



University of  
St Andrews

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# Building... then crossing bridges in support of open research

FORCE 2019, Edinburgh, 16 October 2019

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# University of St Andrews

## World-leading

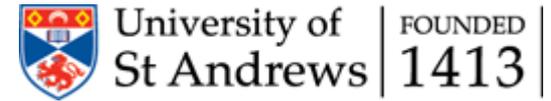
'World-leading St Andrews' is both a distinction and a perpetual challenge and we must act strategically to deliver on the ambition that accompanies our continuing success.

Strategy 2018-2023

*“includes our commitment to making our research results as openly available as possible for the benefit of all.”*

St Andrews sunset over West Sands © Keith Proven

# 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

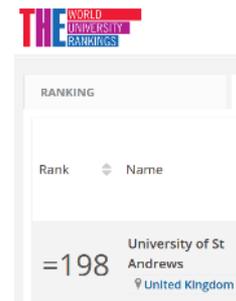
1<sup>st</sup> (Good University Guide)



7<sup>th</sup> (Leiden Rankings, OA)

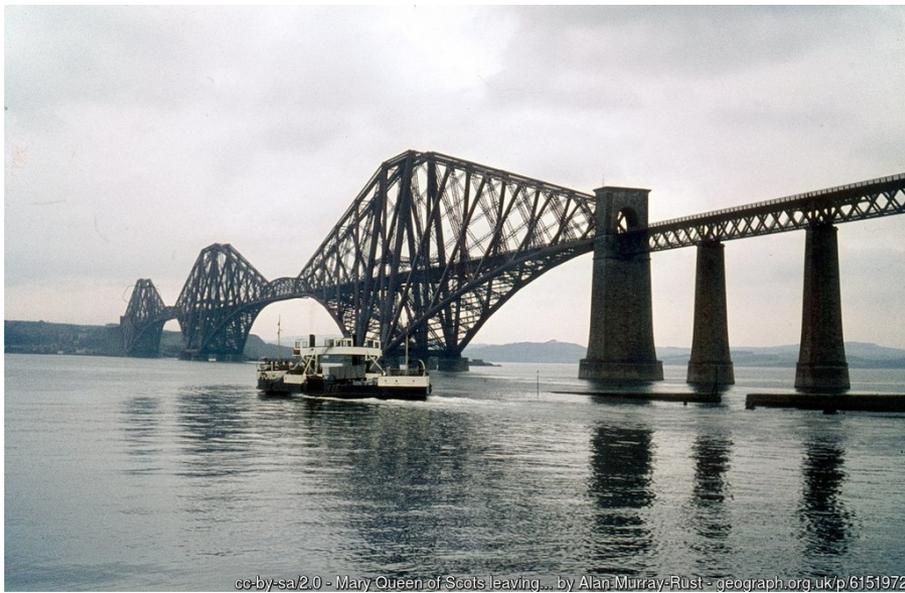
| University                  | P     | P(OA) | PP(OA) |
|-----------------------------|-------|-------|--------|
| 1 Bilkent Univ              | 1909  | 1834  | 96.1%  |
| 2 Hong Kong Polytech Univ   | 9911  | 8459  | 85.3%  |
| 3 London Sch Hyg & Trop Med | 7254  | 6172  | 85.1%  |
| 4 Durham Univ               | 7177  | 5966  | 83.1%  |
| 5 Univ Jaume I              | 2197  | 1822  | 82.9%  |
| 6 City Univ London          | 2569  | 2099  | 81.7%  |
| 7 Univ St Andrews           | 5535  | 4518  | 81.6%  |
| 8 Univ Strathclyde          | 4848  | 3931  | 81.1%  |
| 9 Univ Glasgow              | 11807 | 9391  | 79.5%  |
| 10 Univ Leeds               | 11672 | 9203  | 78.8%  |

198<sup>th</sup> (THE World University Rankings)



>300<sup>th</sup> (Shanghai Rankings (Nobel prizes and papers in Nature and Science))





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### 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)

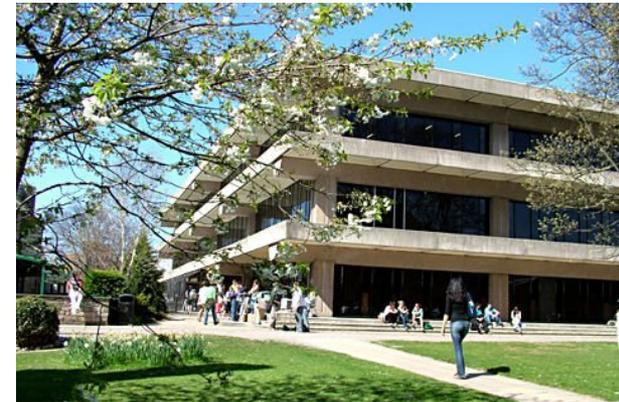
Scholarly Communications

Research Data Management

Digital Humanities

Research Computing

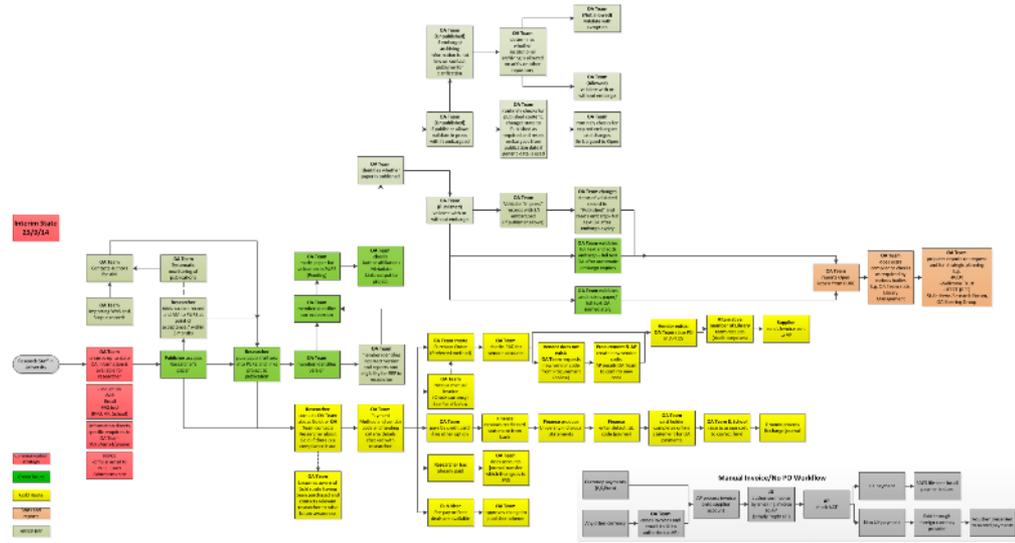
Further developing relationships with research office



# 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/>
- ... Libraries are good at this stuff!

# Lean project 2014

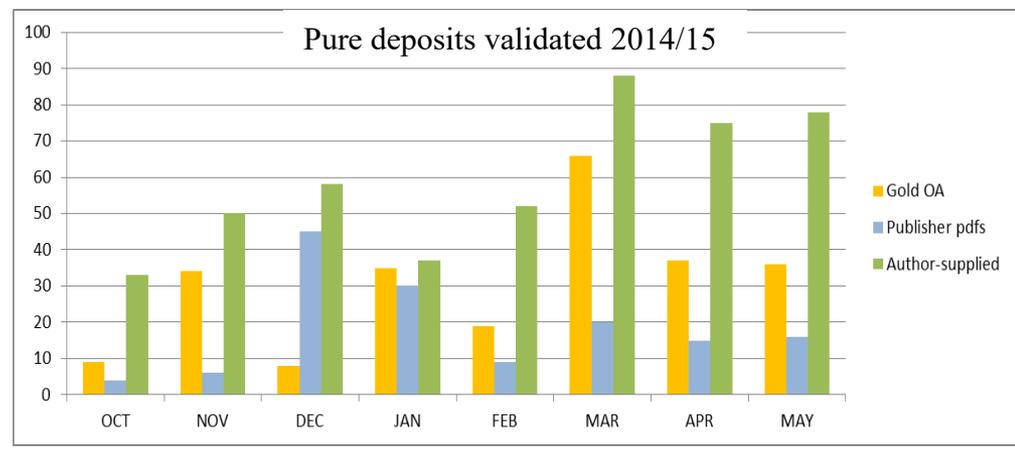


**Open Access**  
Essential information about Open Access for St Andrews researchers

Search

University of St Andrews

Home    What do I need to do?    Open Access costs    What is my funder's policy?



# Open Access for REF2021

- Getting the message right → culture change

**Open Access is here!**  
Make sure you are ready

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

Make sure you are eligible for the next **REF**  
Your University Library can help, email [openaccess@st-andrews.ac.uk](mailto:openaccess@st-andrews.ac.uk)

University of St Andrews University Library

The University of St Andrews is a registered provider for SCORIS.

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

# 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

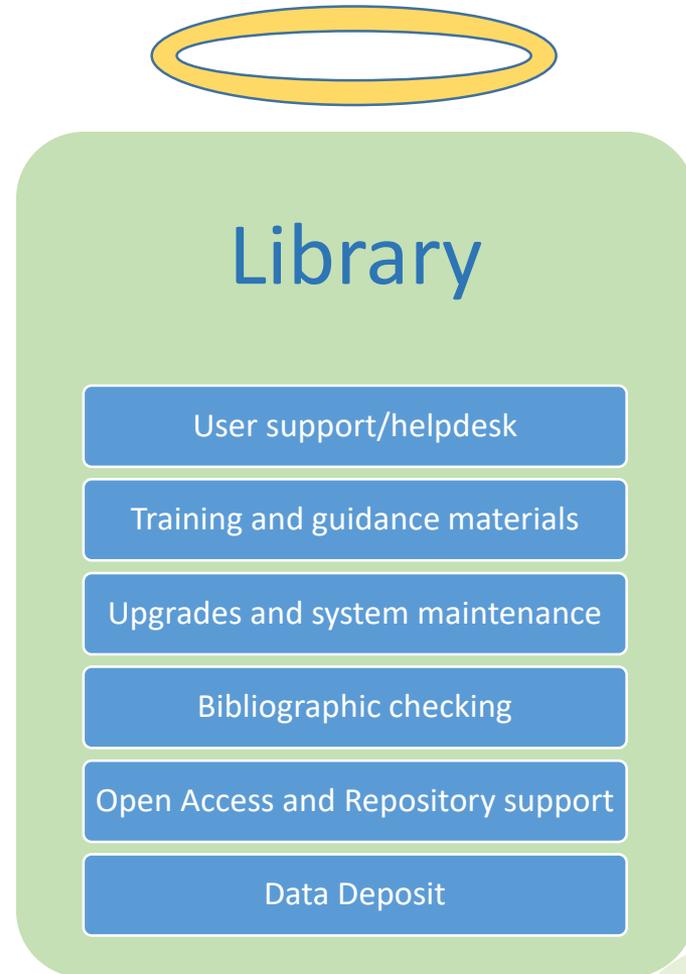
2015

- 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



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2018

- **Creation of *Research and Innovation Services***



[https://commons.wikimedia.org/wiki/File:Queensferry\\_Crossing\\_Aug\\_2016.jpg](https://commons.wikimedia.org/wiki/File:Queensferry_Crossing_Aug_2016.jpg)

# Bridging timeline

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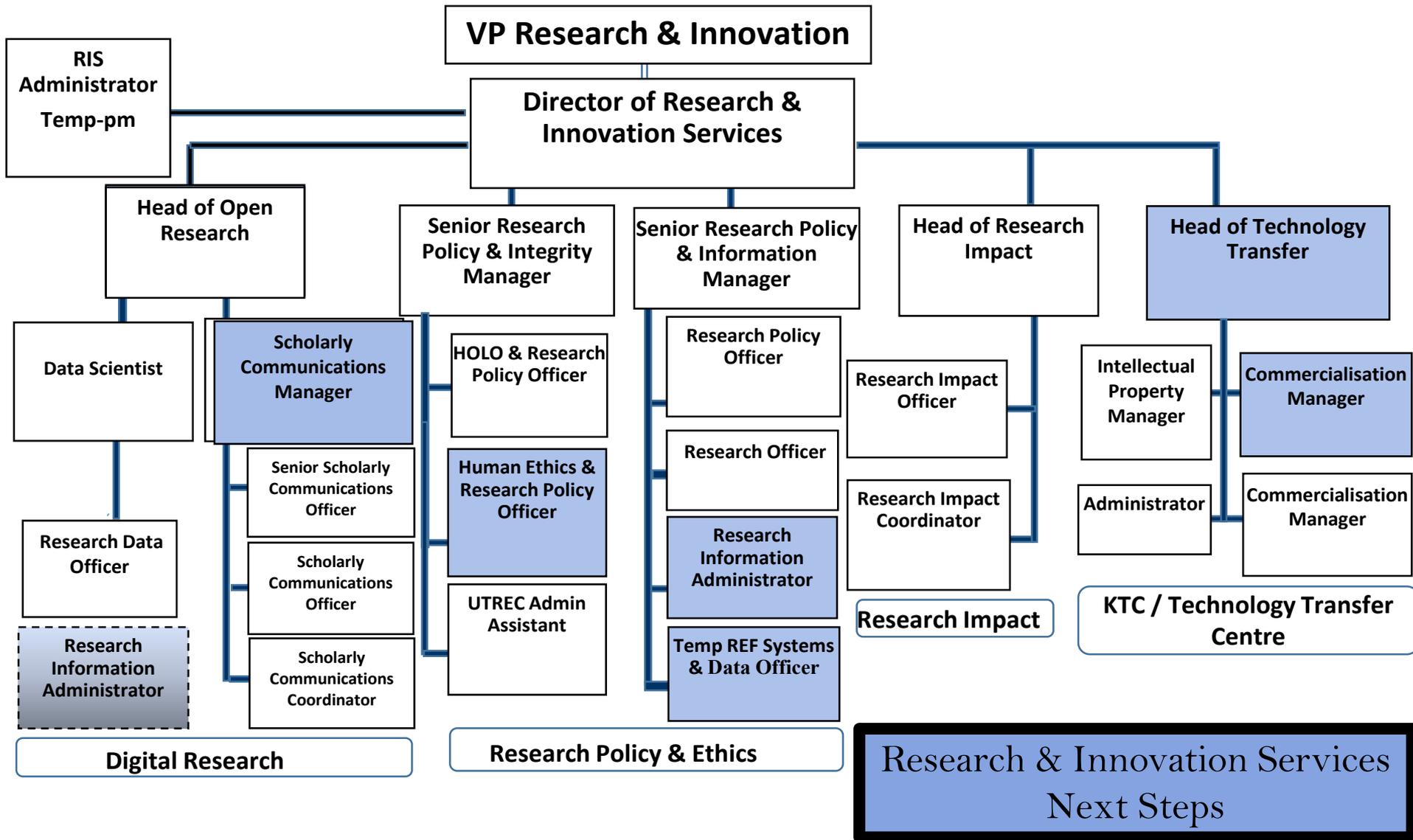
2018

- ❑ Creation of Research and Innovation Services

**MAY 2019**

- ❑ **Digital Research moves to Research and Innovation Services**

# Research & Innovation Services



# Spectrum of roles and objectives

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

# Continuums of openness

| ACCESS  | READER RIGHTS   | REUSE RIGHTS  | COPYRIGHTS  | AUTHOR POSTING RIGHTS  | AUTOMATIC POSTING  | MACHINE READABILITY  | ACCESS  |
|---|---|---|---|--|--|--|---|
| <br>OPEN ACCESS<br><br><br>CLOSED ACCESS | Free readership rights to all articles immediately upon publication                             | Generous reuse & remixing rights (e.g., CC BY license)  | Author holds copyright with no restrictions   | Author may post any version to any repository or website with no delay   | Journals make copies of all articles automatically available in trusted third-party repositories (e.g., PubMed Central, OpenAire, institutional) immediately upon publication    | Article full text, metadata, supporting data (including format and semantic markup) & citations may be accessed via API, with instructions publicly posted | <br>OPEN ACCESS<br><br><br>CLOSED ACCESS |
|   | Free readership rights to all articles after an embargo of no more than 6 months                | Reuse, remixing, & further building upon the work subject to certain restrictions & conditions (e.g., CC BY-NC & CC BY-SA licenses) | Author retains/publisher grants broad rights, including author reuse (e.g., of figures in presentations/teaching, creation of derivatives) and authorization rights (for others to use) | Author may post some version (determined by publisher) to any repository or website with no delay                  | Journals make copies of all articles automatically available in trusted third-party repositories (e.g., PubMed Central, OpenAire, institutional) within 6 months                 | Article full text, metadata, & citations may be accessed via API with instructions publicly posted   |   |
|   | Free readership rights to all articles after an embargo greater than 6 months                   | Reuse (no remixing or further building upon the work) subject to certain restrictions and conditions (e.g., CC BY-ND license)       | —   | Author may post some version (determined by publisher) to any repository or website with some delay                | Journals make copies of all articles automatically available in trusted third-party repositories (e.g., PubMed Central, OpenAire, institutional) within 12 months                | Article full text, metadata, & citations may be crawled without special permission or registration, with instructions publicly posted                      |   |
|   | Free and immediate readership rights to some, but not all, articles (including "hybrid" models) | Some reuse rights beyond fair use for some, but not all, articles (including "hybrid models")                                       | Author retains/publisher grants limited rights for author reuse (e.g., of figures in presentations/teaching, creation of derivatives)   | Author may post some version (determined by publisher) to certain repositories or websites, with or without delays | Journals make copies of some, but not all, articles automatically available in trusted third-party repositories (e.g., PubMed Central, OpenAire, institutional) within 12 months | Article full text, metadata, & citations may be crawled with permission, with instructions publicly posted   |   |
|   | Subscription, membership, pay-per-view, or other fees required to read all articles             | No reuse rights beyond fair use/dealing or other limitations or exceptions to copyright (All Rights Reserved)                       | Publisher holds copyright, with no author reuse beyond fair use   | Author may not deposit any versions to any repositories or websites at any time                                    | No automatic posting in third-party repositories   | No full text articles available for crawling   |   |

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Are we in the same place? Do we need to be?



# Collaboration models

Home   Key Elements   Theory   Plan your project   Recommendations   About

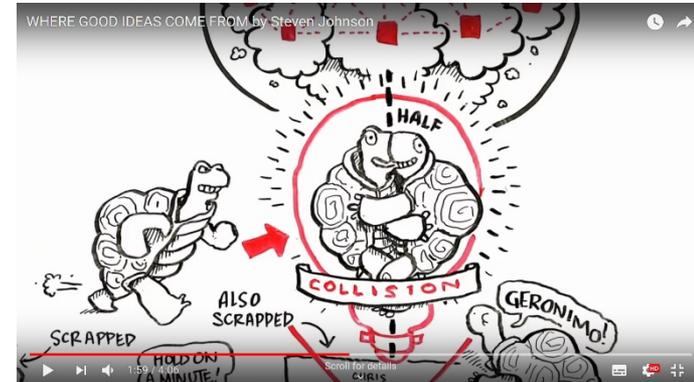
## KEY ELEMENTS OF COLLABORATION

Collaborations vary enormously depending on their goals, settings, teams and resources. Yet all collaborations are a human activity, and the following six elements play an important role in all of them. These elements also play an important role in the questions of the [interactive structure tool](#).

|   |   |   |
|---|---|---|
| <p><b>Motivation</b></p> <p>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.</p> | <p><b>Communication</b></p> <p>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.</p>   | <p><b>Diversity</b></p> <p>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.</p> |
| <p><b>Sharing</b></p> <p>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.</p>    | <p><b>Support</b></p> <p>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.</p> | <p><b>Problem solving</b></p> <p>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.</p>            |

*“Chance favors the connected mind”*  
 Steven Johnson, author

*Where good ideas come from*



- [Animation](#) / [TED talk](#)

Essi Salonen, <http://www.designingcollaboration.com/>



## Game theory



# 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 ...”*

Kirk Emerson, Tina Nabatchi, Stephen Balogh, An Integrative Framework for Collaborative Governance, *Journal of Public Administration Research and Theory*, Volume 22, Issue 1, January 2012, Pages 1–29, <https://doi.org/10.1093/jopart/mur011>

## 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



## Academic Schools and Departments

The University of St Andrews is comprised of a number of Academic Schools and Departments, which are organised into four Faculties. Each School is led by a Head of School, and supported by a number of academic and professional staff.

The contact details of each School and Department can be accessed from the list below.

|                                  |   |                             |
|----------------------------------|---|-----------------------------|
| Arabic                           | Film Studies                                  | Mathematics and Statistics  |
| Art History                      | French  | Medicine                    |
| Biology                          | Geography and Sustainable Development         | Modern Languages            |
| Chemistry                        | German  | Music                       |
| Classics                         | Graduate School for Interdisciplinary Studies | Persian                     |
| Comparative literature           | History                                       | Philosophy                  |
| Computer Science                 | International Education Institute             | Physics and Astronomy       |
| Divinity                         | International Relations                       | Psychology and Neuroscience |
| Earth and Environmental Sciences | Italian                                       | Russian                     |
| Economics and Finance            | Management                                    | Social Anthropology         |
| English                          |   | Spanish                     |



University > About > Professional services > Human Resources

## Human Resources

Human Resources provides strategic and operational advice and guidance in all employment matters. The unit delivers a range of central services including recruitment, support and advice, salaries and pensions and data and systems.

Core activities include the implementation of those sections of the University's strategic plan which relate to HR issues, the development of HR policies, recruitment of academic and support staff, implementing and administering internal HR procedures such as promotions, grading reviews, salaries and pensions administration, the provision of management information both internally and externally and providing advice and guidance on employee relation matters and employment legislation.

The HR team operates an HR Business Partner model, with each School or unit having a designated point of contact for HR advice and guidance.

# 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



St Andrews stormy sunrise © Keith Proven

- Monthly meetings/lunch
- Information sharing
- Away day
- Library strategy group
- Research strategy
- Games?
  - [The Publishing Trap](#)
  - [OA Escape Room](#)
- More bridges in our future...



The Eden Campus,  
Guardbridge

# Questions



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