Getting buy-in from faculty and management: the UP success story

Presented at the SARUA Open Access Leadership Summit
20 – 21 November 2007
Gaborone, Botswana
Presented by Monica Hammes & Elsabé Olivier
40% live below the poverty line
Life expectancy <50
25% have access to modern energy
Literacy rate = 61%
Internet access = 3.6% of population
Not part of Knowledge Society
Marginalized
Agenda

1. Point of departure
2. Indicators of success
3. Contributing factors
4. Strategies for buy-in
To change scholarship practice at UP towards becoming an **Open Scholarship institution** based on the philosophy

..the job of research is only half-done if the results of that research cannot reach the widest audience

(Wellcome Trust)
Definition of an OS institution (1)

1. Theses and dissertations are available online OA based on a policy of mandatory submission
2. Research and conference papers are available online OA and researchers actively contribute based on a policy of mandatory submission
3. Researchers and students actively use OA material
4. Researchers publish in available OA journals and the institution has policy and financial support in place
5. Researchers **actively** manage the copyright of their publications, inter alia with **addenda** to their contracts or using Creative Commons contracts, and the necessary **policy** exists

6. Publications from the institution's press/publishing house are available OA based on **policy**

7. The institution publishes its own online OA journals OR provides infrastructure and support for members

8. Dissemination forms part of its publication strategies
Relationship with Institutional Repositories

- OA conference papers
- Special collections
- Data
- Policy
- OA research articles
- Copyright management
- OA theses/dissertations
- Open online journals
- OA Press

UPSpace: https://www.up.ac.za/dspace/

UPeTD – http://upetd.up.ac.za

OA Press
Indicators of success

- UPeTD: 3108 full text items & UP Space: 2845
- UP Strategic plan & policies for mandatory submission
- Copyright success
- Usage statistics
  - UPeTD: 250 000 files/month
  - UPSpace: 128 000 items viewed until August
- Lots of positive feedback
- Presentations at conferences and workshops, articles
- But, very little self-archiving by authors
• **“B 6.6. E-research and the Academic Information Service.”**
  
  Secondly, archiving the published research papers and conference proceedings of UP staff and students and making them available to the international research community will integrate the University with the international open access movement. This will ensure enhanced visibility for UP research and its greater impact. The Academic Information Service will manage this initiative and guide researchers towards contributing. During the period under review, policy on copyright practices and the possible mandatory submission of articles will be developed.”

• **Similar rules for data and heritage collections**
Contributing factors

• The Library’s excellent position within the University: management and academe
• The success of UPeTD paved the way
• A well managed research repository infrastructure that offers a solution to real needs
• Dedicated and enthusiastic library staff
Contributing factors (2)

- The library’s strong e-strategy
- Alignment with international trends
- Co-operation with Research Office
- Lobbying, advocacy and marketing
- A variety of interesting collections resulting from an opportunity mindset
https://www.up.ac.za/dspace/
Christene Seegers Biomedical illustrations & Arnold Theiler Collection

https://www.up.ac.za/dspace/handle/2263/1971

https://www.up.ac.za/dspace/handle/2263/80
Inaugural addresses

https://www.up.ac.za/dspace/handle/2263/1844
https://www.up.ac.za/dspace/handle/2263/1125//browse-title
https://www.up.ac.za/dspace/handle/2263/108
Jonathan Jansen Collection

http://hdl.handle.net/2263/1580

It’s time to face up to dismal reality behind matric euphoria

Jonathan Jansen

http://hdl.handle.net/2263/938

The Leadership of Transition: Correction, Conciliation and Change in South African Education

Jonathan Jansen

Faculty of Education, University of Pretoria, Pretoria, 0002, South Africa
Email: jonathan.jansen@up.ac.za

Abstract

This paper focuses on educational leadership in the context of social transition to post-apartheid democracy in South Africa. Transitional leaders manifest behaviors, attitudes, values and strategies that are deeply rooted to the contexts within which they work. Social norms and political climates may not be supportive of educational leaders wishing to due to the challenge of implementing transition, however this paper focuses on leaders who do not succumb to this challenge. Narratives of these educational leaders

http://hdl.handle.net/2263/3423
Jonathan Jansen Collection

http://hdl.handle.net/2263/1418

http://hdl.handle.net/2263/1419
Copyright

• openUP adheres to copyright policies
• SA publishers
• Standard letter and permission form
• Positive role in influencing publisher policies
• 25 July: Academy of Science of South Africa’s meeting with editors of scholarly journals
SHERPA/RoMEO

http://www.sherpa.ac.uk/romeo.php
Publisher conditions

http://www.sherpa.ac.uk/romeo.php

Publishers version/ PDF can not be used
Uzoma (follow the right road)
Buy-in strategies that worked for us (1)

- Identify all **stakeholders** (Institutional Management, Authors, Library, Research Department, IT Department, Student Administration, Registrar, Legal Office…..)

- Identify their **role towards success** and negotiate accordingly, e.g. Institutional Management: Policy, resources, influencing the behaviour of authors, support publisher negotiations, advocacy campaign partners, meetings and fora
Buy-in strategies that worked for us (2)

• Advocacy and lobbying have a lot in common with marketing: **segment your target groups** and tailor your message to suit their needs, deliver it in their language and with the most appropriate means of communication.

• Identify the **benefits that will excite them** and the **concerns that will make them hesitant** and address these

• Develop an **advocacy plan** and work through it systematically (5X rule)
Buy-in strategies that worked for us (3)

• **Demonstrate** the concept with good examples, build and maintain momentum

• Use meetings, exhibits and other **events** for marketing, create good material that can be used by everybody: presentations, flyers, posters, blogs and wikis

• Co-operate with **champions** → include them in communities of interest/practice

• Be visible: write and speak about it, **launch** your IR in a spectacular fashion, **celebrate milestones**
Buy-in strategies that worked for us (4)

• This is going to cost money: create policy, good **business plans**, with resource implications, workflow, governance and roles, that show your savvy

• Use national/regional/international trends and **initiatives** as magnets

• Keep stakeholders informed with good **statistics and outcomes**

• Build solid, **lasting relationships**
Thank you!

For more information:

https://www.up.ac.za/dspace/handle/2263/568//browse-title

elsabe.olivier@up.ac.za  monica.hammes@up.ac.za
Attribution-NonCommercial-ShareAlike 2.0 South Africa
You are free:
to copy, distribute, display, and perform the work
to make derivative works
Under the following conditions:

**Attribution.** You must attribute the work in the manner specified by the author or licensor.

**Noncommercial.** You may not use this work for commercial purposes.

**Share Alike.** If you alter, transform, or build upon this work, you may distribute the resulting work only under a license identical to this one.

• For any reuse or distribution, you must make clear to others the license terms of this work.
• Any of these conditions can be waived if you get permission from the copyright holder.

Your fair use and other rights are in no way affected by the above.