

Desafios e estratégias para implementação de políticas de Ciência Aberta em organização de investigação

Agenda

O Contexto

Definição e implementação de políticas
institucionais em organizações de investigação

Ferramentas e recursos OpenAIRE

Desafios e pontos críticos de sucesso das políticas de
ciência aberta

O Contexto....

Políticas de Ciência Aberta: evolução nos programas de investigação e inovação na UE

FP7

Open Access **Pilot**
Deposit and open
access

H2020

Open Access
Mandatory
Deposit and open
access

& Open Research
Data / DMP **Pilot**

H2020

OA **Mandatory**
Deposit and open
access

& ORD/DMP by
default
(opt-out)

Horizon Europe

- OA **Mandatory**
- Deposit and open
access
- DMP + FAIR data
Mandatory
- OD by default
(opt-out)
- & Open Science
embedded

Plano S



Plan S Rights Retention Strategy

 JOURNAL CHECKER TOOL

BETA

Is this compliant with
Plan S ?



Notícias

25-01-2021

FCT vai implementar o Plano S

O Plano S, promovido pela [Science Europe](#) visa assegurar que todas as publicações resultantes de investigação financiada através de fundos públicos sejam publicadas em revistas ou plataformas de acesso aberto, ou tornadas disponíveis através de repositórios de acesso aberto sem embargo.

A adesão ao Plano S tornará acessíveis a toda a comunidade científica os resultados da atividade científica, permitindo que o investimento feito pela FCT contribua para a aceleração do conhecimento.

Esta adesão é particularmente significativa no contexto da Presidência Portuguesa do Conselho da União Europeia, dado que as principais prioridades na área da investigação e desenvolvimento serão:

- 1) relação entre ciência, emprego e resiliência;
- 2) investigação aberta e colaborativa;
- 3) valorização das carreiras de investigação.

Este último ponto inclui uma revisão do Código de Conduta orientado para acolher as práticas europeias de desenvolvimento das carreiras de investigação, com recomendações claras de princípios de Ciência Aberta.

No contexto da atividade da FCT, o acesso aberto previsto pelo Plano S pode ser cumprido por três vias:

- Publicação em revistas ou plataformas em acesso aberto
- Disponibilização imediata em repositórios de acesso aberto
- Publicação em acesso aberto ao abrigo de acordos transformativos

Com esta adesão, a FCT reforça o percurso, iniciado em 2014, com o lançamento da sua [Política sobre Acesso Aberto](#) de apoio à transição para a Ciência Aberta. Ao longo de 2021, a FCT irá trabalhar para assegurar a implementação do Plano S a partir de 1 de janeiro de 2022.

Mais informação [aqui](#).

[Arquivo de notícias](#) >

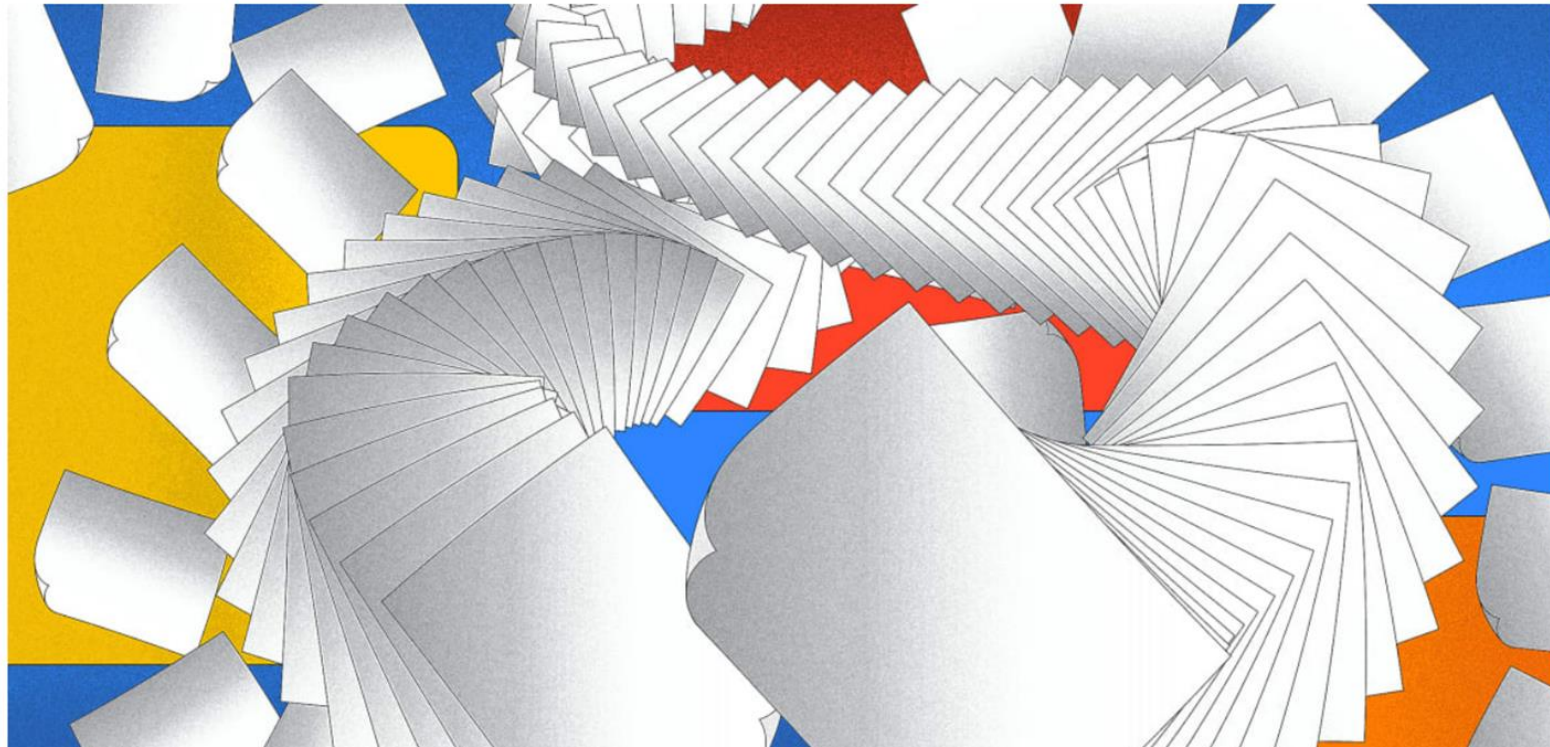
▼ Media

- ▶ Introdução
- ▶ Notícias
 - ▶ Arquivo de Notícias
- ▶ Publicações
- ▶ Notas de Imprensa
- ▶ Eventos
- ▶ Logotipos
- ▶ Contactos

08-05-20 | WORLD CHANGING IDEAS

How the COVID-19 crisis has prompted a revolution in scientific publishing

Preprint servers have existed for decades, but the fight against the coronavirus has seen their use soar. They're changing how science is done—but need important guardrails.



Ciência Aberta em tempo de pandemia

The New York Times

The Coronavirus Outbreak >

LIVE

Latest Updates Maps and Tracker Health Care Workers Life at Home Newsletter

Covid-19 Changed How the World Does Science, Together

Never before, scientists say, have so many of the world's researchers focused so urgently on a single topic. Nearly all other research has ground to a halt.



"Os imperativos normais, como o crédito acadêmico, foram postos de lado. Os repositórios online disponibilizam estudos meses antes das revistas. Os investigadores identificaram e compartilharam centenas de sequências do genoma viral. Mais de 200 ensaios clínicos foram lançados, reunindo hospitais e laboratórios em todo o mundo."

O Contexto....



O futuro do Acesso Aberto

Dois cenários principais:

1. Transformação do modelo baseado na assinatura de revistas (pagar para ler), num modelo baseado em taxas de publicação (pagar para publicar)
2. Modelos alternativos e inovadores na comunicação científica



Read & Publish contracts in the context of a dynamic scholarly publishing system

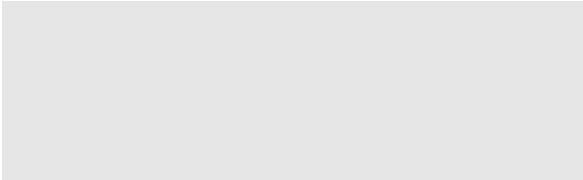
A study on future scenarios for the
scholarly publishing system

Figure 25 Overview of the four scenarios and their reference to past, present and future

1	Predominantly subscription-based contracts with delayed OA through repositories after publishing ('Classical/Green')	
2	Predominantly Publish & Read contracts ('P&R/R&P')	
3	Predominantly contracts for publishing OA through publisher-owned journals or platforms ('OA publisher platforms')	
4	Predominantly contracts for publishing OA through community-owned platforms ('OA community platforms')	
	Past and Present	Future

Technopolis Group, 2019

<https://eua.eu/resources/publications/932:read-publish-agreements.html>



1. Subscriptions

- Not seen as desirable scenario

2. Read & Publish Deals

- Seen as transitory
- Concerns about competition and innovation

3. Publisher-owned OA platforms/publishing

- Seen as desirable by many respondents
- Also deemed realistic by many respondents

4. Community-owned OA platforms/publishing

- Seen as desirable by many respondents
- Feasibility questioned

NEWS • 20 OCTOBER 2020

Nature journals announce first open-access agreement

The arrangement will allow some researchers in Germany to publish openly – but critics say it comes with a high price.

Richard Van Noorden



The publisher of *Nature* publish in the journal access (OA) terms.

Research published in the journal although the journal. In April, publisher Springer announced publishing with Plan S, a European initiative (*Nature* is editorially

According to the terms of the four-year deal, institutions that sign up will pay a lump sum covering the reading and open-access publishing of articles in the 34 journals, as well as access to articles in a further 21 Nature Reviews titles. The sum is calculated on the basis of a price of €9,500 (US\$11,200) per article. This is much higher than the per-article OA fees charged by other selective journals, which are below US\$6,000.

RELATED



2021. The deal, announced on 20 October, is

plan



[HOME](#)[ABOUT OASPA](#)[CONFERENCE](#)[MEMBERSHIP](#)[OASPA WEBINARS](#)[BLOG](#)[STATEMENTS](#)[OPEN ACCESS EVENTS](#)[RESOURCES](#)[CONTACT](#)

FOLLOW OASPA
ON TWITTER

[ARCHIVES](#)

Archives

Open post: The rise of immediate green OA undermines progress

December 4, 2020 by [Guest Author](#)

Please see [this post](#) about OASPA's role in providing a platform for members' views. The views presented in this post are the views of its [signatories](#) and do not represent the views of OASPA.

Introduction

The signatories of this post are members of OASPA. We strongly support OASPA's [mission](#) to develop and disseminate solutions that advance open access (OA), preserve the integrity of scholarship and promote best practice. We proactively work with stakeholders to make OASPA's call a reality – the transition to a world in which open access becomes the predominant model of publication for scholarly outputs. The rise and emphasis of immediate green OA as an equivalent or otherwise satisfactory method for delivering OA runs contrary to everyone's interest in trying to achieve open science.

The authors of this statement include representatives of the pioneers and early adopters of OA publishing. As individuals we have personally dedicated years, and in some cases decades, to building trusted OA publishing, even before most funders were ready to embrace it. Indeed, we have contributed to bringing on board many of the funders who today mandate OA. Some of us have worked within full OA publishing houses, some have moved from full OA to with mixed models and some have worked from within the mixed model environment.

As pioneers and early adopters, we know the difficulties of establishing business models to support gold OA (here including so-called diamond, platinum and other models).

All of us recognise the value of full open access to the Version of Record (VOR). We want to ensure that for those who are committed to OA, this route is fully enabled and supported.

[HOME](#)[ABOUT OASPA](#)[CONFERENCE](#)[MEMBERSHIP](#)[OASPA WEBINARS](#)[BLOG](#)[STATEMENTS](#)[OPEN ACCESS EVENTS](#)[RESOURCES](#)[CONTACT](#)

FOLLOW OASPA
ON TWITTER

[ARCHIVES](#)

Archives

Guest post – Correcting the Record: The Critical Role of OA Repositories in Open Access and Open Science

December 11, 2020 by [Guest Author](#)

This guest post is in response to a recent [open post](#) on the OASPA blog and in line with our [recent move](#) to use the blog as a platform for open discussions on issues in open access and open research. The views presented in the guest post are the views of [COAR](#) and do not represent the views of OASPA.

This post is by [Kathleen Shearer](#), COAR Executive Director

In response to a recent [blog post](#) on the OASPA website authored by several ' representatives, COAR would like to underscore the critical role of Open Access repositories in accelerating innovation in scholarly communications and the adoption of Open Access and Open Science.

OA repositories (referred to as green OA in the blog) are central for achieving equitable open access to research outputs world wide. Many researchers around the world do not have the means to pay OA publishing fees (APCs), nor do their governments or institutions have money for transformational agreements. Justice, equity, and fairness are fundamental principles that need to be respected in the transition to full Open Access.

Furthermore, the notions expressed around the version of record are increasingly extraneous in a web-enabled, dynamic environment where researchers can share preprints immediately, peers can review and comment openly, and articles can be continually [updated, amended, and extended](#) – something that can be supported and advanced through the repository route. These types of innovations are on the horizon (for example, see eLife's recent announcement about moving to a [publish then review model](#)). It's time to move beyond the antiquated notion of the version of record that was developed in the print era.

<https://bit.ly/2LTV15N>

Springer Nature CEO Vrancken Peeters: Case for Gold Open Access

In News by Porter Anderson / January 12, 2021 / [Leave a Comment](#)



In his address to the APE conference, the Springer Nature CEO makes a determined case for gold over green open access and for the partnerships that can lead to trusting business relationships.



Frank Vrancken Peeters




SUBSCRIBE

Sign up to get our FREE

WHY OPEN ACCESS HAS TO BE GOLD

Gold OA publishing offers the simplest, most open, and most sustainable route to OA and open science

Factor		Gold OA	Green OA
 Timing	✓	Available <u>immediately</u> on publication.	X
 Version	✓	Final published <u>version of record (VOR)</u>	X
 Location and discoverability	✓	Easily discoverable on <u>publisher's platform</u> , alongside other relevant content	X
 Integrity of scientific record	✓	VOR is maintained, updated for any post-publication corrections, and linked to by the publisher, ensuring clear and <u>accurate scientific record</u> in perpetuity	X
 Licensing	✓	<u>Open licence</u> (e.g. CC BY) allows users to build on, adapt, and share onwards	X
 Path to open science	✓	Can be bi-directionally <u>linked</u> to open data sets and protocols, as well as included in open metrics, and complying with open standards	X
 Viability of full OA transition	✓	Editorial & publishing activities and infrastructure funded via APCs / transformative agreements – <u>transition to full OA possible and sustainable in the long-term</u>	X

ONLY GOLD OA SUPPORTS OPEN SCIENCE

[JOIN US](#)

Don't believe the hype: repositories are critical for ensuring equity, inclusion and sustainability in the transition to open access


Kathleen Shearer, COAR Executive Director, published today a [blog post](#) on the cOAlition S website refuting a number of misleading statements about open access repositories made by some scholarly publishers. It's likely no accident that these comments are coming now, as Plan S has recently come into effect on January 1, 2021. Plan S requires funded authors to make their published articles available immediately upon publication, either via an open access journal or an open access repository. The publishers comments portray gold open access as the only "legitimate" route for open access, and attempt to diminish the repository (or green) route.

COAR will continue to speak out about any misrepresentations related to repositories and step up our efforts to demonstrate that repositories support equity, diversity and sustainability, and are also key for bringing innovation into the scholarly publishing system. We are especially optimistic about the notification model that will be piloted soon by several platforms and services. This model will enable repositories to interact with other types of service providers, such as peer review , and could be ground breaking for repositories and scholarly communications.

cOAlition S response to the STM statement: the Rights Retention Strategy restores long-standing academic freedoms

The [statement](#) published earlier today (3rd February) by the STM Association and signed by a number of its members (and a number of non-members), continues to perpetuate a number of myths and errors relating to the Rights Retention Strategy.

From the start it is worth stressing that cOAlition S continues to engage with many of the publishers who are signatories to the letter, supporting routes which enable the Version of Record (VoR) to be made Open Access. Funders, like Wellcome, are not only supporting Article Processing Charges in fully open access journals, but also allow their funding to be used to support transformative arrangements – such as Read and Publish agreements – and more recently, transformative journals (which a number of signatories – including Elsevier and Springer Nature – have developed). Although the Rights Retention Strategy (RRS) is indeed being implemented as of January 2021, publishers have received notice of the Rights Retention Strategy since July 2020, and cOAlition S has held various meetings with them to discuss their concerns and explain what the RSS is trying to achieve.

[JOIN US](#)

Input to “Data Repository Selection: Criteria that Matter”

Data Repository Selection: Criteria that Matter are a set of criteria that are being proposed by a group of (mainly) publishers.

COAR has a number of concerns about these criteria:

- **Many repositories currently don't comply with the criteria.** There are a number of domain repositories, generalist data repositories and institutional repositories that don't comply and do not have the resources to adopt the criteria; (anonymous review, support for versioning of data, etc). The publishers will use these criteria to direct authors as to where they can deposit their data and therefore most repositories will be disqualified.
- **The criteria are too narrowly conceived.** The current draft criteria are a mix of requirements. While they are not inherently bad, although they are skewed towards the needs of publishers to link and peer review the data, they do not include other important considerations for where an author may want to deposit. For example, an author may prefer to deposit data in their own jurisdiction, even if those local repositories are not compliant with these requirements.
- **Publishers shouldn't be determining where authors deposit their data.** It should be the researchers (and their funder) that decide the best location for data deposit. This approach gives tremendous control to these publishers to set the bar for repository compliance. Over time, if we cede the control to those publishers, this could (and probably will) lead to only well-resourced repositories being available to authors that publish in

[« Back](#)

Retaining researchers' choices: EUA supports COAR's position on data repository selection criteria

24 February 2021

EUA joins the global coalition of organisations that endorse the [concerns raised by the Confederation of Open Access Repositories \(COAR\)](#) about the report ["Data Repository Selection: Criteria that Matter"](#), which proposes a set selection criteria for data repositories under the umbrella of the [FAIRsharing](#) initiative.

Advancing data sharing and embedding it into the scholarly communication process is an important priority for many stakeholders.

Commentary on 'Data Repository Selection: Criteria that Matter'

Science Europe' views on the approach to draft criteria by FAIRsharing

1. Introduction

Science Europe has been supporting developments towards Open Science in general, and towards sharing of FAIR¹ data in particular, for many years. It has carried out substantial work with its Member Organisations to align their approaches and to support researchers in their research data management (RDM). In its [Practical Guide to the International Alignment of Research Data Management](#), published for the first time in 2019 and updated in 2021, and developed in close collaboration with the broader research stakeholder community, Science Europe presents minimum requirements that a repository should meet to be considered as trustworthy repository. Regardless of the fields they cover and their size, data repositories have to guarantee the quality of the data preserved.

Science Europe welcomes the opportunity to comment on the FAIRsharing [draft criteria for trustworthy repositories](#) and would like to raise the following points:

2. Response to the Draft Paper

2.1. General Comments

Science Europe welcomes initiatives that increase consistency and improve support for researchers needing to comply with RDM requirements. At European level, the European Open Science Cloud (EOSC) is a central undertaking. It aims to federate data services and infrastructures to make research data interoperable and allow researchers to access, (re-)use, and share data. Stakeholders involved in the development of EOSC have already made significant progress in defining services, tools, and procedures that will set new standards at international level. Initiatives such as FAIRsharing play an important role in defining 'FAIR standards'. The success of EOSC will, to a large extent, depend on best possible RDM standards. Selecting a repository to share data is an important part of the RDM tasks required of researchers.

There are several thousand repositories in Europe, ranging from small to large; some are general, some are discipline-specific, and others are institutional. There is currently no unique accepted list of trustworthy repositories, and their levels of maturity, trustworthiness and sustainability of service are difficult to assess. Discipline-specific repositories have certain policies and standards in place that meet


¹ Data that is Findable, Accessible, Interoperable and Re-usable.

Chegou o momento para a inovação na
comunicação científica e académica?



Peer Review: Implementing a "publish, then review" model of publishing



Michael B Eisen , Anna Akhmanova, Timothy E Behrens, Diane M Harper, Detlef Weigel, Mone Zaidi
eLife, United Kingdom

Editorial · Dec 1, 2020

Cited 1 Views 24,992 Annotations **11**

Cite as: eLife 2020;9:e64910 DOI: 10.7554/eLife.64910

Article

Abstract

Abstract

From July 2021 eLife will only review manuscripts already published as preprints, and will focus its editorial process on producing public reviews to be posted alongside the preprints.

Main text

Article and author
information

Main text

Metrics

The growing popularity of preprints has enabled researchers to make their papers freely and immediately available to anyone with an internet connection. Many eLife authors were early adopters of preprinting, and support within our community continues to expand: a recent internal analysis showed that nearly 70% of papers under review at eLife were already

DOI: [10.7554/eLife.64910](https://doi.org/10.7554/eLife.64910)

Open Research Europe

[How to Publish](#) ▾ [About](#) ▾[My Account](#) ▾ [Sign In](#)

Rapid & Transparent Publishing

Fast publication and open peer review for research stemming from Horizon 2020 funding across all subject areas.

[SUBMIT YOUR RESEARCH](#)Powered by
F1000Research

Articles submitted now will be published at the formal launch of this platform in **March 2021**

We are accepting submissions for these subject areas

Natural Sciences

Medical and Health Sciences

Social Sciences

Engineering and Technology

Agricultural and Veterinary Sciences

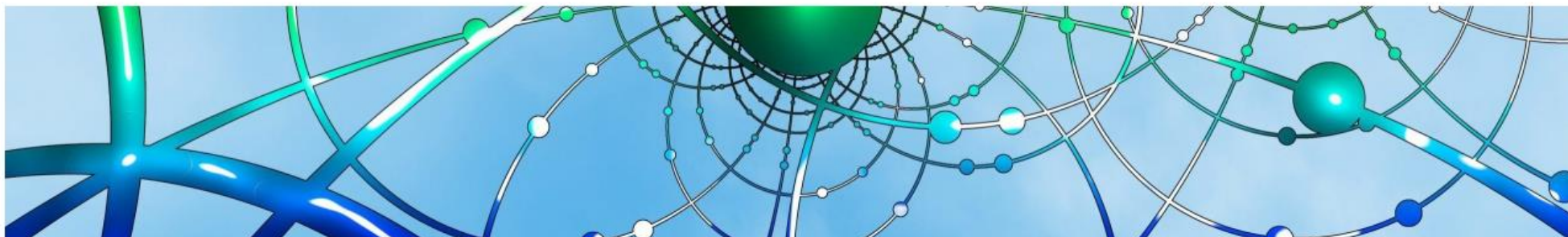
Humanities and the Arts

Enables researchers to publish any research



The Open Research Europe website uses cookies. By continuing to browse the site, you are agreeing to our use of cookies. [Find out more »](#)

Notify: Repository and Services Interoperability Project



Principal Investigators

- Kathleen Shearer, COAR
- Martin Klein, Los Alamos National Laboratory
- Paul Walk, COAR

Implementing Partners

- CSIC – Spanish National Research Council
- Episcience
- HAL
- Harvard Library
- Peer Community In
- PRÉreview
- Pub In and RCAAP – Repositório Científico de Acesso Aberto de Portugal

Project Overview

Our current research and social context – the coronavirus pandemic, economic upheaval, climate change, racial injustice – requires timely and reliable research results, shared by, and with, all parts of the world.

On January 28, 2021, COAR launched the *Notify: Repository and Services Interoperability Project*. The aim of this project is to develop a standard and interoperable approach that will link reviews and endorsements from different services with the research outputs housed in the distributed network of preprint servers, archives, and repositories.

COAR has already developed a proposed model for (bi-directionally) linking resources held in repositories with related resources held in networked services using a distributed, message-oriented approach based on W3C Linked Data Notifications (LDN). The COAR model is described and illustrated in *Modelling Overlay Peer Review Processes with Linked Data Notifications*.

This project involves working with implementing partners to:

1. Aid the development of reference implementations of the identified use-cases involving



Jeroen Bosman

@jeroenbosman



Just a weekend thought exercise: what if we all called the current AAM the VOR and treated it as such and call the VOR the pimped version that we shrug our shoulders about? But no, that's half-baked: let's do preprints AND (diamond OR (repository-based publishing))

9:35 AM · Feb 20, 2021



26



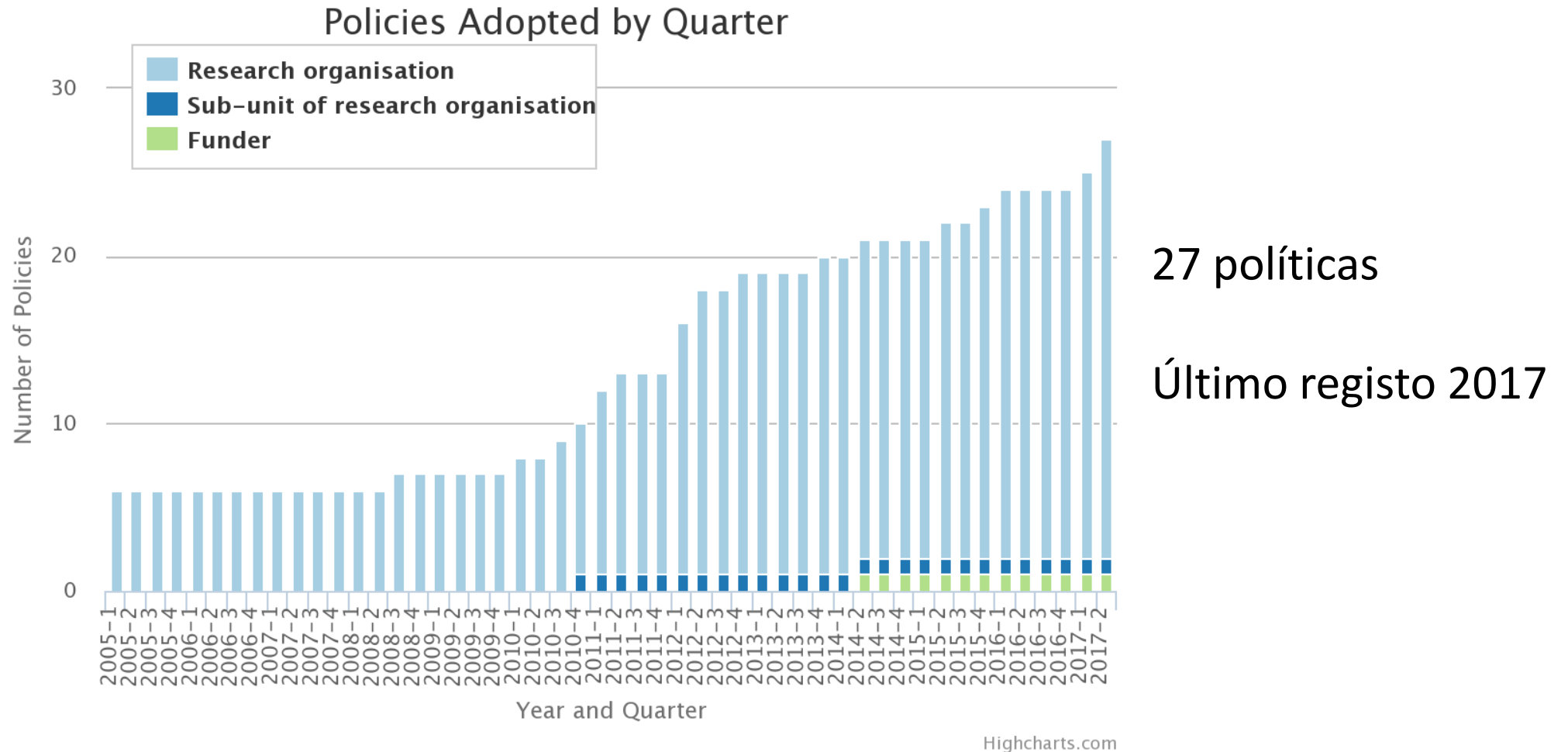
16



Copy link to Tweet

Definição e implementação de políticas
institucionais em organizações de
investigação

Políticas de Acesso Aberto em Portugal



<http://roarmap.eprints.org/view/country/620.html>

Desafios e oportunidades

- “Novas” Políticas de Financiadores
 - Horizonte Europa
 - FCT (Política de Dados e Atualização de Política AA)
- Novas lideranças institucionais
- Atualização das políticas institucionais
 - Alargamento do âmbito (políticas de Ciência Aberta, idealmente incluindo gestão de dados, avaliação da investigação/desempenho, e outras dimensões CA)
 - Alinhamento das políticas institucionais com financiadores
- Sustentabilidade/Recursos
- Necessidade/Possibilidade de esforço concertado
 - RCAAP, CRUP, CSISP, etc.

Ferramentas e recursos OpenAIRE

Toolkit for Policy Makers

on Open Science and Open Access

The OpenAIRE Toolkit for Policy Makers has been designed to assist the design and adoption of Open Science policies aligned with EU developments in the field. It therefore targets stakeholders at national, institutional or funder level with a key role in the adoption of Open Science / Open Access policies (university rectors, directors of research centres, directors of funding agencies, rectors' summit, ministries etc.).

The Toolkit aims to assist NOADs in promoting OS/OA policies in their country and enabling them to become the national hub on OS/OA by enhancing their expertise.

Yet, the Toolkit can also be used by other stakeholders seeking to learn, adopt or align their OS/OA policies and this is why all related material and resources are public.

Open Science Policy Checklist for
Research Funding Organisations

Open Science Policy Checklist for
Research Performing Organisations

Model Policy on Open Science for
Research Funding Organisations

Model Policy on Open Science for
Research Performing Organisations

Factsheet - OS Policies for RFOs

coming soon

Factsheet - OS Policies for RPOs

coming soon

Checklist

A sua instituição está pronta para adotar uma política científica aberta?

1. Política
2. Funções e Responsabilidades
3. Atividades de Ciência Aberta
4. Publicações e Partilha
5. Dados Abertos
6. Infraestruturas
7. Recompensas e incentivos
8. Programas educativos sobre investigação com utilização intensiva de dados
9. Formação
10. Divulgação / Sensibilização
11. Financiamento
12. Monitorização e cumprimento/conformidade
13. Revisão e Atualizações
14. Capacidade de leitura por máquinas da Política

Open Science Policy Checklist

for Research Performing Organisations (RPOs)

Is your institution ready to adopt an Open Science Policy?

OpenAIRE has designed the following **checklist to enable Research Performing Organisations (RPOs) to assess their readiness in adopting an Open Science Policy**. It covers main elements that should be taken into account in designing a policy that is aligned with the Horizon 2020 requirements on open access and the key developments at EU level related to Open Science.

The survey comprises 14 statements. For each statement, there are three possible answers (A, B, C). Responses under A indicate higher readiness, therefore the higher the number of as recorded, the readier an institution is.

1. Policy

- A. My institution already has a policy on Open Science/ Open Access, endorsed by [Rector/other appropriate committee]
- B. My institution is in the process of developing an Open Science/ Open Policy and has already endorsed related declarations ([Berlin Declaration](#), [San Francisco Declaration](#))
- C. My institution does not have an Open Science/ Open Access policy, nor has it endorsed related declarations

2. Roles and Responsibilities

- A. The institutional policy specifies the roles, rights and responsibilities of each member/ unit/ department or other service within the institution with a role in the adoption and implementation of the policy
- B. There is a rather vague description of the roles and responsibilities of each party involved in the implementation of the policy
- C. There is no description of roles and responsibilities in the policy

Toolkit for policy makers

OS Policy Checklist:
for RFOs
for RPOs

Model Policy on OS:
for RFOs
for RPOs

OS Policy Fact sheets:
for RFOs (*coming soon*)
for RPOs (*coming soon*)

Modelo de Política

Modelo de política sobre Ciência Aberta para Organizações de Investigação (RPO)

1. Preâmbulo
 2. Jurisdição e Efeito da Política
 3. Direitos, Responsabilidades, e Deveres
 - O/A [Nome da RPO] é responsável por
 - Os investigadores são responsáveis por
 4. Acesso Aberto a publicações
 5. Acesso aberto aos dados da investigação
 6. Ciência Aberta
 7. Infraestrutura
 8. Avaliação da Investigação e do desempenho
 9. Formação
 10. Validade da Política
- ANEXO: Definições

Toolkit for policy makers on Open Science and Open Access

Model Policy on Open Science

for Research Performing Organisations (RPOs)

INTRODUCTION

MODEL POLICY ON OPEN SCIENCE FOR RPOs

Model Policy on Open Science for RPOs

The **Model Policy on Open Science for Research Performing Organisations (RPOs)** is composed by 10 topics which defines the policy adopted by the institution.

Model Policy on Open Science for Research Performing Organisations

1. Preamble
 2. Jurisdiction and Effect of Policy
 3. Rights, Responsibilities, and Duties
 4. Open Access to Publications
 5. Open Access to Research Data
 6. Open Science
 7. Infrastructure
 8. Research Assessment and Evaluation
 9. Training
 10. Validity of the Policy
- ANNEX: Definitions

This model available for [download](#), can be adapted by a RPO, having only to complete the specific information about their activity.

[DOWNLOAD](#)

DOI: [10.5281/zenodo.2579629](https://doi.org/10.5281/zenodo.2579629)

Toolkit for
policy makers

OS Policy Checklist:
for RFOs
for RPOs

Model Policy on OS:
for RFOs
for RPOs

OS Policy Fact sheets:
for RFOs (*coming soon*)
for RPOs (*coming soon*)

Desafios e fatores críticos de sucesso

- Suporte institucional
 - Alinhamento/enquadramento com estratégia institucional
 - Explicitação/demonstração das vantagens
- Alinhamento com financiadores e outros parceiros relevantes
- Infraestrutura(s) e competências
- Divulgação e sensibilização
- Alinhamento com avaliação (incentivos e recompensas)
- Monitorização

Obrigado!

Eloy Rodrigues

eloy.rodrigues@usdb.uminho.pt

<https://openaccess.sdum.uminho.pt>