A Ripple or a Wave?

Colorado OER Summit

May 31, 2019

Change management perspective

OER is an example of

adopting a **complex innovation** in

large and/or **decentralized** institutions

Examples of OER use: OpenStax (global) and systems/initiatives

	As of	Approx. # of students using OER
openstax™	2012-18 2017-18	6.2 million 2.2 million
BCcampus Learning. Doing. Leading.	Sept. 2018	91,000
CUNY	Nov. 2018	76,000
MARYLAND OPEN SOURCE TEXTBOOK Initiative	May 2019	39,000
SUNY	May 2019	155,000

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How complex are innovations to adopt?

Innovation	Adopter	Complexity
Cell phones	Consumers	Low
Implantable medical devices	Surgeons	High
OER	Instructors	?
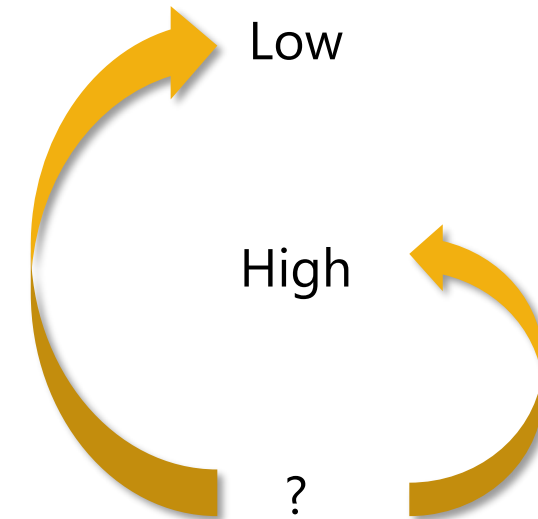
...the answer depends upon aspirations for OER

The "iron triangle" of student success
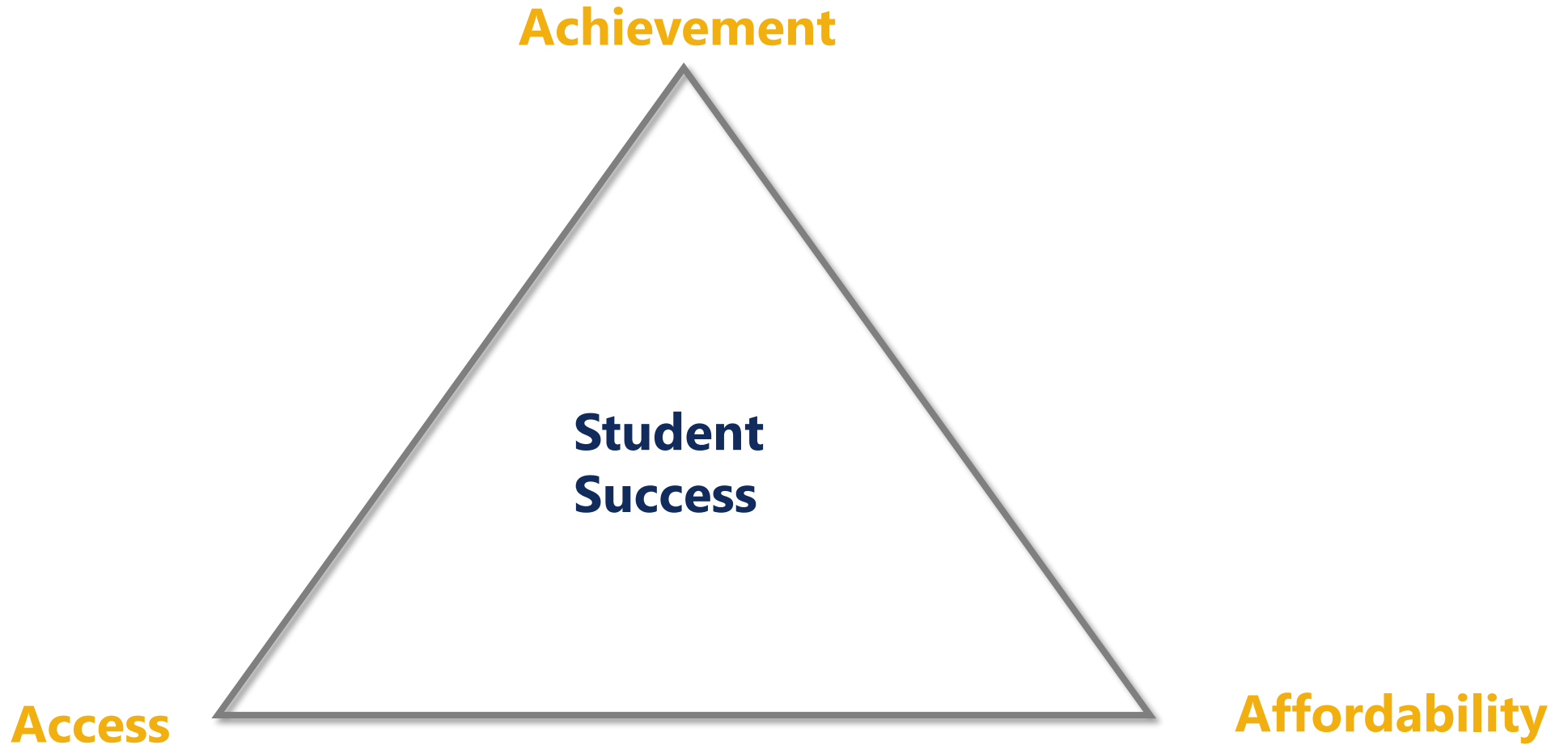
Achievement

Student Success

Access

Affordability

For more information on this framework, see Dr. MJ Bishop's [keynote address](#) at the Open Education Conference, 2018 (#OpenEd18).

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A ripple or a wave?

Improving student achievement requires more complex change

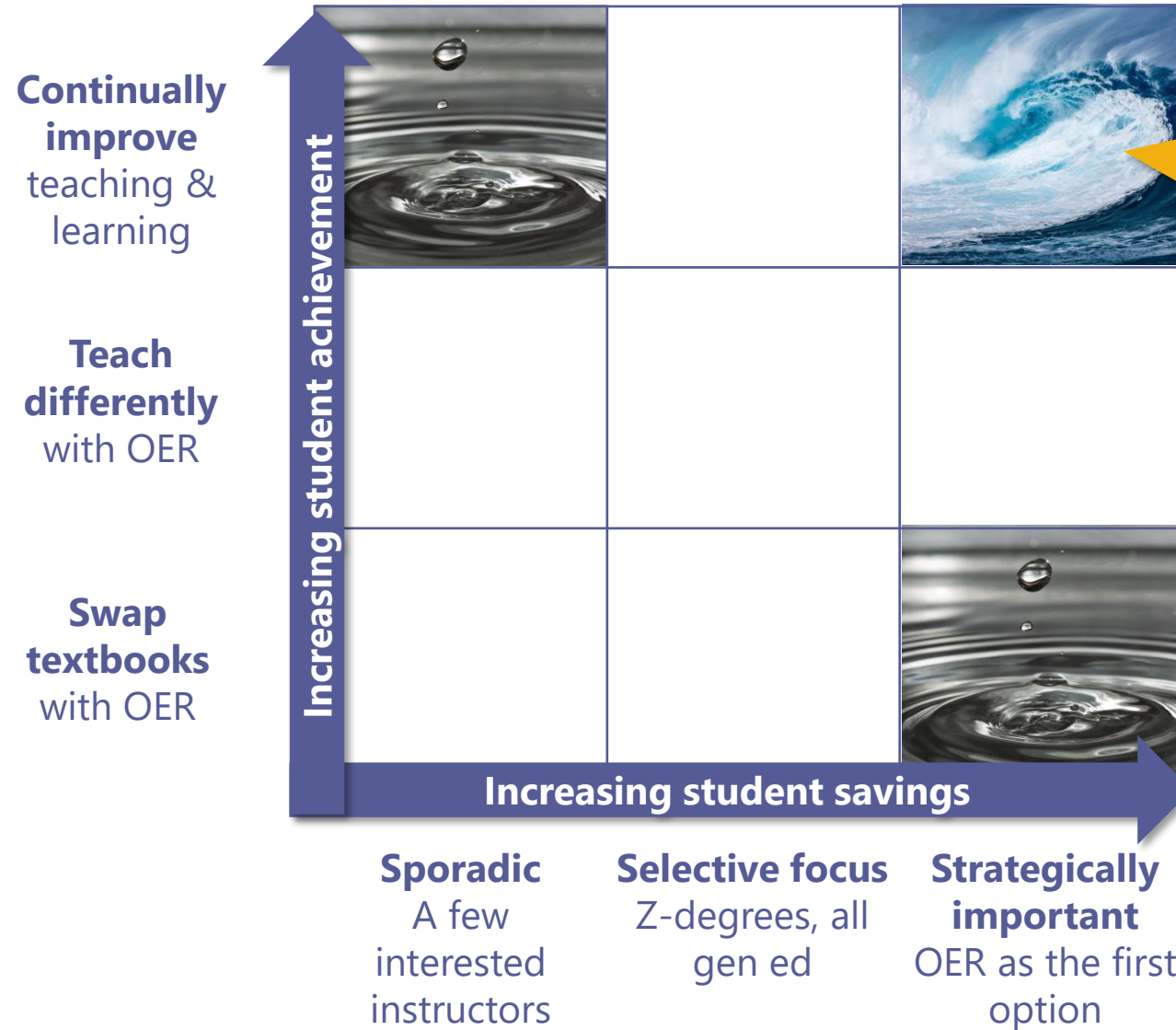| Innovation	Adopter	Complexity
Cell phones	Consumers	Low
Implantable medical devices	Surgeons	High
OER	Instructors	**High**

Changes in daily practice are needed to capture the full value of the innovation

Stages of OER maturity

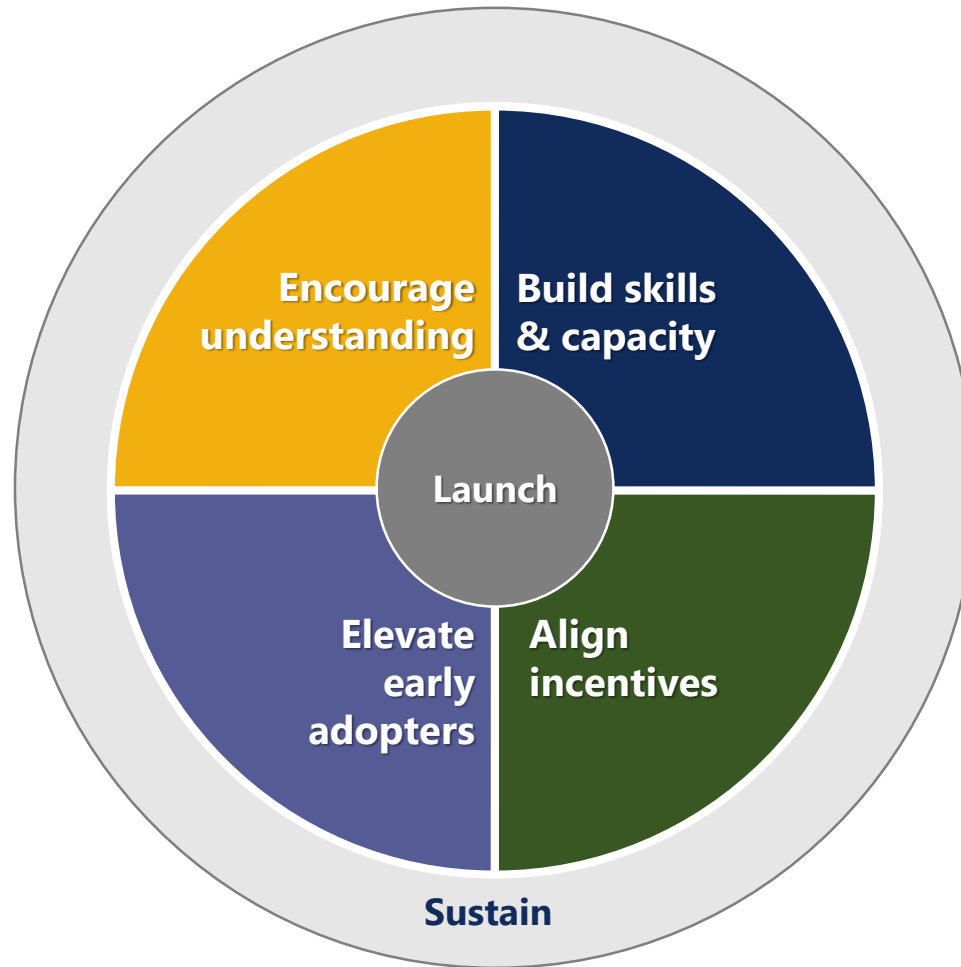1. Launch

2. Adopt

3. Sustain
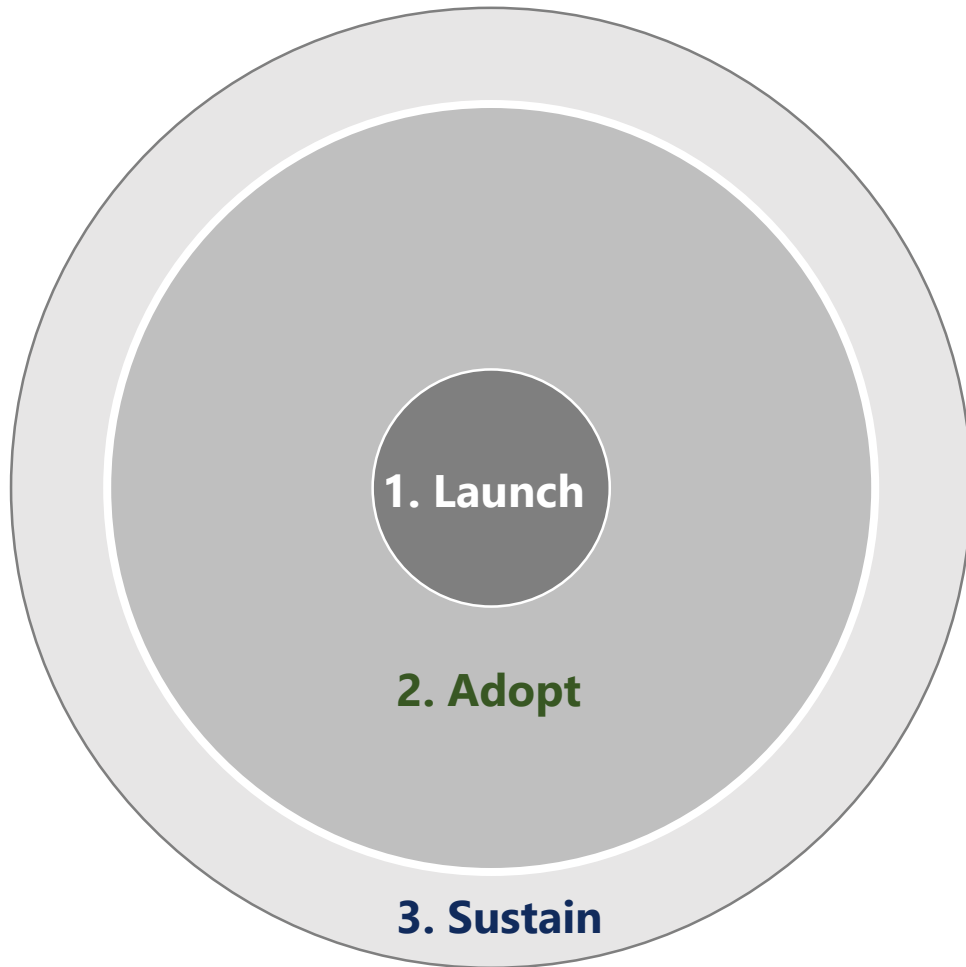
Notes

1. Catalyze the innovation (e.g., one-time starter funding and/or a mandate)

2. Overcome the major barriers to adopting OER (a.k.a. change management)

3. Integrate the innovation into the mainstream of the institution and continually improve it

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Adopt: How to overcome barriers to change

"OER isn't high quality."

"OER is stealing credit from others."

"Nobody else is using OER, why should I?"

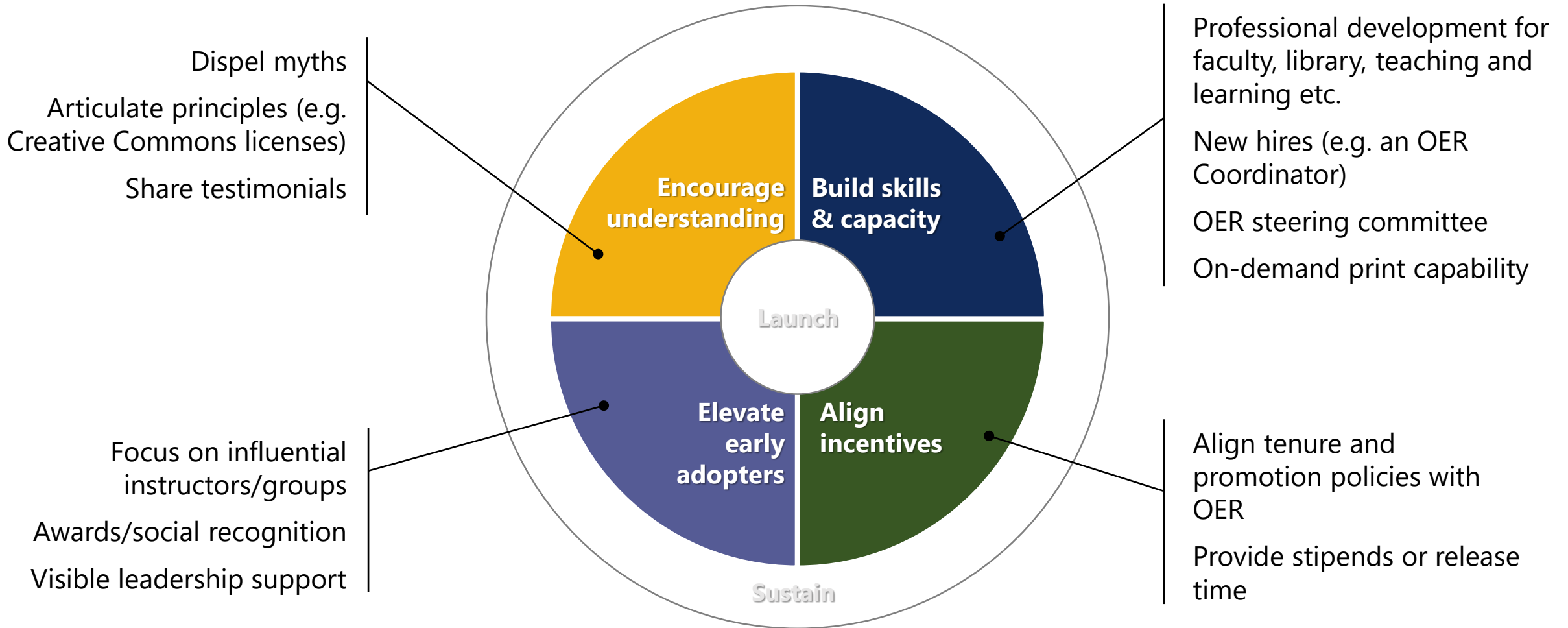Encourage understanding

Build skills & capacity

Launch

Elevate early adopters

Align incentives

Sustain

"I want to use OER, but I don't know how."

"I would try OER if I had help."

"Spending time on OER is going to hurt my career."

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Adoption: Examples

Dispel myths

Articulate principles (e.g. Creative Commons licenses)

Share testimonials

Focus on influential instructors/groups

Awards/social recognition

Visible leadership support

Encourage understanding

Build skills & capacity

Launch

Elevate early adopters

Align incentives

Sustain

Professional development for faculty, library, teaching and learning etc.

New hires (e.g. an OER Coordinator)

OER steering committee

On-demand print capability

Align tenure and promotion policies with OER

Provide stipends or release time

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Elevate early adopters: Within disciplines

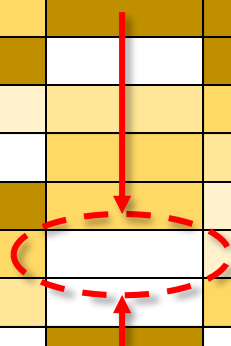| Department	Student seats	Using OER	OER %
Math	4349	3131	72%
Business	3077	0	0%
Psychology	1755	491	28%
Economics	812	0	0%
Sociology	632	0	0%
History	590	47	8%
Political Science	543	43	8%
Computer Science	329	0	0%
English	304	152	50%
Philosophy	165	0	0%

Build skills & capacity: Collaborate across campuses

Student seats

	Math	Bus.	Psych.	Econ.	Soc.
Campus 1					
Campus 2					
Campus 3					
Campus 4					
Campus 5					
Campus 6					
Campus 7					
Campus 8					
Campus 9					
Campus 10					

OER seats

	Math	Bus.	Psych.	Econ.	Soc.
Campus 1					
Campus 2					
Campus 3					
Campus 4					
Campus 5					
Campus 6					
Campus 7					
Campus 8					
Campus 9					
Campus 10					

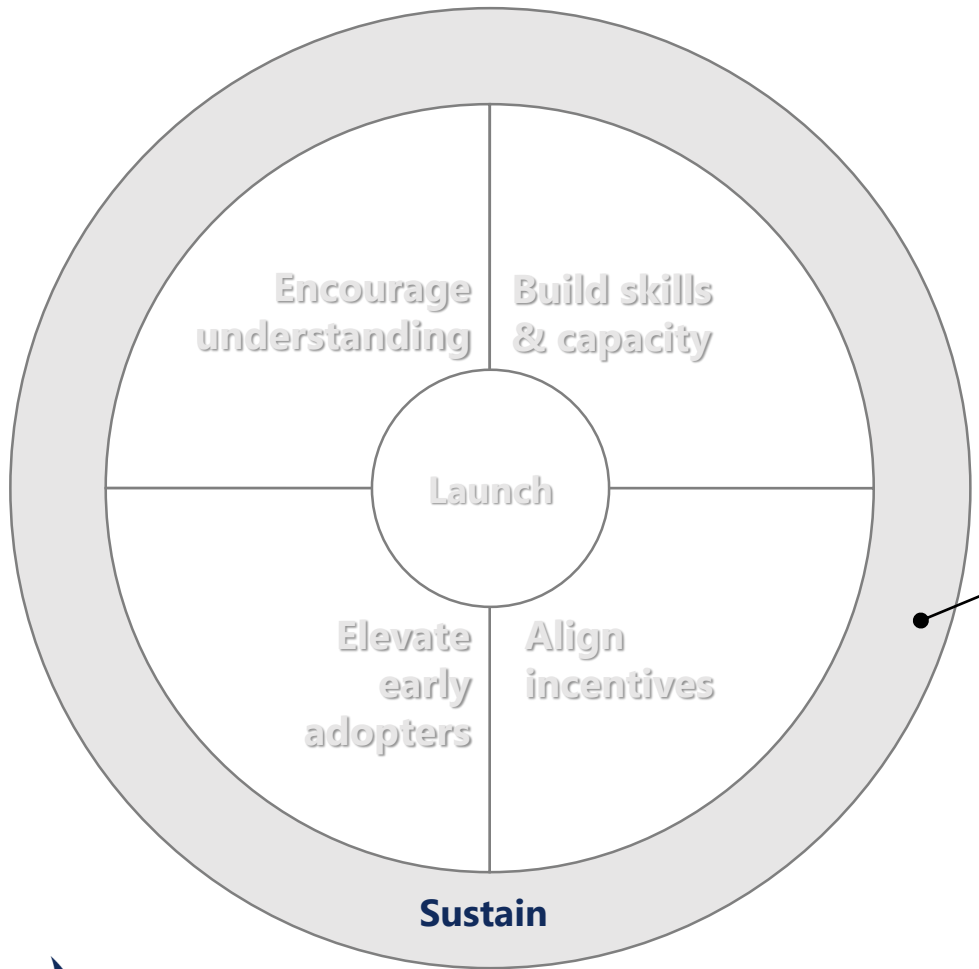| **Key**	0	1k	1k-5k	5k-10k	10k+
	0	1-100	100-500	500-1k	1k+

Build skills & capacity: System view

U $ TAINABLITY?

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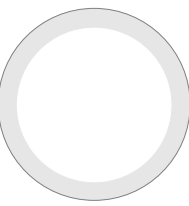CONSULTING
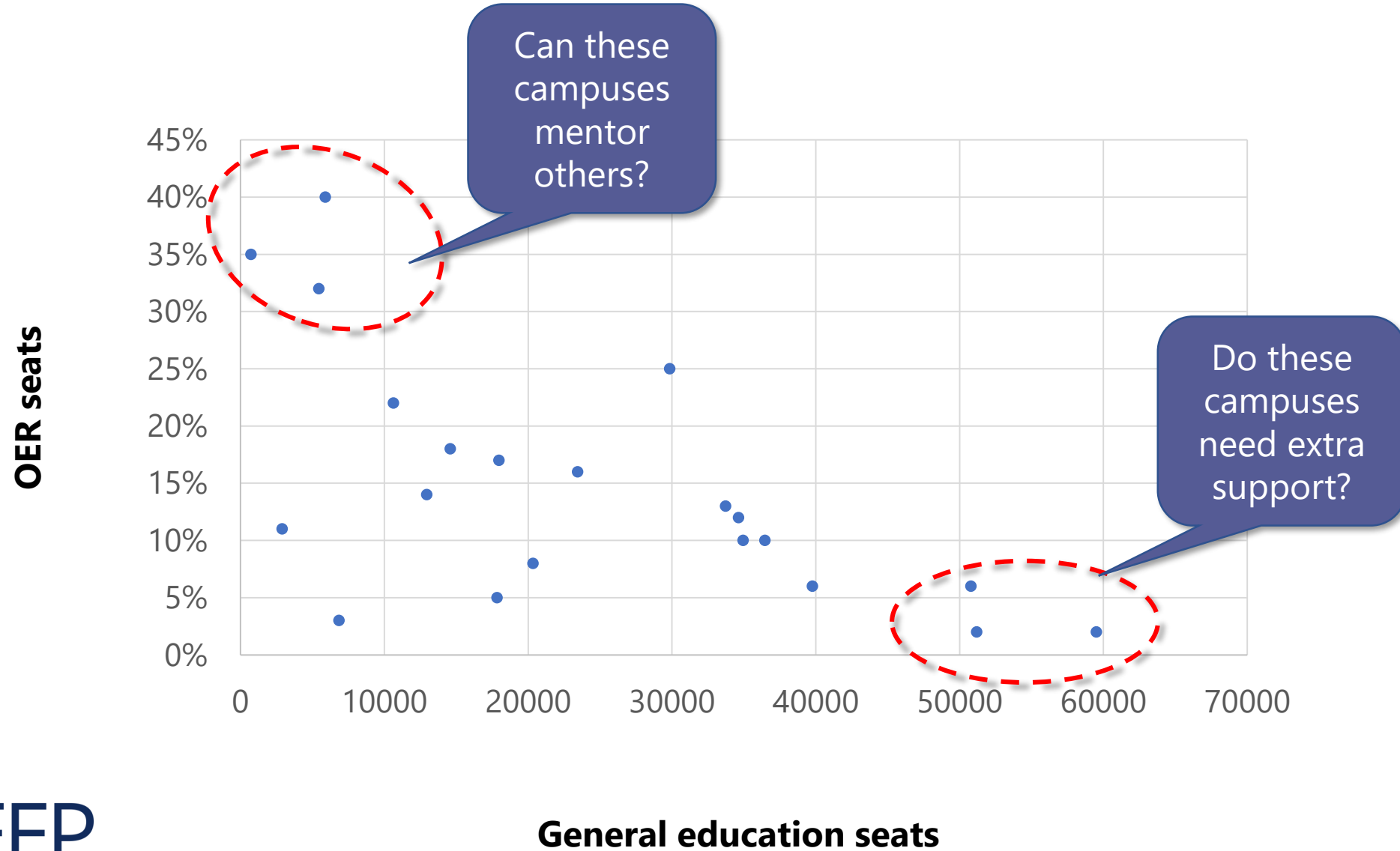
Components of sustainability

Connect OER to the mission (including other student success initiatives)

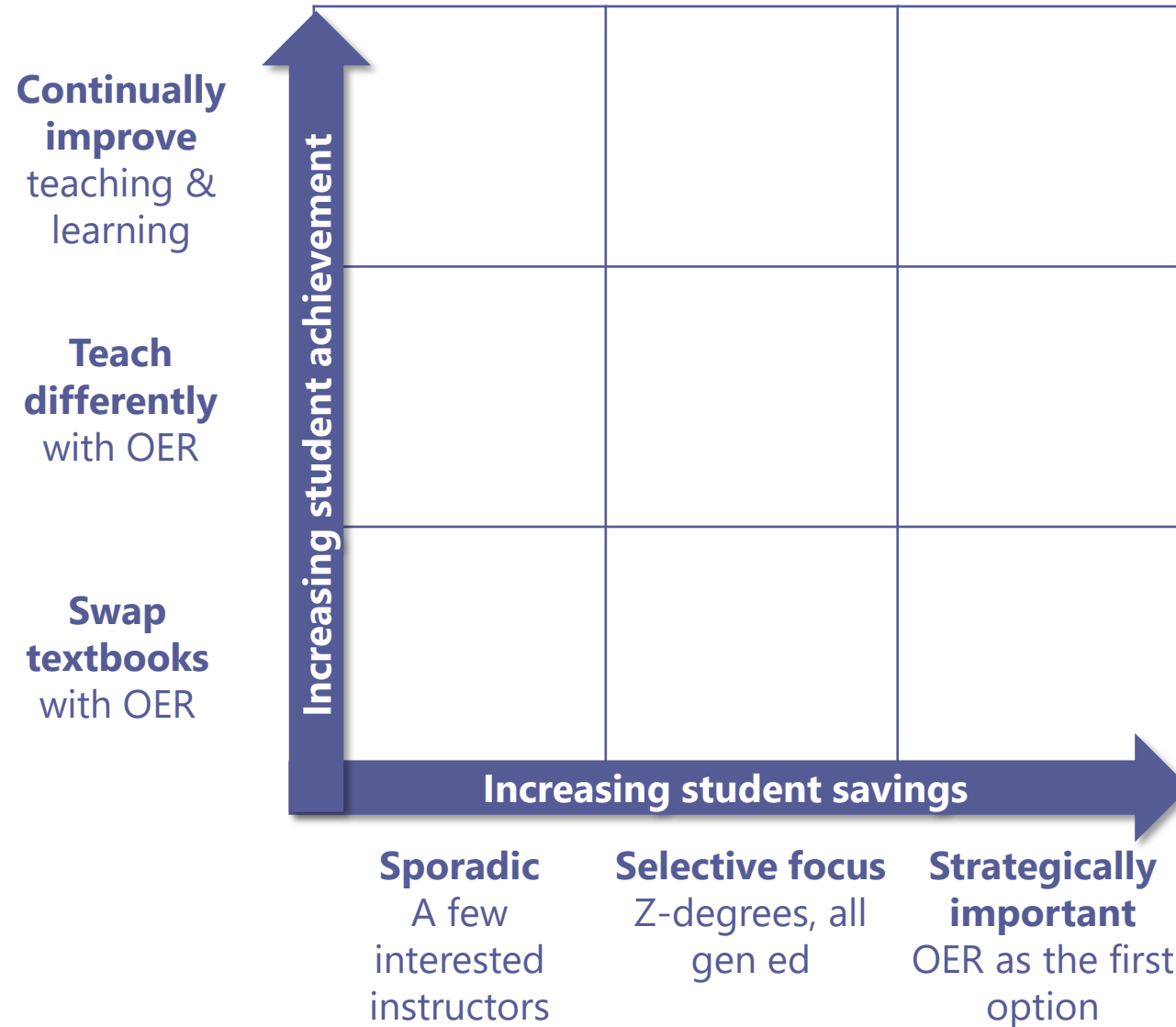A senior leader takes ownership

Find a permanent organizational home for OER

Put OER in the strategic plan

Build and fund mechanisms for continuous improvement

Sustain innovation: Aspirations discussion

Continually improve teaching & learning

Teach differently with OER

Swap textbooks with OER

Increasing student achievement

Increasing student savings

Sporadic A few interested instructors

Selective focus Z-degrees, all gen ed

Strategically important OER as the first option

Where is your institution today?

Where do you want to go?

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Q&A

If you have any feedback or questions, please reach out!

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