Building… then crossing bridges in support of open research

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Research and Innovation Services, University of St Andrews
Strategy 2018-2023

“includes our commitment to making our research results as openly available as possible for the benefit of all.”
University of St Andrews in numbers

- Over 600 years old
- Almost 9000 students and 2600 staff from 137 countries
- Around 1000 research staff
- Over £40m in research income
- 60,000 publications and 2000 datasets (in Pure)
- 12,000 OA publications and 5000 theses in our repository

1st (Good University Guide) 7th (Leiden Rankings, OA) 198th (THE World University Rankings)

>300th (Shanghai Rankings (Nobel prizes and papers in Nature and Science))
Mary Queen of Scots leaving South Queensferry
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Forth Road and Rail Bridges
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M J Richardson / The Firth of Forth and its bridges / CC BY-SA 2.0
Building the third Forth bridge...
University Library research support

(To Mar 2015) Based in cataloguing dept. Working closely with Academic Liaison Strategies, systems and services developed for:

- Electronic theses deposit (mandate for research theses since 2007)
- Open Access (repository since 2006, CRIS integration from 2010)
- Online journal hosting service (since 2010)
- Managing APC funds

Links with research office includes support for

- Research outputs and research assessment
- Research Information System (Inhouse system 2006, Pure implementation 2010)

New Digital Research Division (from April 2015)

- Scholarly Communications
- Research Data Management
- Digital Humanities
- Research Computing

Further developing relationships with research office
Collaborations, review, reflection

- Scottish Digital Library Consortium (SDLC) hosting services ... now Scottish Confederation of University and Research Libraries (SCURL) Shared Services
- Scottish Higher Education Digital Library (SHEDL) groups
- Communities of practice e.g. UKCoRR, ARMA
- Jisc Pathfinder: OA Good Practice LOCH project – Collaboration between Edinburgh, St Andrews and Heriot Watt
- **St Andrews internal LEAN project** – process improvements, impact on activities and communications
- New networks e.g. Open Access Scotland [https://oascotland.wordpress.com/](https://oascotland.wordpress.com/)

... Libraries are good at this stuff!
Lean project 2014

Open Access
Essential information about Open Access for St Andrews researchers

Pure deposits validated 2014/15

www.st-andrews.ac.uk
Open Access for REF2021

- Getting the message right → culture change

Act on **acceptance**: deposit in **Pure**

Open Access is here! Make sure you are ready

Make sure you are eligible for the next REF
Your University Library can help, email openaccess@st-andrews.ac.uk
Research Policy Office

Responsible for formulating and implementing University policy, planning and coordinating developments in the following areas:

- Research Assessment Exercises
- Impact advice and support
- Impact funding
- Research Metrics and Bibliometrics
- Demand Management
- PURE (Research information system)
- Centres and Institutes

Research and Innovation Services

Extended unit now includes:

- Research Integrity
- Knowledge Transfer
- Research Ethics
Bridging timeline

2009/10
- New CRIS implementation project – RPO/Library/IT collaboration on policies, frameworks, integration. “Pure team” established

2013
- REF2014 preparations – bib-checking and output collection managed by Library

2015
- Creation of Digital Research Division in Library, maintaining strong links with RPO

2017
- Research Information Manager split role (RPO/Library)
- (Digital Research division moves office location, out of the Library)
Our Approach – Bridging the gap

Research Policy Office

- Strategic direction
- REF developments and processes
- Citation Analysis
- Content policy
- Public profiles

Library

- User support/helpdesk
- Training and guidance materials
- Upgrades and system maintenance
- Bibliographic checking
- Open Access and Repository support
- Data Deposit

Jennifer Pritchard, Senior Research Information Manager
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MAY 2019
- Digital Research moves to Research and Innovation Services
Spectrum of roles and objectives

- Outputs: open / protected
- Compliance / benefits
- Incentives: stick and carrot
- Policy direction / policy awareness and support
- Information protection $\rightarrow$ management $\rightarrow$ discovery
- Data protection / FAIR data
- Rankings, reputation, visibility and expertise
- Competitive advantage / community of practice
- REF = being Open, discovering excellence / REF = £££
Continuums of openness

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<th>READER RIGHTS</th>
<th>REUSE RIGHTS</th>
<th>COPYRIGHTS</th>
<th>AUTHOR POSTING RIGHTS</th>
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Are we in the same place? Do we need to be?

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Collaboration models

“Chance favors the connected mind”
Steven Johnson, author

Where good ideas come from

Motivation
The driving force for collaboration is motivation. In order for a collaboration to succeed, everyone involved needs to feel that they gain something from the collaboration or feel that they are doing a meaningful thing and working towards a valuable end result.

Communication
In order to find the right people to collaborate with, the project needs to be communicated clearly. Giving information about the project and its goals helps people decide whether to participate or not.

Diversity
Collaboration benefits from a wide range of skills and expertise in the pool of participants. A diverse group of participants is often the best way to ensure that this is achieved.

Sharing
For a successful collaboration it is important to be flexible with the ownership of ideas. This does not mean that a team should not give credit to individuals where credit is due, but any issues of ownership of ideas or concepts need to be agreed at the onset.

Support
The support of the other collaborators in the process is important, especially at times of crisis or unforeseen difficulties. Even when no hardships are expected, the collaborative group needs to work on the basis of the trust that if someone were to need the support of others in the group, that support would be available.

Problem solving
The group must be able to solve problems together. High tolerance for uncertainty is needed when the project changes direction or something does not go as planned.


• Animation / TED talk

Game theory

Connecting vs. Protecting
Shared vision - Research strategy and support

What are the “drivers, engagement processes, motivational attributes, and joint capacities that enable shared decision making, management, implementation, and other activities across organizations …”


Developing our Open Research Roadmap e.g.

• Open research results and practice
  • use of ORCID and CRediT (Contributor Roles Taxonomy)
  • OA publishing and transition to Plan S principles
• Crowd-sourced/citizen science
• Responsible use of metrics
  • options for adoption of principles
Responsible metrics example

- **Tensions**
  - Global League Table positions heavily dependent on citation impact
  - Responsible Metrics/DORA … move away from (just) citations particularly journal-level
- Being in RIS means a foot in both camps
- Support of VPRI/RIS critical
- Able to make ‘responsible’ voice heard at highest level

- *communicate open research messages with a strong 'policy' context*
- *closer to the levers needed to facilitate the cultural change in researcher behaviour*
Responsible metrics example

- Set of Principles – including proposal to sign up to DORA - now being finalised following discussion at Academic Council and feedback from all Schools
- Now looking at implementation with working group – RIS, Schools, Planning, HR
Publisher negotiations example

- External drivers, goals and risk
- National groups and communities
- Local committees and working groups
- Teams involved – links with Library
- Collating feedback, agreeing actions, addressing challenges for implementation
- Data requirements to inform decisions
- Resourcing, assigning responsibilities, budgets

- *challenges in developing the skills needed to support open research, including copyright and licensing expertise*
Ongoing challenges

- Conflicting priorities?
- Shared repository management
- **Maintaining and developing skills**
- Visibility of Open agenda in policy context
- **Discovery, promotion and reuse of open content**
- Embedding “Open” in Library strategy
- Visibility of OA support for Library users
- Logistics of changes – budgets, web pages, people
- Move to Eden Campus
Looking ahead

- Monthly meetings/lunch
- Information sharing
- Away day
- Library strategy group
- Research strategy
- Games?
  - The Publishing Trap
  - OA Escape Room
- More bridges in our future…
Questions

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