

CHIBA UNIVERSITY BRINGS KAIZEN TO CHORUS

Kaizen, which means **CHANGE (kai) TO BECOME GOOD (zen)**, is a way-of-life philosophy that lies behind many Japanese management concepts. It assumes that every aspect of one's life and business can and should be continually improved through gradual, incremental change. It is common in Japanese schools and businesses for people to celebrate success, as well as recognize areas that can be improved, even when all seems to be going well. This practice of self-criticism is an important component of kaizen.

改善

Since August 2016, Chiba University has been working closely with CHORUS, guided by the key elements of kaizen — quality, effort, teamwork, willingness to change, and communication — to refine the CHORUS Institution Dashboard service so that it better meets their needs for monitoring faculty research output and increasing the rate of Open Access (OA) compliance.

In this CHORUS Success Story, Chiba University presents what they have achieved so far in collaboration with CHORUS, and shares some thoughts about what is likely to be on the horizon. As Howard Ratner, Executive Director of CHORUS, noted, **“The most important thing is that we help each other become more successful, for the benefit of global scholarship.”**

The wave of support for open science that has been circling the globe in recent years has equal significance in Japan, which has one of the most prolific research environments in the world, ranking fifth in published papers – what happens



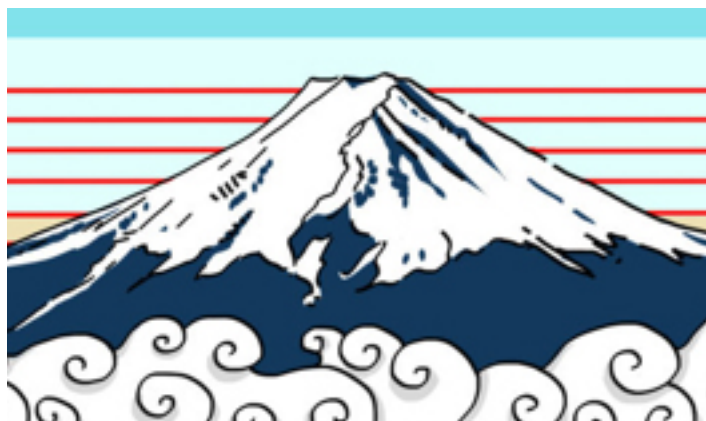
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there impacts the global academic community and vice versa. The OA groundswell prompted [Chiba University](#), a major research institution located in the Japanese city of the same name, to become an early adopter of an OA policy when it established an Institutional Repository (IR) for the research its faculty produces. It didn't take long for those who spearheaded these efforts to recognize that the new policies were going to be difficult to implement. Keeping track of the research output presented challenges that would add substantial administrative burden and expense for the institution and its affiliated individual researchers.

In 2016, the [Japan Science and Technology Agency \(JST\)](#) [began working with CHORUS](#) to explore and support their OA compliance needs. One of Japan's largest research funders, JST sought to maximize the reach of their funded research outcomes in partnership with CHORUS. Because many of their grantees are affiliated with Chiba

University, it was invited to join the pilot project, which they hoped would provide an OA path that did not add burden for their faculty researchers

The pilot was successful in meeting the goals of identifying content and compliance requirements associated with JST and other agencies for Chiba University, as well as understanding which metadata are deposited and how CHORUS monitors public access on publisher websites. The collaboration led to improved Japanese funder information in the Crossref Funder Registry. Moreover, the pilot enabled linking via the DOI and other metadata from the Chiba University IR to published articles reporting on JST-funded research on CHORUS publisher members' sites. CHORUS developed customized Dashboards (including



ORCID identifiers, links to datasets, and more).

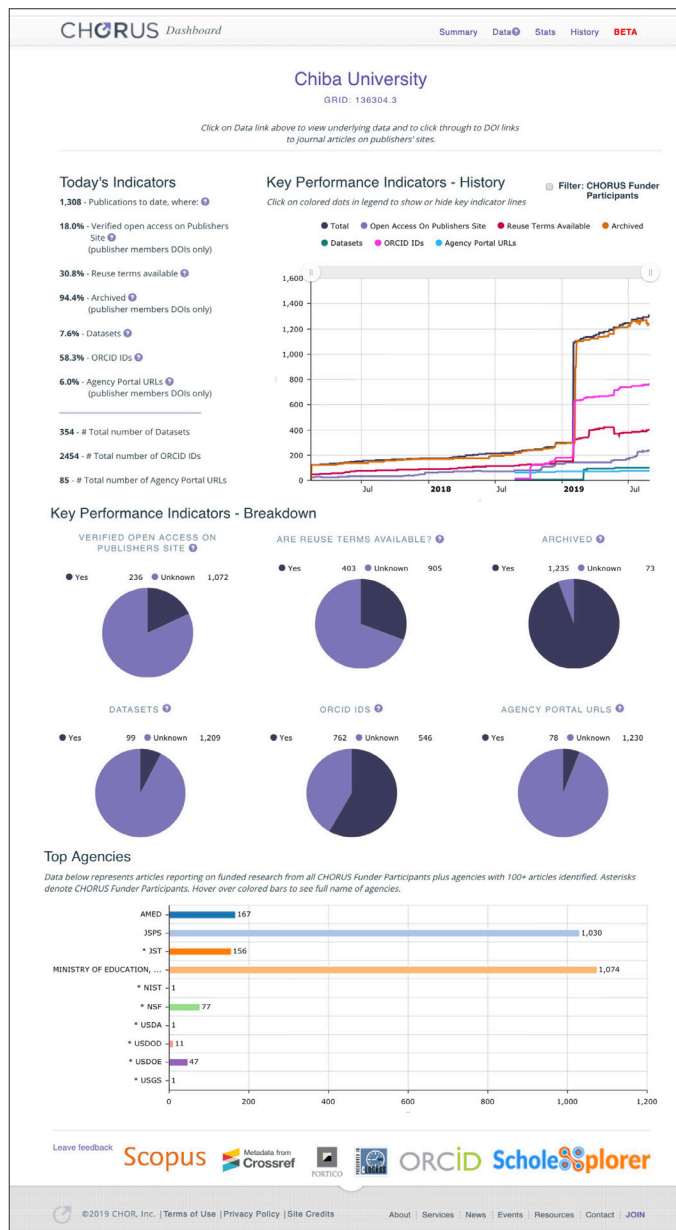
During the pilot, Chiba University identified a technical challenge in the way CHORUS delivered metadata that initially prevented their full-scale implementation of the services. The registration of metadata to the Chiba University IR was not as easy as expected and university staff requested an additional affiliation report so that they could download reports from the CHORUS dashboards. Happily, these technical challenges were resolved rapidly and Chiba University staff soon had a separate report to identify the author affiliation for DOIs associated with funded research output. Chiba University created a workflow to make their process more efficient. Soon after the pilot program concluded, Chiba University signed an agreement to continue their use of the CHORUS institution service.

“We have been using the CHORUS service for two years and have developed workflows to ingest the data and load it onto our IR, embedding links to the articles on publishers’ sites. It is a valuable tool to measure our compliance and make our research outputs open without burdening our faculty researchers with time-consuming tasks. We expect that CHORUS could be our best route to OA, especially since they began to offer research datasets for integration,” explained Professor Hiroya Takeuchi, Vice President and University Librarian, Chiba University. “We were delighted when CHORUS began to work with Scholix, allowing us to upload links to research datasets in our IR.”

In 2019, CHORUS began reporting on three more Japanese agencies: Japan Society for the Promotion of Science (JSPS); Japan Agency for Medical Research and Development (AMED); and New Energy and Industrial Technology Development (NEDO). “The addition of these funders gives Chiba University a more comprehensive picture on research output funded from Japan. We also value the references to funders outside of Japan in the CHORUS data where Chiba University researchers have been able to access funding from overseas and where they have collaborated with researchers in other countries,” explained Professor Takeuchi.

CHORUS members collectively produce the vast majority of published peer-reviewed journal articles and intends to extend coverage to be more comprehensive.

“As CHORUS further improves its service and adds more information, we hope that this will add value in the way in which we at Chiba University will apply the CHORUS data,” noted Professor Takeuchi, reflecting that kaizen is a never-ending process.



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