

# Notes from narrative feedback collection\*

Summary quasi-quotes from OS Retreat Members

- *Leverage the influence of other universities' institutional policies to motivate policy change at your university*
  - *Frame OS as work that is already being done*
  - *Tactfully name-drop to introduce agenda items or facilitate action*
  - *Support the people who are already doing the work*
  - *It's all about interpersonal relations. It's such a people thing!*
  - *Present OS as actions which uphold the values of responsible science*
  - *To get OS on a leadership agenda, stress that is a trend for the future and cannot be left behind*
  - *If department leadership is not convinced of the value of OS, convince those around them!*
  - *Researchers and support staff are driving a grassroots movement for Open Science, fostering diversity and inclusion in research practices.*
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## Examples of questions to ask others to collect case studies:

1. Is open science, research data management, and change management on the agenda at your university?
2. If so, who put it on the agenda?
3. What changes occurred?
4. Who is involved in implementing these changes?

## Themes from narratives:

- **Agendaltem:** Tags related to items that are put forth to be part of the formal agenda.
- **Collaboration:** Tags related to collaborative efforts in the project.
- **CollectingEvidence:** Tags for instances of gathering items or information to make a case for the value of OS.
- **Culture:** Tags related to the cultural aspects of the institution.
- **Initiation:** Tags related to the initiation of change, such as reasons, key players.

*\*The notes were transcribed directly from participants' speech without meticulous attention to coherence, potentially resulting in disjointedness. Additionally, we have taken great care to ensure the removal of any details that could reveal the participants' identities.*

- EmpoweringColleagues: Tags related to supporting colleagues who are already working on OS and to empower others to embrace it.
- FOMO (Fear of missing out): Tags related to individuals experiencing anxiety that they are missing out of an exciting event or cultural shift.
- Governance: Tags related to the governance structure of the institution.
- Network: Tags related to a group of individuals connected through professional relationships.
- Policy: Tags related to institutional policies that may affect change.
- Resistance: Tags related to resistance encountered during the change process.
- ScienceDoneRight: Tags related for instances where the scientific method is correctly executed.
- StrategyAlignment: Tags related aligning people to work cohesively toward the same strategic vision.

## Narratives

### Some take-aways from group discussions:

Be friends by asking what researchers/policy advisors need from an open science perspective and what they would like to put on the agenda of the Academic Lead. #network #initiation #agendaitem

If you want something to get done, say it was a request from the secretary of the rector. Skillfully drop names. #network #initiation

Make sense of the power structure at your university and find potential influencers (e.g., advisors of the vice-rectors); find advocates in “flagship” projects including a number of external partners to introduce Open Science topics; #governance

Ask university leaders through brown bag lunches, town halls, or other open forum sessions how leadership intends to foster sustained commitment to Open Science #initiation

Get your department leaders to legitimize the need for open science to take precedence over other departments #culture #governance

Depending on the power distribution of the university, the open science agenda can look very different. In an institution where the central governance is very pro open science, there is more likelihood that uptake will be successful. #governance

## Narrative feedback from OS Retreat participants in short session:

Participant 1: Getting item on the agenda. How? OS is a trend, do it not to be left behind. Bringing OS as a whole, vague statement. Present it as something that will not bring more work, but as something you have someone working already? - talks with supervisor, nudging, bring it up often, the supervisor can bring it to the dean / rector. In this case, the dean was already "convinced". When this is not the case, you need to try to convince people around them. What took more time was getting the item into the agenda. The idea was already defined to an extent: what the team would look like (also names). Aligning what OS could do to get the uni where it wants to be (strategy). All this is at the faculty level. The idea might be to show that it worked so it can be adopted at other faculties as well. Data stewards are good connections, but not all of them are OS specialists. // Support those who are already doing the work, they can grow and then "infiltrate", think long term. // About connections, interpersonal relations, creating networks (communities like OSC do that). #strategyalignment #empoweringcolleagues #collectingevidence #fomo #agendaitem

Participant 2: From a professor's perspective, in department meetings, bringing up OS. E.g. Become members of the university's OS centre, start practicing open science. Some directly backed them up, then the discussion was around "not wanting to be open" (are you against good science?). The position was temporary, there was a feeling that there was nothing to lose. Framing it as responsible, transparent, reproducible science, and the values. // Increasing OS = better chance to be excellent. #strategyalignment #empoweringcolleagues #sciencedoneright #resistance

Participant 3: The argument of "you are not complying with (DORA, code of conduct, etc.)" is the last resource - particularly difficult when you are talking to higher positions. Reach higher roles (rector) through their equals, but without them knowing it comes from you. // Benchmarking (other universities as "influencers"). Getting them (leaders?) to recognise your face, get yourself into the agenda several times. Faculties together might decide they are ready to "get into" OS. Once that happens, evidence can be collected that OS works. // Crucial to understand roles of rectors and presidents, and what each can do, and how to get both on board. E.g.: open access policy needs to go through both. // Critical moments: temporary replacements, new people in those roles. (so/ OS still not integrated in structure?). Helpful to know support staff like secretaries who plan the meeting agendas. // UNESCO recommendation as a guide: this is what is happening, take OS beyond OA or OD, OS should be integrated across three uni missions. #fomo #collectingevidence #agendaitem

Participant 4: OS practices as a result of noticing bad practices (crisis?). Incentive to pass students (otherwise not compensated, even if they fail for misconduct). Bringing it up often with coordinators, they can go to the examination board. Figure out who's meeting who and who makes x regulations. // Try to have a seat at the table (e.g., committees). #sciencedoneright

Participant 5: In some cases, there is a top-down desire to integrate Open Science on paper, but when it comes to implementing real change inside university departments and labs, the

power structures in place see suggestions or calls for change as a threat. Sometimes, the threat is so strong that practicing and advocating for Open Science values, like more transparency and integrity in research, can have negative backlash on your career in academia. On the other hand, there is also a bottom-up push for more of these values coming from researchers and research support staff who put Open Science topics on the agenda of their lab meetings, and participate in building and sustaining Open Science communities that support diversity and inclusion in research practices. These community discussions and spaces are important for change-makers not to feel so isolated, and in these challenging contexts, where change-makers can quickly get caught between a rock and a hard place, one of the main take-aways could be to adapt your strategy : for instance, work with others to make calls for change come from a non-threatening source. **#resistance #agendaitem #empoweringcolleagues #strategyalignment**