Culture Shift: Facilitating Institutional Culture Change to Boost the Adoption, Use, & Sharing of OERs

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2015: Where Were We?
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• Generally old-fashioned library, minimal modern aspects.

• Comments:
  – “It looks exactly like it did when I graduated in 1979!” (Parent of prospective student, during tour)
  – “It looks like a 1970s library with a thin crust of computers.” (Parent of staff member)
  – “This is a library????” (Students, in an ethnographic survey)

• What we looked like is what we were, in OERs & elsewhere.
• Library NOT involved in OERs. Interested, but precluded from action, no support.
• Just 2 faculty used OERs - 1 on own, 1 w/CALI.
2015: Where Were We?

- **UND Today** - “In 2015, when UND Provost & VP for Academic Affairs Tom DiLorenzo welcomed Stephanie Walker as the new Dean of Libraries, the conversation about Open Educational Resources (OERs) was faint. Even if you listened closely ... crickets.”

- **May 2015** – Respected senior faculty member, member of SBHE, Dr. Tom Petros excoriates OERs as threat to academic freedom at University Senate.
Timeline Leading Up to Changes

- Oh boy. We have a BIG job ahead of us ... But then ... early signs of hope.
Timeline Leading Up to Changes

- **Spring 2015** – Dr. Tanya Spilovoy, NDUS Director of Distance Learning, makes presentation to ND Legislature re/spiraling textbook costs. Rep. Tom Beadle writes bill giving $100K to NDUS to promote & adopt OERs across ND.

- **September 2015** - Walker recruited as 1st Dean of Libraries & Information Resources. Given mandate for comprehensive changes, incl. OERs.

- **October 2015** – Spilovoy organizes 2-day OER Summit @ VCSU. Walker attends, with 8-10 faculty & staff. **Guest speaker:** Dr. Dave Ernst & others from U Minnesota’s enormous Open Textbook Initiative. Faculty who attend are interested & impressed.

- **October 2015** – Provost introduces Walker to Dr. Thomasine Heitkamp, gives them free reign to develop & co-chair new OERs Working Group.
Taking the First Steps

• Walker & Heitkamp discuss OER WG composition. This becomes KEY factor in success.
• **KEY FACTOR #1: INCLUSIVENESS** - Toss a very, very broad net!
Taking the First Steps

• **KEY FACTOR #2: LEADERSHIP CLARITY & COMPATIBILITY** - Co-chairs have complementary skills, shared vision, compatible values – Walker: deep familiarity with OERs; no knowledge of ND or UND, no history w/UND faculty. Heitkamp: new to OERs; lifelong ND’n, 30+ years @ UND, strong community ties (sister of Sen. Heidi Heitkamp & radio host Joel Heitkamp). Both deeply, clearly committed to helping students succeed, concerned w/rising costs.

• Heitkamp backed up Walker’s assertions re/value of OERs, convinced faculty to listen, gently “strong-armed” faculty into participating.
Taking the First Steps

- **November 2015** - 1st OER WG mtg! Members - administration (Walker, Heitkamp), faculty, staff, students (VP & Pres. Student Gov’t), other partners (Spilovoy, NDUS, funders). *Membership is flexible.* Spilovoy announces $100K fund, invites applications across NDUS.

- **KEY FACTOR #3: STUDENT & FACULTY INVOLVEMENT** – Involve students & faculty directly, heavily. OERs can’t just be project of Library and/or Academic IT folks.
- **KEY FACTOR #4: FLEXIBILITY** – Over time, membership & funding & projects adapted. No limit on membership, subcttees as needed. Partnered w/other groups on events.
Beginnings of Success!

• December 2015 – Heitkamp & Walker write 2 successful grants.
  – Grant #1: “Opening the History of North Dakota” – PI Walker - partners incl. Northern Plains Heritage Foundation ($15K), Digital Press @ UND ($5K), Robinson family
  – Grant #2: “Faculty Participation in Use of OERs @ UND” – PI Heitkamp coaxes faculty from Psych, Soc, Poli Sci, & Aviation to participate. Later, Math asks to join; Heitkamp seeks $ from College of Arts & Sciences ($6K), Extended Learning ($6K).
  – Walker speaks to University Senate w Heitkamp’s Support -Successful grants, $ from ND Legislature, UND, foundation, university press, donor. Assures faculty - NO desire to override academic freedom. Ask only ask that they consider OERs alongside other resources. Well received.
Beginnings of Success

- **KEY FACTOR #5: DIVERSIFIED FUNDING** – Can’t run OER program with no $ or just library $. Even just internal $ isn’t as effective & attention-getting as $ from multiple *internal & external* sources.

- **KEY FACTOR #6: BROAD SUPPORT** – Early support from -
  - Provost
  - ND State Legislature
  - Statewide Consortium (NDUS)
  - Foundation (NPHF)
  - University Presses (DP@UND, NDSU Press, U Nebraska Press)
  - Campus partners ($ from College of Arts & Sciences, Office of Extended Learning; partnerships with Office of Instructional Design, Center for Instructional & Learning Technologies, Essential Studies, Extended Learning, etc.)
  - Private Donor (Robinson).
Progress Continues

- **January - June 2016** – OER WG continues to meet. Develops **2-pronged strategy**:
  - *Education* – Events, Workshops, Seminars, Training
  - *OERs* – Funding OERs, Working with Faculty, Supporting Adaptation of Courses.

- **KEY FACTOR #7: FOCUS.** Limit yourself. Don’t bite off more than you can chew. Didn’t support writing new Open Textbooks. Too much work for $3K/faculty member we decided we could fund. Focus on 1-2 efforts.
Progress Continues

- **January 2016 – Event #1** - Dave Ernst of U Minnesota @ UND. Well attended.
- **May/June 2016** – Worked w/faculty grant recipients, OER WG. OER WG Members from CILT & Library created program across 4 half-days, giving faculty hands-on time to work on OERs, offering info on Tech Support (e.g. captioning video, etc.), Creative Commons Licensing, Copyright & IP, Finding Reliable OERs, OER LibGuides & Other Resources. Trainers incl. Instructional Designers, Librarians, Legal Counsel.
LAUNCHED!

- **Fall 2016 - Launched!** First UND OERs under NDUS/ND Legislature funding are used in class.
- **Late 2016 – Tallied successes:**
  - **Financial:** Saved students nearly $1 million in first round!
  - **Student Success:** Research - Prof. Clinton assessed retention, how students liked text, grades, other factors while using traditional text ($154.50), then OER. **Results:** Students liked texts equally. Traditional had slightly nicer graphics – not $150+ worth of nice. Student grade distributions same. Of 800+ students, 24 fewer dropped course. Continuing to assess. OERs known to help retention. May help w/ timely completion? Perhaps fewer drop-outs? Math is studying as well. Need more assessments.
- **Late 2016** – UND gets new President, Hon. Mark Kennedy.
Complications ... Perhaps

- 2016 – ND budgets crash. It became urgent to demonstrate, appreciably, one’s concern re/rising costs of higher ed. UND gets good PR on OERs, amid budget cuts ...
Good Publicity, Events

2016-2017 – Publicity

- **Legislature** – Video, Testimony by Pres. Kennedy
- **Local News** – Multiple articles on OERs in *Grand Forks Herald*.
- **UND Today** – UND marketing newsletter, for alumni & internal & PR use. At least 6 stories on OER actions, events, savings.
- **Local Events, Conferences** – Librarians, faculty, & staff speak on various aspects of OERs
2016-2017 – Some Events -

• March 2016 – Faculty & Student OER Symposium – Faculty who participated in Round 1 gave presentations. Student gov’t president spoke of effect on students & how much it helped! Over 65 faculty & staff attended.

KEY FACTOR #8: KNOW THE AUDIENCE – Faculty want to hear from faculty, & will believe them. Faculty also want to hear from students. Students want to hear from other students, & will believe them. Library didn’t cheerlead – offered help, but let people judge for themselves.
Events

- **October 2016 – Statewide OER Summit** – Keynote Speaker Nicole Allen of SPARC. Speakers from UND, VCSU, etc. Faculty, students, legal, library. Cast wide net for attendees. Invited faculty, staff, librarians, schoolteachers, legislators, Rep. Beadle, press. 108 attendees! HUGE for ND.
2016-2017 – Progress/Funding

- **December 2016 – Round 2, NDUS/ND Legislature funding** – About $50K remained. Many faculty interested, too busy. Walker jumped into breach, drafting 5 of 7 proposals for faculty. 5 proposals funded, far more than any other NDUS institution.

**KEY FACTOR #9: WILLINGNESS TO JUMP INTO THE BREACH**
A Mature System Evolves


• April 2017 – Student Gov’t $ – ND Legislature didn’t fund this round. Student Gov’t President & VP wrote bill to give us $75K of Reserves! Walker spoke to Student Senate. Passed unanimously! Student Gov’t President convinced Provost to contribute $25K - $100K for OERs, UND-only! (Pres & VP were on OER WG)


KEY FACTOR #10: BROAD ADOPTION - OERs in EVERY College. Other support expanded over time. In early 2016, Pres. Kelly retired, Interim President (former Governor) Ed Schafer began. Provost DiLorenzo taught Psyc101 using OER. President Schafer taught Intro to Gov’t using OER. The administration put its $ where its mouth was, funding & using OERs.
A Mature System Evolves

• Learned what to do and what not to do. Developed FAQs.
• Another event in October 2017 – Guest Speaker, Gerry Hanley of MERLOT. Starting to learn what’s popular, what’s not.

• **January 2018** – Sent call for Round 4 of funding. Proposals due February. Student gov’t remains involved, pushing ND Legislature for additional $, heavily promoting successes. Reason for hope for future funding!
2018: Where Are We Now?

- **Program** – Mature OER program w/stable $.
- **Savings** – Total savings over $3.7M in 3 rounds of funding. Anticipate $5M by next tally.
- **Standing/Reputation/Publicity** –
  - UND becoming known as OER leader in region.
- **Culture Shift** –
  - Complete change in attitude.
  - Dr. Petros is a fan, speaks at events.
  - Some faculty remain slightly nervous about OERs, but fears no longer re/ academic freedom, nor do they think “open” means “junk”. Realization re/quality variances, as traditional publishing has.
  - Better understanding of benefits & limits.
  - No fears re/trying to “push” OERs on faculty, or impinge on academic freedom.