National Leadership Grants for Libraries grant program goal and objective to be addressed:

Goal 1: Build the workforce and institutional capacity for managing the national information infrastructure and serving the information and education needs of the public. **Objective 1.1:** Develop or enhance replicable library and archives programs, models, and tools that provide opportunities to support all types of learning.

MAKING OPEN EDUCATION PERMANENT: LEARNING FROM A REVIEW OF LIBRARY PROGRAMS

Faculty adoption of open educational resources (OER) has the potential to improve students' academic success, especially for those students who are most vulnerable. But for many academic libraries, programmatic support for open education is immature, informal, or nonexistent in the organizational structure, putting the gains of open education at risk. The Open Education Network (OEN) is a growing consortium of colleges and universities with members that include 230 individual academic libraries and 23 library consortia representing 1,383 libraries total. Housed at the University of Minnesota, the OEN is committed to advancing the use of open educational resources (OER) and requests $248,255 to develop a comprehensive review of existing open education programs, including the goals and perceived benefits and challenges of organizational elements of those programs, to provide guidance to libraries that are looking to create new open education programs, or support more permanent open education infrastructure.

Project Justification

OER are teaching, learning or research materials that are in the public domain or released with intellectual property licenses that facilitate their free use, adaptation and distribution. Because OER are free, their use can have a positive impact on student grades and retention. In addition, interest in OER has increased during COVID, with remote students needing essential learning materials without publishers' copyright restrictions that may limit their access. And the permissions provided by OER's open licenses can be utilized by anyone - including students - so instructors can engage students in creating or revising OER. These open pedagogical approaches encourage active learning, support sharing of students' lived experiences in the classroom, and can help faculty and students collaboratively create open resources that serve the wider public. Open pedagogy can support classroom equity strategies, such as culturally responsive pedagogy, that focus on surfacing student voices to promote student achievement and well-being.

For these reasons, interest in building open education support programs in academic libraries has grown significantly. Since 2014, OEN membership has grown from 10 libraries to members representing 1,383 libraries today. Some libraries have invested significantly in open education programming, but most have begun slowly - perhaps by asking a librarian to take on open education work, often without a formal change in their job description or title, permanent funding, or formal organizational support.

While these individual librarians have made a significant impact on open education, to sustain that impact, libraries now see a need to make open education a formal, permanent part of their programming. In a 2021 OEN survey of its members, the top community-identified program challenges involve program sustainability, scaling, and resources. Without intentional, sustained programming, open education initiatives can be at risk when staff or leadership leave, the organization is restructured, or budgets are tight. In addition, without a permanent program, faculty perceive open education as "just another fad" that will go away in time.

Those institutions that have built formal open education programs have structured them in a variety of ways, as each institution may have different programmatic goals or different staff expertise to work with. The OEN proposes documenting these existing open education program structures - specifically program services, staffing, and organizational structures and how they align with program goals. The results of this project will provide guidance to libraries that are looking to create new or more permanent open education programs.

Project Work Plan

The OEN proposes documenting academic libraries' open education programs to answer the following questions:

1. What goals do academic libraries associate with their open education programs (e.g., student affordability, publishing, pedagogical innovations)?
2. **For each identified goal**, how are library programs structured? Specifically,
   a. <u>Organizational structure:</u> Where in the organization does the open education program reside (e.g., Learning and Teaching, Publishing)? What strategic collaborations exist within / outside the library that support open education programs for each goal (e.g., bookstore)?
   b. <u>Services:</u> What programmatic services are offered for each goal (e.g., faculty development, grant program, copyediting)?
   c. <u>Staffing:</u> What are the staffing levels, and the skill/knowledge of the staff for each service (e.g., copyright, publishing, pedagogy)?
3. What are the perceived benefits and challenges of the structures in 2.a. - 2.c. for each goal?

This project will be conducted in four phases, with the project completed in the first three phases, and dissemination in the fourth:

<u>PHASE 1:</u>   <u>August 1 - September 15, 2023:</u> Project kickoff and graduate assistant hiring. Develop survey to identify open education program goals

<u>September 16 - December 31, 2023</u>: Distribute the survey to OEN membership. From survey responses, generate a comprehensive index of program goals.

<u>PHASE 2:</u>   <u>January 1 - May 31, 2024</u>: Create and distribute a followup survey to collect organizational details for each goal identified in Phase 1, including organizational structure, services offered, staff levels and types, and strategic collaborations with other offices.

<u>PHASE 3:</u>   <u>June 1 - December 31, 2024:</u> Develop interview protocol based on goals (from Phase 1) and organizational details (from Phase 2) collected. Interview OEN members to uncover perceived benefits and challenges of the organizational structures identified.

<u>PHASE 4:</u>   <u>January 1 - July 31, 2025:</u> Assemble responses from Phase 3, and develop dissemination pathways, including a public white paper report and summary support documents to help higher education institutions develop new or more permanent open education programs.

This project will be planned and managed by Dr. David Ernst, Director of the Center for Open Education at the University of Minnesota and Executive Director of the OEN. Dr. Ernst earned a PhD in Education, is a recognized leader in open education, and has worked for over 20 years in higher education. The project will also be guided by Dr. Tanya Grosz, who has a PhD in Education and over 25 years of teaching experience in higher education.

Diversity Plan

The OEN is a diverse community, including HBCUs, Hispanic-serving institutions, and tribal colleges and universities. Benefiting minority serving institutions is a priority, so a quota sampling methodology will be used to ensure a diverse group of institutions will be included in the surveys and interviews.

Project Results

This project will produce a review of current higher education open education programs, starting with identifying the various program goals. For each goal, the project will describe the range of program elements (organizational structure, services, staffing) collected in the survey, and perceived benefits and challenges of each of those elements. The results of this project will be published in a white paper and in summary support documents to help higher education institutions develop new or more permanent open education programs.

Budget Summary

The total budget for this two-year project is $248,255. The budget includes $120,766 in salaries (Principal Investigator = $35,356; Director of Educational Programs = $35,184; Graduate Assistant = $50,226) and $71,900 in fringe benefits (Principal Investigator = $13,011; Director of Educational Programs = $12,948; Graduate Assistant = $45,941). Indirect costs (35% MTDC) total $55,589.