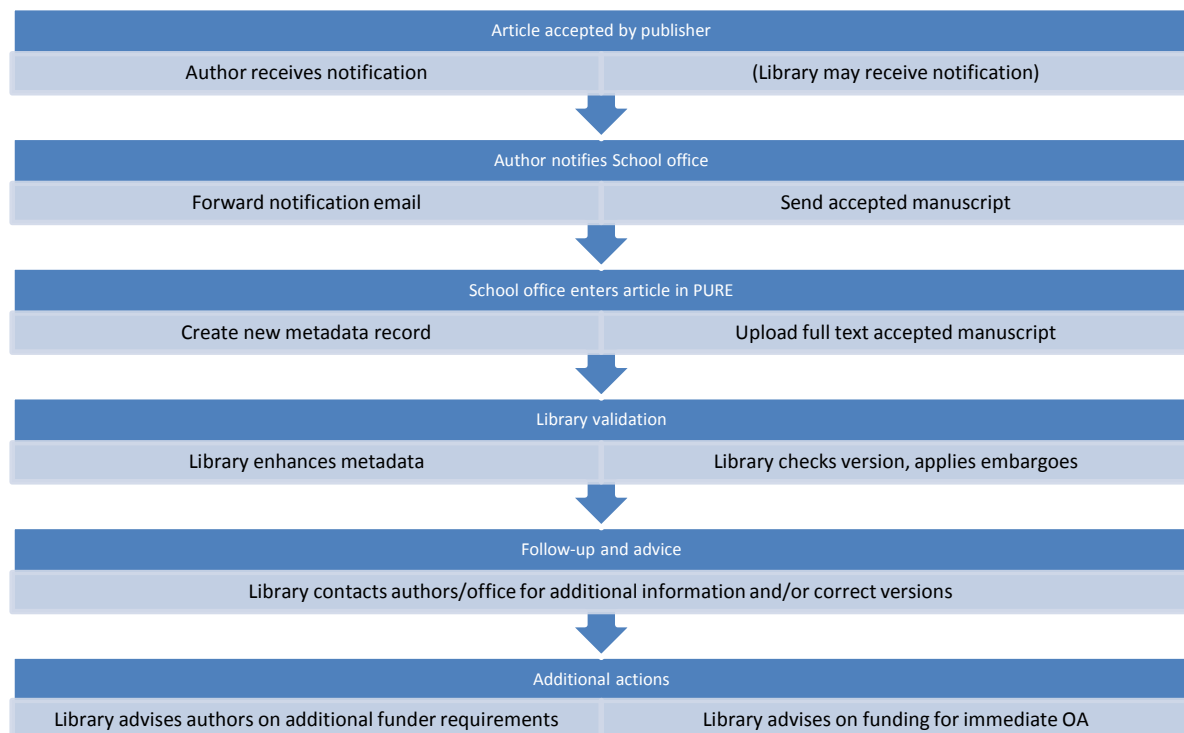
Updated process map

The full Finance procedures no longer need to be in our high-level map, but can be embedded into working documents. We have also removed infrequent processes and designed the map as an index to standard documents.

Documents
1. Communications Strategy
2. HEFCE PURE workflow
3. Funder checklists
4. HEFCE email templates
5. Purchase Order procedure
6. Funder spreadsheets
7. HEFCE final compliance
8. Reports
9. Publisher deals
10. WordPress site

Simplified Open Access Process

Trial process with a 'pathfinder' School

Working with School office staff, this process would not necessarily be linear, but involves dialogue back and forth depending on sequence of events, publisher processes, funder requirements etc.

Article accepted by publisher	
Author receives notification	(Library may receive notification)

Author notifies School office	
Forward notification email	Send accepted manuscript

School office enters article in PURE	
Create new metadata record	Upload full text accepted manuscript

Library validation	
Library enhances metadata	Library checks version, applies embargoes

Follow-up and advice
Library contacts authors/office for additional information and/or correct versions

Additional actions	
Library advises authors on additional funder requirements	Library advises on funding for immediate OA

Examples of standard documents

2. HEFCE Pure workflow: outlines team responsibilities and tasks and in turn references additional documents, such as our existing Pure Full Text Validation Workflow and our REF-monitoring email templates that contain the consistent message (from Communication strategy).

Pure workflows

We are implementing a new workflow for the OA team, to support the new REF requirements. The following filters and actions will be tested from Oct 2014:

- Split responsibility for publications by School
- Monitor new records created and follow up with authors when OA may be required.
- Track records and associated full text versions as records are updated
- Set embargoes and perform validation on records with full text

In parallel, we will work more closely with 3 schools to understand their issues and evaluate our levels of support ('Pathfinder' pilots)

We will also continue with proactive creation of new records (eg from Scopus feeds) and these records will enter each team member's filter for further action (unless immediate validation is possible, eg of Gold OA)

We will also continue to act on requirements for other funders, eg all RCUK-funded articles and proceedings, all research outputs acknowledging Wellcome Trust etc.

1. Monitoring all publications: filters

We will set up filters in Pure to track content. Placement filters will be set according to assigned School/Dept in O:\OpenAccess\OAteam\Pure tasks and workflow\School-Dept-hierarchy.xlsx

- **Placement – select assigned Organisations** [JP/KB untick 'Selected and all underlying organisations', MB ticks this option as a catch-all for items with Centre/Institute Placement]
- **Period – Publication year 2014 – 2020 ('catch-all' REF period)**
- **Period - Content created From 01/10/2014**
- **SHERPA/RoMEO – limit to 'without documents'**
- **SAVE 'REF checking' filters for JP / MB / KB so that the team can cover each other's tasks as necessary**

If it becomes necessary to focus on REF OA item types only, add filters 'on the fly' to limit to Articles/Proceedings. Filters and dates to be reviewed after Pure upgrade and/or each month

1b. Action:
- Check publication filters each day
- Check if item is 'in scope' for REF OA compliance, ie is an article or conference proceeding*
- Source the item's Acceptance Date and the Accepted Manuscript (AM)
- Contact author(s) for missing details and version – see REF-monitoring email templates
- Enhance metadata if possible
- Note any action taken in History & Comments, beside ~FP~ (pending)
- If no AM is forthcoming within 3 months, add either non-compliance or exception note
- If AM is added, item will move out of monitoring filter

*If there is time, we can also deal with other item types to encourage additional OA

2. Validation workflow and filters

Items will move into our validation workflow once full text is added

- **Placement – select assigned Organisations** [JP/KB untick 'Selected and all underlying organisations', MB ticks this option as a catch-all for items with Centre/Institute Placement]
- **Do not limit by period, so we pick up any full text added to older items**
- **SHERPA/RoMEO – limit to 'with documents'**
- **Workflow – Select all workflow steps except 'Validated'**
- **SAVE 'F/T for validation' filters for JP / MB / KB so that the team can cover each other's tasks as necessary**

2b. Action:

- Check validation filters each day, and most likely immediately after they move from monitoring filter if you have been in dialogue with an author
- Prioritise any items marked as 'For revalidation' to check for full text on previously validated records that may have gone immediately to DSpace
- Perform usual validation checks on metadata and full text – updated document at OpenAccess\OAteam\Pure tasks and workflow\PureFullTextWorkflowDec2014.docx
- Ensure Acceptance Date is recorded (currently in bib note until new field available) – Input on a separate line in format: Date of Acceptance: DD/MM/YYYY
- Ensure correct version and contact authors as necessary
- Items with Publication State 'In Press':
  - If possible, set visibility of metadata to public as soon as possible
  - If publisher policy requires f/t to be embargoed, but embargo period is unknown (eg publication date is not yet known), set 'Access options' to 'Embargoed' and set embargo date on the full text to 01/01/2050
  - If possible, validate item for repository if publisher has no pre- or post- publication embargo (exercise caution where authors have set visibility to backend)
  - Do not validate items in Nature publications before publication, until further notice
- NB. If author has chosen 'Gold' OA we can set the AM to backend and await publisher pdf
- Add/update History & Comments with actions taken and REF compliance/exception codes
- Embargoed items:
  - Separate filters are monitored weekly by MB to review In Press / Embargoed items
  - As soon as possible, add additional metadata and set embargo end date
  - Once embargo is known and added, validate items to remove from this filter.
- Some further review may be required for items that did not have complete bib details, and particularly if a DOI was not available or did not resolve

Our workflow will be amended in the light of new functionality being developed for Pure, from a specification submitted by the UK Pure User Group (Repositories Working Group). [To be developed by Spring 2015]

3. Funder checklists: This is an extract of our checklist to support RCUK compliance

Article accepted: checklist for claims

At this stage an author has had an article accepted to a specific journal, and has approached the Library either to claim funds to pay an APC, for help with a green/gold decision, or to ask what they need to do next to comply with RCUK policy. We should recommend GREEN wherever possible.

Gather the following information from authors:

- Claimant's name, School, Email address
- Corresponding author(s)
- Journal, Publisher, Article title
- Manuscript ID or DOI
- RCUK funder name, RCUK grant code/ID

Verify claim:

- Verify claim based on information provided by author – we need to confirm the following points before progressing:
    - is corresponding author affiliated to St Andrews? [In theory we are only responsible for paying APCs if the CORRESPONDING author is from St Andrews, but may consider exceptions - check Pure and/or School web pages. NB. PhD students do not have a profile in Pure but if they are RCUK funded they are entitled to draw from the block grant to pay for APCs]
    - is author funded by RCUK? [check Pure for project details or consult the 'RCUK grant holders – Full List 2013' spread sheet. This is available in the shared folders 'OpenAccess/RCUK-blockgrant/RCUK grant holders/RCUK grant holders – Full List 2013
    - is type of output covered by RCUK policy? [must be peer-reviewed article or conference paper. Page charges are included. If not covered, eg monographs, authors can claim from their grant instead]
    - has article been accepted? [we cannot encumber funds for submitted articles, but see above for info to provide in this case]
    - has author confirmed no existing funds in their Grant? [if author included OA publishing costs in their grant bid, existing funds should be used]
    - has author considered the green route as recommended by University policy? [reason should be given if green is available but choice is gold]

- Our communication with author should clarify the following points:
    - Your publication is covered by the RCUK policy. As the corresponding author for this paper is from St Andrews, we can support your claim
    - You have considered the 'green' open access option if available.
    - For reporting purposes, please describe your reason(s) for choosing gold open access
    - Your publication has been accepted and we have the details necessary to identify it and deal with any subsequent transactions
    - You confirm you do not have existing funds available for OA costs in your RCUK grant
    - To comply with the RCUK policy, please ensure you have acknowledged your funder in your paper using the following format: "This work was supported by the xxxx Research Council [grant number xxxx]"
    - To comply with the RCUK policy please ensure you have provided a statement in your paper, if applicable, on how the underlying research materials – such as data or samples – can be accessed
    - **To help with reporting and increase visibility of your outputs, please add the publication to Pure and create links with Project(s) and data**

Appendix 3: Communication strategy

OA Communications strategy

These are the main points arising from our Open Access Lean exercise, May 2014 and developed through further review meetings. One major change is our successful joint bid for a Jisc Pathfinder OA Good Practice Project, in partnership with University of Edinburgh and Heriot Watt University. The 'LOCH' (Lessons in Open Access Compliance for HE) Project started in July 2014.

Message

Our primary aim is to develop a clear "OA message" that is

- consistently presented through all channels of communication
- aligned with HEFCE OA Policy for the next REF
- incorporated into University OA Policy
- aligned with other Universities to ensure consistency, particularly with LOCH Project partners

Scope: Peer-reviewed articles and conference proceedings

Message: "Deposit in Pure" should become part of University research culture by April 2015

Audience and stakeholders

- Researchers – University staff, and PGRs where possible, in all disciplines
- All PIs, pre- and post- award
- VP Research
- HoS, DoR, Deans and other Senior Management
- Open Access Steering Group
- Finance, Research Grants
- School Administrators
- Open Access Support Team
- Academic Liaison Librarians
- All Library staff
- Researchers and admin staff in 'pilot' Schools
- Corporate Communications, particularly Press Office

Methods

- Agreed and supported by VP for Research – communicated at Research Forum Jun 2014
- Clear documentation and training for core OA team to ensure consistency of communication
- Direct communication with all DoRs and HoS
- Establish crucial contact or champion in each School, and build relationships
- Embedded in 'LOCH' Project work packages
- New web pages – initial changes to existing Library pages, followed by complete redesign
- New web design, in collaboration with LOCH partners
- Increase visibility of web pages – aim for links high on main University pages
- Link web pages with Finance 'Research Support' pages and RPO pages
- Continue and strengthen collaboration with RPO on REF-related messages
- Regular communication with FAS
- Redesign advocacy and training sessions for researchers with core message
- Pilot activity with Computer Science, Psychology and Chemistry

- Print materials developed as part of LOCH Project
- Using statistics, feedback and evidence to support OA message
- Work with Pure UK User Group on developing functionality to support message
- Include message in email signatures
- Increase use of blog to promote message

Specific 'Communications' actions from Lean exercise

These are the actions produced from the Lean exercise, constantly under review and development

ACTION	REASON	Responsible / dependent		DUE DATE
Promote green access route	Align with HEFCE requirements	JP		26/05/2014
Confirm standard terminology for all users	Clarity	AC		30/05/2014
Ask VP Research to support and promote policy and training	Leadership, institutional buy-in	JA	JM/ DW	30/05/2014
Establish clear and consistent messages to authors about accepted version	Clarity	AC		30/05/2014
List of school administrators	Library staff know main points of contact in each school	KL		01/06/2014
Ensure FAS have OA line on costing tool and highlight on award letter	Ensures OA message reaches researchers	JP	FAS (Lew is)	01/06/2014
Take Lean outcomes to Research forum meeting on June 18		JA	JM	01/06/2014
Publishing rep in each school/unit similar to buyer network in Procurement?	Raise OA awareness	JA		01/07/2014
Use Gareth Miles as example of good practise	Raise OA awareness	JP		01/07/2014
Create communication strategy including all relevant communication actions within this action list		JP		01/07/2014
Investigate joint OA-FAS courses with CAPOD (mandatory?)	Raise awareness	JP		01/08/2014
Create plan for attendance at school events, researcher away days	Raise OA awareness	JP		15/08/2014
Close links with embedded school staff	Raise OA awareness	JP		01/09/2014
Drop-in sessions with schools	Raise OA awareness	JP		01/09/2014
Posters for display in coffee areas etc…	Raise OA awareness	MB		01/09/2014
Communicate the message: Paper not in PURE will not count for REF	HEFCE Policy	JA		01/09/2014
Promote usage metrics of PURE as one of the benefits	*Carrot cake	MB		01/09/2014
Encourage OA message to be passed along by academics to their peers	Raise OA awareness	JP		01/09/2014
Include wider benefits of OA to society in communication to University	Carrot cake	JP		01/09/2014
Ensure message if clear and simple with further information available behind	Clarity	JP		01/09/2014
Establish the best way of sharing evidence of benefits of OA	Carrot cake	MB		01/09/2014
Ensure policy/guidance includes message re no retrospective deposit for ref	Clarity	JA		01/09/2014
Ensure REF OA policy is clear message	Clarity	JA		01/09/2014

Ensure Library is not just seen as there to serve students, also research support (marketing)	Raise OA awareness	JA		01/09/2014
Ensure academics keep their original manuscripts	Ensure REF compliance	MB		01/09/2014
Give clear messages about licenses	Understanding copyright implications	JP		01/09/2014
PURE not a storage space - academics need to understand the purpose of the document being in PURE, including for audit	Best practice	JP		01/09/2014
Ensure specific guidance for discipline specific publications, ie comp sci conf papers	Ensures REF compliance. Understand complexity of conf. papers v proceedings	AB		01/10/2014
Speak to FAS/RDBC re joined up message re OA	Consistency of message	JP		01/10/2014
Investigate way to capture feedback from researchers	Provides evidence for benefits of OA	MB		01/12/2014
Constant re-communication of OA message	Clarity	JA		01/04/2015

*Carrot cake = incentive