2009

The University of Bolton Institutional Repository (UBIR): Final Report April 2009

Sarah E. Taylor

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## Project Information

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<td>The University of Bolton</td>
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<td><strong>Project Director</strong></td>
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Last updated: April 2007
JISC Final Report

University of Bolton Institutional Repository (UBIR)

Sarah Taylor, Project Manager
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February 2009
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Executive Summary

This report concerns the University of Bolton Institutional Repository (UBIR) project at the University of Bolton. The project has been managed in line with the standard project managed guidelines as set out by the University of Bolton and by JISC. The aim of the project has been to create a cumulative and perpetual store for the intellectual output of the University, as well as to act as a support mechanism for the RAE. Other aims of the project have included the creation of standardised CVs, long-term preservation of research, the fostering of wider dissemination and impact of research, increased marketing opportunities for the University by creating a tangible record of research, identification of pockets of research, make provisions for the inclusion of electronic theses and learning and teaching outputs at a later date. The report will demonstrate how these aims and objectives have been fulfilled, along with any issues that have arisen along the way and how these have been resolved.

Highlights of the project include the successful engagement of a champion in each of the schools that has gone a long way to embedding the repository into the research culture of the University, the rapid increase in full-text content from September 2008, the dramatic increases in the number of visits to the site and the number of downloads, which it is felt can be attributed to the registration of UBIR with OAIster. Further highlights have included doing outreach work with as many active researchers as possible by means of formal and informal presentations and discussion that has contributed to the increase in content and heightening of awareness. Moreover, the project has encouraged researchers at the University of Bolton to begin to consider all elements of the scholarly communication process and how their research fits in with that process. It has also enabled researchers to consider uses for institutional repositories, such as for theses or for undergraduate work.

The report will demonstrate that the project has achieved much of what it has set out to do, such as raising awareness of open access and institutional repositories and the resulting increase in the number of deposits. It will demonstrate that in an institution such as the University of Bolton, successful repository population depends on the fostering of inclusivity, in particular in terms of the policies formulated that govern the operation of the repository.

Working with a hosted repository solution brings a unique set of challenges: this report will discuss these issues and offer some solutions. It is important for these challenges to be overcome to ensure the success of the repository. The report will describe the implementation of the repository, and will discuss changes that have been made to the software to aid the submission process, as well as changes that have been made to improve the overall experience for both the UBIR team and for users.

The report will also discuss the issues surrounding the relationship between the repository and the RAE, and will show that it is important that the RAE, or any type of research assessment, does not act as a main driver for the repository, rather that the repository should act as a mechanism to support such research assessment exercises. This issue will form part of the main conclusion to the report.

The report will make the following recommendations:

- Requirements for the hosted repository solution should be articulated as clearly as possible, and although technical constraints will be an issue, should not stand in the way of working towards best practice.
- The wealth of support and experience within the JISC community should be readily drawn upon.
- It is important that research assessment exercises do not become the sole driver for the success of a repository.
- While it can be argued that a measure of success is awareness, true success should be measured in terms of the visible face of open access at the institution, i.e. the number of deposits.
Background

In 2006, the Digital Repositories Roadmap suggested that the landscape of scholarly communication in 2010 would be composed of "a richer scholarly communication environment, based on open access to, and re-use of, scholarly materials". It was envisaged that this enhanced scholarly communication would be facilitated by repositories meeting the demands of both academic and global communities.

The main impetus for the establishment of an Institutional Repository (IR) at the University of Bolton was therefore to ensure that the University achieved the vision for research as laid out by the University’s strategic plan, which stated:

"Most academic staff will…be research-active, researching and publishing in areas related to their professional discipline, working to implement research and innovation, incorporating research into policy and professional practice…leading to improved recognition of our research by the relevant UK, European and industrial and commercial funding bodies."

It was felt that an institutional repository would encourage a perhaps more consolidated approach to scholarly communication at the University of Bolton. Moreover, the University was mindful of the UK House of Commons Science and Technology Committee Inquiry Report: ‘Scientific Publications; free for all’; published 20 July 2004, that included a number of recommendations, for example: each university should provide an open-access electronic repository containing articles written by its researchers; Research Councils and government funding bodies ‘should mandate their funded researchers to deposit a copy of all their articles in their institution’s repository’ within one month of publication. Clearly, the establishment of an IR at Bolton would therefore fulfil a national as well as a local need.

The repository project identified short term as well as long term aim. In the short term, the aim was to make The University's research output available electronically to the RAE panel who felt that submissions provided in this way in an easily retrievable format, i.e. in a repository, would be more acceptable. In addition, by depositing in an open access repository, researchers at the University of Bolton would adhere to the requirement of a number of research councils to deposit work in a repository upon completing. This ties in with the 2004 Science and Technology Committee Inquiry Report.

The longer term aim of the project was to embed a working IR into the culture of the University, thus establishing a research community. This will increase the visibility and impact of the University’s output as well as enhancing learning and teaching in the University.

In addition, the University secured HEFCE funding through the Teaching Quality Enhancement Fund to promote and support a ‘research-informed teaching environment’. The TQEF guidelines state that ‘All students have a right to learn in an environment that provides the opportunity to fully develop their knowledge, understanding and skills. A learning environment informed by research provides learners with an understanding of knowledge creation (the research process and research methods) and its application (in economic, social, health and global contexts). It also stimulates key skills of critical analysis, respect for evidence and informed decision-making. We feel that a research-informed environment to stimulate the development of knowledge and skills is appropriate to all levels of student learning in higher education.’

The vision for both the University of Bolton and the wider picture as set out by the Digital Repositories would be met by the creation of an institutional repository, the University of Bolton Institutional Repository (UBIR).  

1 The name of the project was originally IR@Bolton. The name was changed near to the start of the project and this change is noted in the October 2007 progress report.
Aims and Objectives

The aim of the project was to create an Institutional Repository in which published research outputs of staff and researchers at the University were made openly available over the Internet. The repository aimed to make use of software and protocols that would ensure that material held in the repository was cross-searchable and harvestable.

The aims and objectives of the project were as follows:

- Making the details of the University’s research output more accessible in preparation for the 2008 RAE; the RAE was to be an initial driver for the project.
- Ensure that authors understand that the repository has scope beyond the RAE.
- Create standardised CVs.
- Create a central archive for research output in the form of a bank of easily accessible research outputs and the improved retrieval of that information.
- Enable the long-term preservation of research output of the University of Bolton.
- Foster wider dissemination and impact of research.
- Increase marketing opportunities for the University by presenting a record of research output.
- Identify “pockets of research” within the University.
- Make provisions for the inclusion of theses, learning and teaching outputs, as well as University administrative documents and raw data, to be included at a later stage.

Methodology

The overall approach to the project has been to look at the institutional repository as a whole, and see not only how it can fit into the University of Bolton, but also how it can be promoted as a service to the University. The aim has been to create a repository that best fits purpose.

The project was managed in accordance with the University of Bolton’s standard project management methodology. A Steering Group was established, along with a Project Team that tried to meet regularly. However, a regular programme of meetings was held up by departure of the project manager. Research was carried out to ascertain best practice. The decision was taken very early on to use a hosted repository solution on the understanding that this would provide a fully set-up repository for the University and would allow concentration on other aspects of the project such as content acquisition, advocacy and promotion.

Part of the methodology included consideration of a number of critical success factors.

**Short term:**
- Procurement and customisation of repository software, considering interoperability with other university systems in addition to the Open Access movement as a whole.
- Publication of key policies and documents agreed by stakeholders of the University.
- Successful management and completion of the 2008 RAE submission that will form a pilot phase.

**Long term:**
- Achievement of a culture that supports the repository in the University and where all intellectual output is deposited.
- Inclusion of theses, learning and teaching objects, administrative documents of the University and raw data.

In terms of adhering to standards, the intention was to use the metadata and harvesting standards recommended by the JISC standards for the Digital Repositories Programme. Due to the nature of working with a hosted repository solution, it has taken time to ensure that these standards are being met, so a lesson that emerges is the need to articulate these requirements right from the implementation phase.
One of the key aims of the project was to ensure that the best practice was followed. Therefore, the Project Manager looked at other repositories both in terms of policy and infrastructure and talked to other repository managers and administrators. The initial driver for the project was the RAE, submissions for which would form a pilot phase of the repository.

Advocacy is crucial to the success of any repository project; it is essential to tailor advocacy to the needs of the institution. Therefore, this was one area where although looking at best practice was useful, it was far more pertinent to look closely at the University of Bolton. A number of promotional strategies were employed. The previous Project Manager favoured a “top down” approach, engaging – successfully – a champion in each of the schools. However, the current Project Manager favours a different approach to advocacy and promotion, preferring to attack from all angles. Full-text has increased rapidly since September 2008, demonstrating that perhaps this approach is better for a smaller institution. It has been an intention to offer a mediated service as well as enabling self-archiving.

**Implementation**

A major part of the implementation of the project was the procurement of the hosted repository solution, Digital Commons from bepress. The implementation of a fully functioning repository was slightly delayed due to the launch of a new version of the platform. The University of Bolton elected to be one of the first customers of this new version because at that time, UBIR had no content. Although this represented a delay, this was preferable to working with one platform then having to switch to another. The new platform was ready by November 2007, and continues to be subject to customisation. This has included changes to the metadata fields available, and the addition of links to University of Bolton websites to introduce marketing opportunities. The former has assisted UBIR staff as well as self-archivers; the latter has presented means of finding out more about the University responsible for the repository. It is hoped the addition of Google Analytics (February 2009) will prove that these links are being used; indeed between 20 January 2009 and 19 February 2009, 11 per cent of traffic to UBIR clicked back to the University of Bolton homepage.

Vitally important at the start of the project was the formulation of policies to ensure adequate operation of UBIR. These policies were as follows: submission policy; deposit policy; user policy. The policies were formulated according to best practice and by following guidelines on the SHERPA website. It was anticipated that these would be accepted “as written”, but in reality had to go through several iterations before meeting with approval of relevant University boards. Having such high-level buy-in and ratification has been an important element of the project. However, it has emerged that a number of policy points have been slowing the process of depositing material. These concerned administrative tasks such as the need to gain explicit permission from all authors. Although it is courteous to gain permission from all co-authors, in some disciplines where there might be many authors named this would not be practical. The relaxation of this policy has enabled the deposit process to become a little quicker. Another policy point that has been relaxed is the requirement for authors to have been employed at the University of Bolton at the time of producing a piece of research. This is partly due to demand, but also due to the recognition that UBIR cannot be a true representation of intellectual output if certain pieces are rejected on such a simple basis. It could therefore be argued that some internal, process-driven matters do not necessarily need ratification at strategic level. Policies are available in Appendix B.

During the course of the project there has been work done on advocacy, and an important element of this has been the delivery of papers to groups of researchers in the University. These have taken the form of formal PowerPoint presentations with demonstrations of the service, as well as more informal presentations, and a slot at the Research Committee. Each time contact has been made with an academic by e-mail, a copy of the briefing paper has been attached to the e-mail. The briefing paper is available in Appendix C and standard presentation is available in Appendix E. The Advocacy Plan, formulated after discussions with academic staff and colleagues in the library, is available in Appendix F.

The successful implementation of the project has met with two unexpected challenges: the department of the Project Manager from the University in April 2008 and the subsequent delay in
filling this position until September 2008, and the confusion surrounding the role of the RAE submissions in the population of the repository.

The former issue was addressed by the systematic study of previous project reports and making contact with relevant people within the University, such as the Director of Research and the Pro Vice Chancellor, in combination with the current Project Manager’s previous experience of working on institutional repositories. Although this has ensured that the project has continued, there have been some necessary delays to some elements of the project. It has, however, allowed for a full re-evaluation of the project that has led to some of the changes as described above and the resulting dramatic increase in deposits.

The latter issue has presented a far more significant challenge, and it is this issue that provides perhaps the greatest indicator of lessons of lessons learned for the project. An initial driver for the project was the RAE. The intention was that RAE submissions would be deposited into the repository. Due to copyright restrictions, in a significant number of cases this did not happen. Part of this was due to the policy of only including full-text of items. While this is a preferred state for a repository, it has meant that a large body of research – and therefore researchers - has been excluded from the repository. Time has been lost deciding on this particular policy point, which in turn has had a negative impact on the aim to get 150 items in by November 2008. The October 2007 progress report made provision for metadata-only records; subsequent reports did not want UBIR to enter into these type of deposits. The resulting clouding of the issue of metadata-only records created a great deal of confusion surrounding the RAE and UBIR, with some authors, having submitted their research to the library for DOI collation etc. expecting that their research had been deposited. With the full-text only rule, this had not been possible. One solution, in lieu of a culture change whereby authors keep their final accepted manuscripts, will be the deposit of metadata-only records in these instances.

**Outputs and Results**

The tangible outputs of this project are as follows:

- UBIR ([http://digitalcommons.bolton.ac.uk/](http://digitalcommons.bolton.ac.uk/))
- Policies ([Appendix B](#))
- Briefing paper ([Appendix C](#))
- Depositing your research paper ([Appendix D](#))
- Standard presentation ([Appendix E](#))
- Advocacy plan ([Appendix F](#))

One of the key outputs of the project is UBIR itself. A fully-functioning repository, is has undergone significant customisation, and will continue to do so. The recent changes, both in terms of what is seen on the repository itself and what is happening in the background, have had a positive impact on the repository. The Project Manager sees part of her role to develop the software, so there is potentially still work to be done to complete the customisation process. In order to create a repository that best fits purpose, the following changes have been made:

- University of Bolton branding such as colours and the addition of a logo.
- Change in the name from DigitalCommons@Bolton to UBIR: University of Bolton Institutional Repository (in-house).
- Change to all collection names to best reflect what should be deposited to aid both the UBIR Team and self-archivers (in-house).
- Links to potential marketing areas.
- Re-ordering of recent additions to make the list more meaningful.
- Additional metadata fields such as language, publisher, identifier.
- Creation of additional item types to best reflect authors’ needs.

It is also recognised that the repository must be flexible and respond to the demands of the institution. There have been changes to metadata fields in the submission form that have assisted the submission process. In addition, UBIR is now harvested by OAIster, a change that took place in September 2008. This and the additional links that have been added to the front page of UBIR have demonstrated that improved linking really does impact on the numbers of people visiting the repository.
The graph below shows how the numbers of downloads have increased.

![Downloads](chart1.png)

Correlations can be seen between this and the growth in the number of deposits since September 2008:

![Deposits](chart2.png)
The growth in the number of items since September 2008 is an extremely positive sign of the embedding of UBIR into the University of Bolton: the more items are in the repository, the more one has to show and the more likely people are to get involved. Data from Google Analytics shows that many visitors are coming to UBIR as they have conducted a Google search for a member of staff at the University. This shows how a repository can be used as a showcase for the University, and also highlights the importance of having links to relevant University of Bolton web pages.

As has been previously described, the project has also seen the production of a number of policy documents. These, and the process of formulating these, have been essential in the creation of the repository.

The Project Manager has undertaken small-scale studies to determine possible ways forward for the repository in two areas: self-archiving and mandatory submission of electronic theses.

**Self-archiving**
The need to explore the issues surrounding self-archiving has come about due to the current position of UBIR offering both a mediated and self-archiving service. By considering the needs of academics at the University of Bolton, a number of advantages to self-archiving can be articulated:

- Offers complete ownership of the process of depositing work.
- Could become part of the research process.
- Could mean that an item is represented in the way an author wishes it to be represented.
- If the submission details are correct and the correct version has been uploaded, could mean the process of getting work into the repository is quicker.

These are countered by a number of disadvantages:

- Some authors are confused about which version they should be putting into the repository, and therefore sometimes upload the ‘wrong’ version, usually a publisher version.
- Authors remain confused about copyright.
- Items may be submitted to the wrong collection, and if the software means the item cannot be moved, it might be the case that the item has to be removed altogether and re-submitted.
- Metadata is incomplete or inaccurate: in the worst cases, it may be necessary to completely re-do the submission.
- Self-archiving becomes yet another thing to ‘do’, and may therefore be forgotten about.

One of the more attractive advantages to self-archiving is the idea of ownership, so for the time being, it would be wise to encourage uptake of the mediated service, but to support self-archiving wherever possible. To try to counter some of the problems of self-archiving, it is hoped that improvements to the submission form will go some way to address the issue of incomplete or inaccurate metadata. In addition, the names of all collections within the repository have been changed to try to reflect more fully what exactly should be going in them.

**Mandatory submission of electronic theses**
Currently, students are not permitted to submit theses electronically. There is a growing desire at the University for theses to be available electronically, both among staff and students. Plagiarism is a concern, but it is felt that using services such as Turnitin could address these concerns and make the process more robust.

The landscape of electronic thesis submission is varied throughout the higher education community. However, a research has uncovered a number of issues that the University of Bolton may wish to consider for a future initiative:

- A small number of universities have already mandated such submission, so there is expertise available to take this matter forward.
- There are technological barriers to making electronic theses available, such as the need to convert to PDF. However, this may be negated by using word processing programs with an in-built PDF converter.
- Some universities have a separate repository for theses, others use institution’s pre-existing research repository. Glasgow University is one university that uses a separate repository, the
ENLIGHTEN service. On the other hand, the WIRE repository at Wolverhampton includes theses as a distinct collection within the main repository.

- There are issues of confidentiality with some theses, such as those including questionnaires.
- A decision needs to be made as to whether or not the repository team itself will do the submitting – offering a mediated service in much the same way as the main repository service – if the work will be carried out by school administrators, or if the work will be carried out by students.
- Mandating submission of electronic theses takes time, years in some case. The problem is not necessarily due to lack of high-level buy-in, but the number of steps a change has to go through before it can be ratified.
- Electronic submission can offer greater choice to examiners, some of whom may not want to work with the printed copy, thus improving the experience for all.

To conclude, this research has shown that it is possible to mandate the submission of electronic theses, but it may take considerable time. However, institutions contacted as part of the research have suggested that once the necessary policy changes have been made, the mandatory submission of electronic theses has been received positively.

Outcomes
The project has shown that there is a need for a store for research at the University of Bolton, and counts following as its achievements:

- **Create standardised CVs:** subscription to SelectedWorks added onto Digital Commons, but uptake has been low. There is some interest, but so far this has been articulated as a need for departmental, rather than research, pages.
- **Create a central archive for research output in the form of a bank of easily accessible research outputs and the improved retrieval of that information:** More and more authors understand the value of the project and can see that a store for research is useful. Much work has been done with bepress to ensure that the software itself does not act as a barrier to uptake. Partially successful; undoubtedly there is more work to be done in this area. The role of UBIR in the collection of RAE submissions has caused confusion: thought that it was for RAE submissions only; thought that sending the research to the library guaranteed deposit. However, the “top-down, bottom-up” approach has yielded many outputs, and the larger the repository gets, the quicker it grows. This will be of value to the wider community as well as the University of Bolton.
- **Enable the long-term preservation of research output of the University of Bolton:** A store for research has been created. In the long term, in-depth investigation into PDFA will be necessary to ensure that research output is preserved in perpetuity.
- **Foster wider dissemination and impact of research:** The increased number of downloads and registration with OAIster shows that research at the University of Bolton is now easily findable. Moreover, links to UBIR are very often in the top few hits of Google searches for research topics included in the repository. The links are often nestled close to subscription-only sources of the same material, thereby demonstrating the value of open access for the wider community.
- **Increase marketing opportunities for the University by presenting a record of research output:** Links have been added to UBIR to link to relevant links on the University of Bolton website, such as the prospectus and how to visit the University. This will mean that visitors to UBIR can find out about the host institution quickly. These links are even more appropriate given that UBIR is a showcase for research at the University of Bolton.
- **Identify “pockets of research” within the University:** Identifying pockets of content is an extremely useful way of being able to identify content and therefore contacts. Not only has this revealed journal articles following database searches, but has also uncovered freely available project reports that are ideally suited for deposit as at the moment, they are not easily found.
- **Make provisions for the inclusion of theses, learning and teaching outputs, as well as University administrative documents and raw data, to be included at a later stage:** Research has been conducted to determine the practicalities of including theses in particular as there is a growing desire for these types of submissions.
UBIR has encouraged authors to look at their work, perhaps in terms of deciding what they would like to be the ‘public face’ of their intellectual output. It has provided them with somewhere to store work. In addition, it has also encouraged academics to think about different uses for open access repositories; there is interest in the storage of undergraduate work and theses. The project demonstrated that “one size does not fit all” when it comes to thinking about repositories. There are pockets of research focus at the University of Bolton, but there is also a teaching and learning focus in addition to courses with a vocational emphasis.

An important lesson is that research assessment exercises cannot be the only driver for success. They may provide initial impetus in terms of gathering a core of research, but it can cloud the perception of the aim of the repository. The true aim of the repository should be to capture, store and preserve the intellectual output of the University, the whole picture. Looking towards the REF, gathering all outputs at the outset will make this process easier, rather than looking in a somewhat narrow fashion at the selected output. This can lead to a blinkered approach to repository advocacy.

The project has also shown that the main marker for successful advocacy is increase in deposits: awareness sessions are important, but with awareness must come action. It is far easier to show a repository with many items in it. Anecdotal evidence suggests that the presence of a repository can also introduce a level of competitiveness. For example, on demonstrating the repository to one particular school, the following comments were made about another school’s output:

- “They’ve got more items then we have!”
- “Look at who’s been downloaded the most!”
- “We’ll beat that here, no problem…”

Such evidence can prove to be extremely important in demonstrating the true value of an institutional repository. Other evidence includes the use of links to UBIR from articles in Wikipedia, example available at http://en.wikipedia.org/wiki/Neil_gaiman. This represents an extra facet to the perceived value of UBIR.

In order to illustrate the true picture of who can benefit from the project and how, it is necessary to draw on the stakeholders noted in the original project plan:

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<th>Stakeholder</th>
<th>Benefit</th>
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<td>Pro Vice Chancellor</td>
<td>Meeting University Strategic Plan.</td>
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<td>Director of Research</td>
<td>Enables development of research in all areas of the University.</td>
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<tr>
<td>Researchers</td>
<td>A store for publisher research output.</td>
</tr>
<tr>
<td>RAE</td>
<td>Easy access to RAE submissions.</td>
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<tr>
<td>Teaching staff</td>
<td>Able to use research outputs for teaching and learning, thus supporting a <code>research-informed teaching environment</code>.</td>
</tr>
<tr>
<td>Administrators</td>
<td>Research management that will potentially ease the process of reporting research outputs for the REF.</td>
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<td>Undergraduates</td>
<td>Potential for thesis submissions.</td>
</tr>
<tr>
<td>Postgraduates</td>
<td>Potential for thesis submissions and a “shop window” for research at the University.</td>
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<td>Other universities</td>
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<td>Standards organisations</td>
<td>Use of standardisedmetadata</td>
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One emerging lesson concerns the issue of self-archiving as described by the small-scale study in the **Output and results section**. Currently, the UBIR team offers a mediated service as well as self-archiving. Although perhaps not a lesson unique to the University of Bolton, there have been a number of issues with self-archived work, in particular in terms of the quality of the metadata and copyright. Some of the metadata issues have been resolved by the further customisation by bepress of the submission form. However, authors have attempted to upload a number of full-text documents

2 Follow reference number 75.
that cannot be submitted due to copyright restrictions. This has meant lengthy delays in making the items live while copyright clearance takes place, and has forced the project to re-evaluate the merit of metadata-only records.

It is hoped that the University community will learn that there is a place for an institutional repository at the University of Bolton, and that the project has provided a sound base on which a repository can thrive in the future. Moreover, it is hoped that the project will demonstrate the same to the wider community, and will show that a direct, “top-down, bottom-up” approach to advocacy can be used to populate the repository in a successful manner.

The overall value of the project may be assessed in a number of ways. Aside from the increase in the number of deposits and awareness of repositories and open access, the benefits of depositing are being felt throughout the university. One academic has produced a piece of research that many have commented cannot be found through Google, nor by any electronic database; it was work he was referring students to, and it had been referenced in other pieces of work. The work was deposited in UBIR. Within a matter of weeks, statistics showed that the work had been downloaded, and it can now be found on Google more easily. The author in question can see the value of the repository, and this the single-most important aim of all advocacy programmes: advocacy through understanding.

Conclusions

The project has seen a number of successes. It has created an awareness of open access and of institutional repositories and the issues surrounding them. With this awareness, content is increasing and the more content there is, the quicker the repository will grow. This is born out by statistics of the number of downloads. However, heightened dissemination is not the true marker of success and it is a conclusion of this project that the number of deposits are perhaps a better marker of success as they can be seen the public face of open access at the institution. To conclude, an institutional repository is a valuable mechanism for the storage of research and can greatly support research assessment exercises.

The strength of the project is the engagement of champions in each of the schools to encourage others to submit, but also the recognition that a multi-angled, direct approach can also work. This demonstrates the true value of UBIR as a support mechanism for research at the University of Bolton.

Implications

The community can learn from this project in a number of ways. One is that an institution such as the University of Bolton can support an institutional repository. Moreover, building a successful repository at an institution where there is perhaps not as great an emphasis on research relies on the repository being flexible, responsive and outward-looking. An example of this is the consideration of other outputs such as undergraduate work and theses.

There are also lessons to be learned with working with a hosted repository solution. Others working on repositories, or working towards setting up a repository, may wish to consider the following about working with a hosted software solution:

- It is vital to have adequate support from the software suppliers, and it is useful to know the best ways/times to contact the supplier.
- Needs must be articulated clearly.
- It is useful to know exactly the limitations of the software, for example, does the template prevent the addition of links in particular places?
- Best practice can still be followed but may not be as simple as using more common infrastructure such as DSpace or EPrints, and relies upon the formulation of an excellent working relationship with the software suppliers.

A further implication of the project is the need to consider that policies should be as inclusive as possible.
Recommendations

Based on the outcomes of this project, a number of recommendations can be made:

- Although there can be limitations to the technical infrastructure when working with a hosted software solution, needs should be articulated as clearly as possible, and where practicable, should be based on best practice.
- The wealth of support and experience available within the JISC community should be readily drawn upon.
- It is important that research assessment exercises do not become the sole driver for the success of a repository.
- While it can be argued that a measure of success is awareness of repositories and open access, true success should be measured in terms of the visible face of open access at the institution, i.e. the number of deposits.

References

Haddow, G. Self-archiving to Institutional Repositories Is Improved by Assisted and Mandated Deposit; Disciplinary Culture is not a Factor. Evidence Based Library & Information Practice. 2008, vol. 3, no. 2, pp. 52-57


JISC harvesting and metadata standards for the Digital Repositories Programme. Available at http://www.ukoln.ac.uk repositories/digirep/index/Standards


OAIster: http://www.oaister.org/


Appendix A: Glossary

*Author version:* Final, accepted Word version of a piece of research.

*bepress:* Berkeley Electronic Press, the suppliers of Digital Commons.

*Digital Commons:* The repository solution from bepress. It is a fully hosted repository solution. Digital Commons is available at [http://www.bepress.com/ir/](http://www.bepress.com/ir/)

*DSpace:* Open source repository software developed for and by the Michigan Institute of Technology with assistance from Hewlett Packard.

*EPrints:* Open source repository software developed at the University of Southampton.

*OAIster:* The multi-repository harvesting service based at the University of Michigan and available at [http://www.oaister.org/](http://www.oaister.org/)

*Publisher version:* Version of research with publisher markings.

*RAE:* Research Assessment Exercise

*REF:* Research Excellence Framework

*SelectWorks:* An add-on to Digital Commons that enables the creation of works lists and can be used to create CVs.

*Turnitin:* JISC-endorsed originality checking service.

*UBIR:* University of Bolton Institutional Repository.
Appendix B: Policy documents

i. UBIR policy

THE UNIVERSITY OF BOLTON INSTITUTIONAL REPOSITORY (UBIR) POLICY

1 Policy Statement

It is a strategic goal of the University to take “a more professional approach to the way in which we identify, plan, fund, implement and disseminate our research activities”, (Strategic Plan, 2006-2012).

The University is committed to the long term preservation of its research output and to make it freely available over the internet.

On this basis it is the University’s aim that all research output should be deposited, subject to the submission procedure, with UBIR in an electronic form in order to provide free, permanent open access.

2 Policy Scope and Context

The long term aim of UBIR is to achieve a culture within the university where research output is deposited in the Institutional Repository. The 2008 RAE submission is the initial pilot for UBIR.

2.1 Content

It is the intention of the University that UBIR will hold copies of all types of materials, which have been created by staff and students of the University of Bolton during their relevant tenure, including:

a. Pre-prints
b. Post prints
c. Published versions
d. Supplementary data
e. Conference papers
f. Project descriptions
g. Other digital media
h. Theses and Dissertations
i. Learning objects
j. Patents (after 18 months from initial filing)

Any research which includes a confidential report for a sponsor, i.e. company/commercial third party, will not be included, or will have restricted access unless otherwise agreed by the sponsor.

2.2 Submission

UBIR welcomes items for deposit subject to the following conditions:

a. Items may be deposited only from staff\(^3\) and students\(^4\) of The University of Bolton, or their delegated agents.

b. Authors who are depositees may submit only their own work for archiving.

c. Where deposited work has multiple authors:

i. At least one author must be a member of staff or student of The University of Bolton; and

ii. The submitting author must seek the permission of co-authors.

\(^3\) This includes all contracted staff as well as non-contracted visiting, honorary and emeritus fellows and professors.

\(^4\) This includes anyone registered on an award bearing programme of the University.
d. The depositee’s agreement to and compliance with this policy and associated procedures.

2.3 Metadata
For information describing items in the repository:
   a. Anyone may access the metadata free of charge; and
   b. The metadata may be re-used in any medium without prior permission for not-for-profit purposes and/or re-sold commercially provided the OAI Identifier or a link to the original metadata record is given.

2.4 Data
For full-text and other full data items, i.e. everything other than metadata:
   a. Anyone may access full items free of charge, copies of full items generally can be reproduced, displayed or performed, and given to third parties in any format or medium for personal research or study, educational, or not-for-profit purposes without prior permission or charge, provided:
      i. The authors, title and full bibliographic details is credited in any copy;
      ii. A hyperlink and/or URL is included for the original metadata page; and
      iii. The content is not changed in any way.
   b. Full items must not be sold commercially in any format or medium without prior written permission of the copyright holders.

2.5 Preservation
   a. All items will normally be retained for at least 10 years from the date of deposit.
   b. Removal of material at the authors request is strongly discouraged, save for the following reasons:
      i. Journal publishers’ rules
      ii. Proven copyright violation or plagiarism
      iii. Legal requirements and proven violations
      iv. National Security
      v. Falsified research
   c. Withdrawn items will not be deleted, but withdrawn from public view.
   d. Withdrawn items’ URLs will continue to point to a ‘tombstone’ citation, to avoid broken links and retain item histories, with:
      i. A link to the replacement version, where available.
      ii. A note explaining the reason for withdrawal.
   e. Any changes to the deposited item is not permitted, however:
      i. An updated version may be deposited; the earlier version may be withdrawn from public view on request.
      ii. Errata and corrigenda lists may be included to the original record if required.

3 Other Related Policies and Procedures
All depositees who wish to deposit items in the repository are required to agree to the UBIR Deposit Agreement and comply with the policy document and associated procedures in the Procedures for the Submission of Material within The University Institutional Repository and the University’s Intellectual Property Policy.

4 Location, Access and Dissemination of the Policy
The controlled copy of this document will be held on the University intranet within a ‘Policies and Procedures’ section of the Governance website. The document will be made available on request to external parties as required.

Document Control Policy Control Data:
<table>
<thead>
<tr>
<th>Version Number</th>
<th>1.1</th>
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<tbody>
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<td>February 2008</td>
</tr>
<tr>
<td>Author</td>
<td>Graham Stone</td>
</tr>
</tbody>
</table>
Note that this policy is current as at the date of issue. However, the University reserves the right to make such changes as may be required in the future – the Controlled Copy will reflect the latest issue.
ii. Deposit agreement

THE UNIVERSITY OF BOLTON INSTITUTIONAL REPOSITORY (UBIR) DEPOSIT AGREEMENT

Depositee’s declaration

1 By agreeing to this licence, you (the author(s), copyright owner or assignee), grant a non-exclusive licence to The University of Bolton on behalf of the UBIR and you warrant that:

1.1 You are the owner of the copyright in the whole Work (including content and layout) or are duly authorised by the owner(s), or other holder of these rights and are competent to grant under this agreement, a licence to hold and disseminate copies of the material.

1.2 The Work is not and shall be in no way a violation or infringement of any copyright, trademark, patent, or other rights whatsoever of any person and that you indemnify The University of Bolton against this.

1.3 That if the Work has been commissioned, sponsored or supported by any organisation, you represent that you have fulfilled all of the obligations required by such contract or agreement.

1.4 You comply with the UBIR Policy and associated procedures.

1.5 You will comply with the University’s Policy on Intellectual Property

The Repository’s Rights and Responsibilities

2 UBIR:

2.1 May distribute at no charge copies of the Work (including the abstract) worldwide, in electronic format via any medium for the lifetime of the project, or as negotiated with the depositor, for the purpose of free access without charge (except for associated media costs).

2.2 May electronically store, translate, copy, or re-arrange the Work to ensure its future preservation and accessibility, unless notified by the depositor that specific restrictions apply.

2.3 May incorporate metadata or documentation into public access catalogues for the e-print. A citation to the Work will always remain visible.

2.4 Shall retain the right to remove the Work for professional or administrative reasons, or if it is found to violate the legal rights of any person.

2.5 Shall not be under any obligation to take legal action on behalf of the Depositor or other rights holders in the event of breach of intellectual property rights or any other right in the material deposited.

2.6 Shall not be under any obligation to reproduce, transmit, broadcast, or display the Work in the same format or software as that in which it was originally created.

Software
3.1 Copyright in any additional data, software, user guides and documentation to assist users in using the Work shall belong to UBIR on behalf of The University of Bolton and any other parties that UBIR may choose to enter into an agreement with to produce such materials.

3.2 While every care will be taken to preserve the physical integrity of the e-print, UBIR shall incur no liability, either expressed or implicit, for the e-print or for the loss of or damage to any of the e-print or associated data.

Definition and terms

4 In this Agreement:

4.1 Agreement: means this licence document including all of its terms and conditions.

4.2 ‘Work’: means the material being deposited including abstract, text, images and related data.
iii. User agreement

THE UNIVERSITY OF BOLTON INSTITUTIONAL REPOSITORY (UBIR) USER AGREEMENT

1.0 User’s declaration

1.1 I agree that my usage of any Work contained within UBIR is subject to the following conditions:

i. I will ensure that all the requirements of the agreements, contracts and licences under which the Work is held will be maintained. (Copies of the relevant agreements, contracts and licences may be seen by written application to the UBIR Manager, University Library, The University of Bolton, Deane Road, Bolton BL3 5AB)

ii. I agree to indemnify, defend, and hold the copyright holder harmless from and against any and all liability and costs incurred in connection with any claim arising out of any breach of this Agreement by the User.

iii. I will not remove or alter the copyright statement on any copies of the Work used by me.

iv. I will ensure the security and confidentiality of any copy released to me, and will not make any further copies from it or knowingly permit others to do so, unless permitted to do so under this Agreement.

v. I will use the Work only for purposes defined, and only on computer systems covered, by the UBIR Policy and associated procedures.

vi. I will only incorporate the Work, or part thereof, in any work, program or article produced by me, where this is permitted by the UBIR Policy and associated procedures or by "Fair Dealing" (see http://www.jisclegal.ac.uk/ipr/fairdealing.htm#fairdealing).

vii. I will only incorporate some part or version of the Work in any work produced by me with the express permission of the Licensor or unless this is permitted under this the UBIR Policy and associated procedures.

viii. I will not reverse engineer or decompile the software products or attempt to do so unless this is explicitly permitted within the terms of this Agreement for the use of the Work.

2.0 The Repository’s Rights and Responsibilities

2.0 UBIR:

2.1 makes no guarantees regarding any statements contained within the repository; neither does it accept any responsibility or liability for any possible mistakes contained herein.

2.2 assists in determining that no conditions of copyright are contravened by depositing items into the repository; however, any copyright violations are entirely the sole responsibility of the depositees.
Definition and terms

4 In this Agreement:

4.1 ‘Agreement’: means this licence document including all of its terms and conditions as outlined in the UBIR Submission Policy and associated procedures.

4.2 ‘Work’: means the e-print being accessed including abstract, text, images and related data.
Appendix C
Briefing paper

A Briefing Paper for Research Staff on
The University of Bolton Institutional Repository
(UBIR)
http://digitalcommons.bolton.ac.uk/

Introduction
The University of Bolton is committed to the long term preservation of its research output and to make it freely available over the internet. On this basis the University of Bolton has joined a growing number of universities worldwide in implementing an institutional repository.

The University of Bolton Institutional Repository (UBIR) is available at:
http://digitalcommons.bolton.ac.uk

The long term aim of UBIR is to achieve a culture within the university where all research output is deposited in the Institutional Repository. UBIR will hold copies of all types of intellectual output created by staff of the University of Bolton, including:

- Pre-prints
- Post prints
- Published versions
- Supplementary data
- Conference papers
- Project descriptions and reports
- Other digital media, for example software and images
- Theses and dissertations
- Learning objects
- Patents (after 18 months from initial filing)

UBIR aims to create a showcase for research, not only on an individual basis, but also for the University of Bolton as a whole.

The Open Access (OA) Movement and self-archiving
Two common misconceptions of OA are that repositories will be used instead of publishing in journals and that repository material will bypass peer review. However, the primary goal of OA is free online access to peer reviewed journal articles. This is achieved when one, or both, of the following conditions are met:

- All users have free, permanent access to research, and licence to use, copy or distribute that research
- Research is deposited in electronic form, into an established repository. (Budapest Open Access Initiative, 2002)

UBIR does not ‘publish’ academic work in the same way as an academic journal. Instead researchers are encouraged to self-archive their work by depositing it into the repository; OA serves to complement existing modes of scholarly communication. If material is confidential or sensitive then it will not be deposited, in the same way that it would not be published in a journal.

Why should I put my work in UBIR?
There are many benefits to submitting your work into an institutional repository:

- Rapid and wide-ranging dissemination;
- Creates a showcase for research, raising individual and university profile;
- Enables University of Bolton staff to find out about colleagues’ research activities;
- Heightens visibility of research with evidence showing that content is 2-5 times more likely to be read or cited;
• Removes access barriers for researchers;
• Facilitates collaboration on research activity and scholarly communication as UBIR is registered with cross-repository searching services;
• Relates closely to the structure of the university so that searches can be targeted;
• Increases ways into research as UBIR is indexed by Google Scholar;
• Provides a mechanism for reporting, recording and auditing intellectual output, by, for example, making available personal article download statistics;
• Complements, but does not replace, existing modes of scholarly communication;
• Fulfils the requirements of an increasing number of funders, such as the Wellcome Trust, who mandate the deposit of research in repositories.

Depositing your work in UBIR
Create an account at http://digitalcommons.bolton.ac.uk/. Then follow our guide to ‘Depositing your research in the University of Bolton Institutional Repository’. Alternatively send an electronic copy of your work to the UBIR Team at ubir@bolton.ac.uk and the UBIR Team will deposit the work on your behalf. Please include, if at all possible, the following information: Author(s); title of article; page numbers, if known; year, volume and issue; journal; publisher; DOI (Digital Object Identifier), if available; series in UBIR to which you would like your work to be submitted.

I publish papers on my own website, why should I use UBIR?
UBIR includes SelectedWorks (http://works.bepress.com/), which will enables authors to manage their work with ease, including unpublished papers and presentations, a CV, a list of expertise. Additionally, visitors to UBIR can set up an RSS feed linking directly to individual pages. SelectedWorks papers will almost certainly rank higher in Google and other search results than papers posted on your personal site because sites are aggregated with all bepress content.

What about copyright?
The UBIR Team takes copyright matters very seriously, and will do everything in our power to ensure that a breach of copyright does not occur.

The first step in investigating copyright is to check the SHERPA RoMEO (http://www.sherpa.ac.uk/romeo/) database. This database lists most of the major academic publishers and several society publishers. Based on the information provided by the publishers themselves, the RoMEO database potential depositors to ascertain what the publishers will and will not allow. In the event of any part of the terms and conditions listed by the RoMEO database being unclear, the UBIR Team will contact the publisher in question to seek further clarification.

Further reading
Access to Research Outputs: RCUK position on issue of improved access to research outputs:
http://www.rcuk.ac.uk/access/default.htm

Research funders open access policies:
http://www.sherpa.ac.uk/juliet/index.php

Open Access Overview:
http://www.earlham.edu/~peters/fos/overview.htm

Further information
For more information on UBIR, including our policy, submission procedure and user agreement, please refer to:
http://digitalcommons.bolton.ac.uk/about.html. Or, feel free to contact the UBIR Team at ubir@bolton.ac.uk

The UBIR Team is happy to talk to you or your School. Contact us at: ubir@bolton.ac.uk.
Appendix D
Guide for depositors

Depositing your research in the University of Bolton Institutional Repository (UBIR)

First time users need to create an account

1. Select ‘My Account’ from the top right of the page.
2. Then select: New User? Create a FREE account
3. Enter your name, email address, institutional affiliation and select a password.
4. Click to receive a confirmation email.

Create an account or login

Submit your research
To submit your research

1. Once you have logged in to ‘My Account’, select ‘Submit Research’ from the right hand menu.
2. Select the subject area and type of research you would like to submit, if it is not listed please contact the UBIR Team at ubir@bolton.ac.uk.
3. Read and agree to the submission agreement (You may obtain a copy of the submission agreement at http://digitalcommons.bolton.ac.uk/bolton_deposit_agreement.pdf)
4. Provide information about yourself and any co-authors in the box provided.

5. If you would like to self-deposit your work, please make sure you have the following items:
   - The title of the work
   - An abstract of 250 words or less
   - A list of keywords (10 maximum)
   - The manuscript in its original electronic format (Microsoft Word or RTF files only)
   Then upload your research and click at the bottom of the page.

6. If you would like the UBIR team to complete the deposit for you, please click the button towards the top of the page. The UBIR Team will then contact you for further information.
Appendix E
Standard presentation

Open access, institutional repositories and UBIR
21 November 2008 – Sarah Taylor

Introduction

• Current models of scholarly communication
• Open Access
• Institutional repositories
• Challenges
• University of Bolton Institutional Repository (UBIR), including a live demonstration
• Next steps
• Questions and discussion

Scholarly communication: Why challenge the status quo?

• Research and publication: funded research? Funded by whom?
• Peer-review process.
• Versions of research and version control.
• Access to research.
• Research assessment exercises, e.g. RAE, and REF
• Stamp of scholarly excellence
Scholarly communication: Why challenge the status quo?

- Author writes paper
- Submits to journal
- Paper reviewed
- Revised by author
- Author submits final version
- Published in journal

Scholarly communication: The "journals crisis"

- Some journals are extremely expensive.
- Consolidation of publisher activities, meaning decreased competition.
- Access complications due to complex licensing arrangements and cost.
- The costs can be such that institutions in developing counties may not be able to afford the publications.
- The peer review process takes time, could this be slowing scholarly communications?
- When a subscription ends, so too could does access.

What is Open Access (OA)?

Open Access (OA) can be said to be achieved when one, or both, of the following conditions are met:

- All users have free, permanent access to research, and licence to use, copy, or distribute that research or that:
- Research is deposited in electronic form, into an established repository (Budapest Open Access Initiative, 2002)
Benefits of OA

- Free, permanent access to research that does not rely on institutional subscriptions.
- Might include production of Open Access journals.
- Enables a different form of scholarly communication.
- Depositing in an institutional repository can present a showcase for research, enabling further collaboration and awareness.
- Navigates access issues which are often a barrier to the research.
- Research is available 24 hours a day, 7 days a week and globally.
- Greater visibility of research and increased citations.

OA and the peer-review process

Institutional repositories: features and benefits

An institutional repository should have the following four features:

- Institutionalized, complementing or even replacing existing methods of scholarly communication within that institution.
- Scholarly, meaning that any research could be included. Depending on the goals of the repository and institution, this could even include undergraduate work.
- Cumulative and perpetual, so that it not only grows, but it also remains.
- Open and interoperable, so that the research is not only available, but that it can work with other systems.

Richard Johnson, D-Lib Magazine, 2002, vol. 8, no. 1

http://www.dlib.org/dlib/september2002/johnson/09johnson.html
Institutional repositories: features and benefits

- Open access with no reliance on institutional subscriptions
- Can fulfill funders' requirements
- Institutional or subject-based for example the physics repository ArXiv
- Full-text only, bibliographic details only, or a mixture of the two, a hybrid repository.
- Searchable and browseable
- OAI-PMH and a variety of file formats.
- Indexed by search engines such as Google, Google Scholar and multi-repository harvesting services such as OAIster
- Statistics

UBIR: University of Bolton Institutional Repository

- Funded by JISC funding stream for start-up repositories and enhancement.
- Soft-launched.
- A full-text repository, aiming to represent all areas of the University of Bolton.
- A hosted service, so we can concentrate on advocacy and populating the repository.
- 41 items to date, with over 1,600 full-text downloads in the past year.
- Indexed by Google, the Registry of Open Access Repositories (ROAR) and OAIster.

http://datacommons.bolton.ac.uk/
Challenges and concerns

- Copyright
- Version control
- Integrity of scholarly communication
- Ensuring that depositing in a repository does not preclude publishing in journals
- ‘Future proofing’ the data

---

Challenges and concerns: copyright

http://www.sharp.ac.uk/charm/

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Next steps: your repository needs you!

- Send us your research – we will accept anything that you have produced. It’s your repository, so you decide what goes in.
- We can scan, so it’s fine if you only have print copies.
- We need as much information as possible, details of what is required are available on UBIR.
- Ask as many questions as you like!
- Available for course committee meetings, general meetings, presentations and can provide written documentation.
- Tell us what you think: let us know if there is anything you would like us to develop, or anything you think is missing.
Further information

UBIR: http://digitalcommons.bolton.ac.uk/
JISC Digital Repositories Programme: http://www.jisc.ac.uk/index.dmsViewPubWcmid272
OAister: http://oaister.informatics.indiana.edu/oaister
Open access weblogrophy: http://www.escholarlypub.com/view/View.htm
SPARC: http://www.sparc.org/
DOAJ (Directory of Open Access Journals): http://www.doaj.org/

Conclusion

- Open Access
- Institutional repositories, their features and benefits
- Challenges and concerns
- University of Bolton Institutional Repository (UBIR)
- Next steps and how you can get involved
- Links to further sources of information

Thank you

UBIR is available at http://digitalcommons.bolton.ac.uk/
Contact UBIR on ubir@bolton.ac.uk or on 01204 903099
# Appendix F
## Advocacy plan

This table has been split into three sections, broadly concerning the type of advocacy that could be undertaken and the impact on the area in question.

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<th>UBIR team</th>
<th>Library-wide</th>
<th>University-wide</th>
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| - Produce professional-looking publicity. This could include, but is not necessarily restricted to:  
  - Flyers and leaflets.  
  - Postcards.  
  - Pens, Post-its and other promotional material.  
- Publicity, which should be clear and simple should include the following information:  
  - Benefits of OA, IRs and self-archiving.  
  - The process of submitting work to UBIR, including guidance on copyright.  
  - Features of the repository, such as availability and types of statistics and effects of the repository such as greater visibility of research and increased citations.  
  - Positive quotes and success stories either from the University of Bolton or other HEIs.  
- Academics should be made aware that if they do not/cannot self-archive, depositing their work is another service that the library can help them with.  
- Take information to course meetings/committee meetings and use these meetings as an opportunity to remind academics about UBIR and to bring developments to their attention.  
- Incorporate UBIR, IRs and OA into information literacy/induction sessions. Use material produced by the UBIR team and incorporate into existing presentations.  
- Make UBIR a display topic for the library notice board display area.  
- Assist in marketing campaigns. For example, this could include distributing information, publicity or promotional material.  
- Include mention of UBIR in one-to-one sessions.  
- Integrate UBIR within the library catalogue  
- Include UBIR in staff development sessions.  
- Subject librarians could raise awareness about UBIR and OA and pass on this information, perhaps initially targeting those they feel might be more willing to getting involved.  
- Use material produced by the |
| - Ensure that in-house publicity material is available on shared drives so that library staff can print it out.  
- Ensure that publicity/talks/presentations dispel any fears that academics might have concerning the impact of IRs on publishing.  
| - Ensure that UBIR gets mentioned new staff induction sessions, aimed particularly at academics and research fellows.  
- Support university-wide marketing campaigns.  
- Create links to UBIR on school web pages and faculty intranet pages thus raising awareness and enabling access throughout the university.  
- Enable participation in annual Learning and Teaching events.  
- Get V-C on board.  
| - Mandate submission! Make it a condition of employment that academics have to submit new research to UBIR.  

Page 34 of 35
keep doing this to really bring the message home. Visit academics in person.

- Create an FAQ section for UBIR.
- Produce a briefing paper concerning UBIR that library staff can take to course/committee meetings.
- Produce some material – i.e. slides and script – that can be incorporated into existing presentations.
- Undertake marketing campaigns, ensuring that such campaigns are not restricted to the library.
- Produce case studies where people have successfully used UBIR.
- Create a short presentation and extra training for library staff so that they can introduce UBIR themselves.
- Present a session on UBIR at annual Learning and Teaching conference and demo the service.
- Promote alerting systems.
- Submit articles to *The Bolt* and Research e-bulletin.
- Promote the costs/issues potential cost saving benefits to the university community.
- Be sensitive to the culture change that the implementation of an IR represents and try to pre-empt concerns.

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<thead>
<tr>
<th>UBIR team to introduce and promote UBIR, OA and IRs, including a standard e-mail to academics. This also includes making use of publicity material that has been uploaded to shared drives.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Promote UBIR at ‘how to publish seminars’.</td>
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<tr>
<td>- New working papers/theses could be uploaded when received.</td>
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<tr>
<td>- Pass on any comments to the UBIR team, for example:</td>
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<tr>
<td>- Suggestions for development, i.e. desired features</td>
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<tr>
<td>- Additions to FAQ section</td>
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<tr>
<td>- Problems with the service and any difficulties.</td>
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<tr>
<td>- Identify academics that may be interested in submitting content and that may subsequently be able to pass on the information.</td>
</tr>
<tr>
<td>- Be sensitive to the culture change that the implementation of an IR represents and try to pre-empt concerns.</td>
</tr>
</tbody>
</table>