



PUSHING  
THE FRONTIERS  
OF INNOVATIVE  
RESEARCH

# Current Work at LERU

Metrics & Rewards Workshop  
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# The LERU roadmap to OS

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Started in December 2017, approved by the LERU rectors and published in May 2018

Feedback received from LERU policy groups Information & Open Access, Research and Doctoral Studies and from the thematic groups Research Careers & HR and Research Integrity



# The backbone of the paper

- Rewards and Incentives
- Research Indicators and Next-Generation Metrics
- Future of Scholarly Communication
- European Open Science Cloud
- FAIR Data
- Research Integrity
- Skills and Education
- Citizen Science

# Cultural Change: key issue

*Successful engagement with Open Science requires a holistic vision by the institution, working together to deliver a set of goals in a complex and evolving mix of themes and priorities, to which all members can commit*

*Bringing about change at universities requires:*

- leadership, vision, strategy and adequate resources for implementation*
- a mix of targeted measures to achieve cultural change*
- transparency, accountability and monitoring*
- trust and confidence in a shared vision*

# Some challenges

- Prevalence of copyright assignment to commercial publishers and weak copyright literacy amongst researchers
- Costs involved in developing Open Science approaches
- Not everything can be open
- Statements such as the San Francisco Declaration are by no means universally accepted across academic communities
- Communities throughout the world are not all equally committed to openness.
- It is important that all stakeholders start the journey to embrace Open Science principles, policies and practices
- The change of culture required to move to Open Science activity

# Four Initial Recommendations

- Appoint a senior manager to lead Open Science approaches across all eight pillars of the Open Science.
- Develop a programme of cultural change, which is necessary to support the changes in principle and practice which Open Science brings.
- Establish advocacy programmes, which should identify the benefits of Open Science approaches, whilst being realistic about the challenges.
- Draw up a communication strategy, which enables the whole university body to become familiar with Open Science practices.

# Rewards and Incentives

- Endeavour to integrate Open Science dimensions in their HR and career frameworks as an explicit element in recruitment, performance evaluation and career advancement policies
- Develop institutional policies for recognising and rewarding Open Science practice anchored in broad-based support; communicate them clearly and transparently, make them easy to find and access, and provide proper guidance or training to those who are involved in staff recruitment, appraisal and promotion in the university.
- Develop individual HR criteria for recognising and rewarding Open Science in job descriptions, performance appraisals and promotion criteria, for all or most research and teaching staff

# Rewards and Incentives

- Embed Open Science principles in the institutional research assessment system, shifting away from an excessive reliance on publication-based journal impact factors and citation cultures and recognising Open Science approaches such as OA publishing, data/code/reagent sharing, recognising pre-prints, etc.
- Offer appropriate support, professional development and training opportunities for Open Science, aligned with employees' different needs depending on discipline, career progression, seniority and goals, including moving outside the university
- Periodically monitor, reflect on and update their Open Science rewards system so it remains fresh and fit-for-purpose.

## Recognition and rewards

### HR policy

Does your institution integrate Open Science in its HR and career frameworks as an explicit element in recruitment, performance evaluation and career advancement policies?

### Assessment

Does your institution assess the extent to which individuals, teams or units integrate Open Science in their daily practice? And does it recognize and/or rewards them for this?

### Communication

Does your institution make information about its policies on researcher evaluation open and easily accessible?

# Next-generation metrics

- Develop a bibliometrics policy grounded in the principles of the Leiden Manifesto, with the aim of changing the culture in the academic community about research assessment.
- Embed the new forms of research evaluation in its internal processes for promotion/reward and research evaluation.
- Construct, via appropriate internal bodies, guidance for research administrators and academics on good and bad practice in the use of traditional bibliometrics and in the development of new metrics, and that they work with the scientific community in this endeavour.
- Provide training to junior researchers, particularly early-stage doctoral researchers, enabling them to embrace the change of culture and practice which the responsible use of metrics brings

## Next-generation metrics

<b>Policy development</b>	Will your university develop a bibliometrics policy grounded in the principles outlined in this paper, with the aim of changing the culture in the academic community about research assessment?
<b>HR</b>	Will your university embed the new forms of research evaluation in its internal processes for promotion/reward and research evaluation?
<b>Best practice guidance</b>	Will your university, via appropriate internal bodies, construct guidance for research administrators and academics on good and bad practice in the use of traditional bibliometrics and in the development of new metrics, working with the scientific community in this endeavour?
<b>Training for early career researchers</b>	Will your university give particular focus to early career researchers, particularly those embarking on a course of doctoral study, providing training to enable them to embrace the change of culture and practice which the responsible use of metrics brings?



## What is next?

Implementation of the Roadmap

Currently gathering information of several LERU policy groups

Compilation of case studies and best practices

Next meeting on the 24<sup>th</sup> of October in Leuven

First report to be presented at the next Rectors' Assembly in Barcelona on the 15<sup>th</sup> of November



## Identified concerns

Open Science principles must be clear first

There are no clear indicators yet to grasp all the complexity

In general, universities don't have the monopoly on research assessment, reputation is also determined outside the university

The logo consists of the letters 'L', 'E', 'R', and 'U' arranged in a 2x2 grid. The top row contains 'L' and 'E', and the bottom row contains 'R' and 'U'. The 'R' is colored orange, while the other letters are grey. The entire logo is contained within a white square with a thin grey border and a subtle drop shadow.

**L E**  
**R U**

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