



CSU's Affordable Learning Solutions: What We've Learned and What We've Accomplished After 4 Years

Gerry Hanley and Leslie Kennedy

California State University Office of the Chancellor

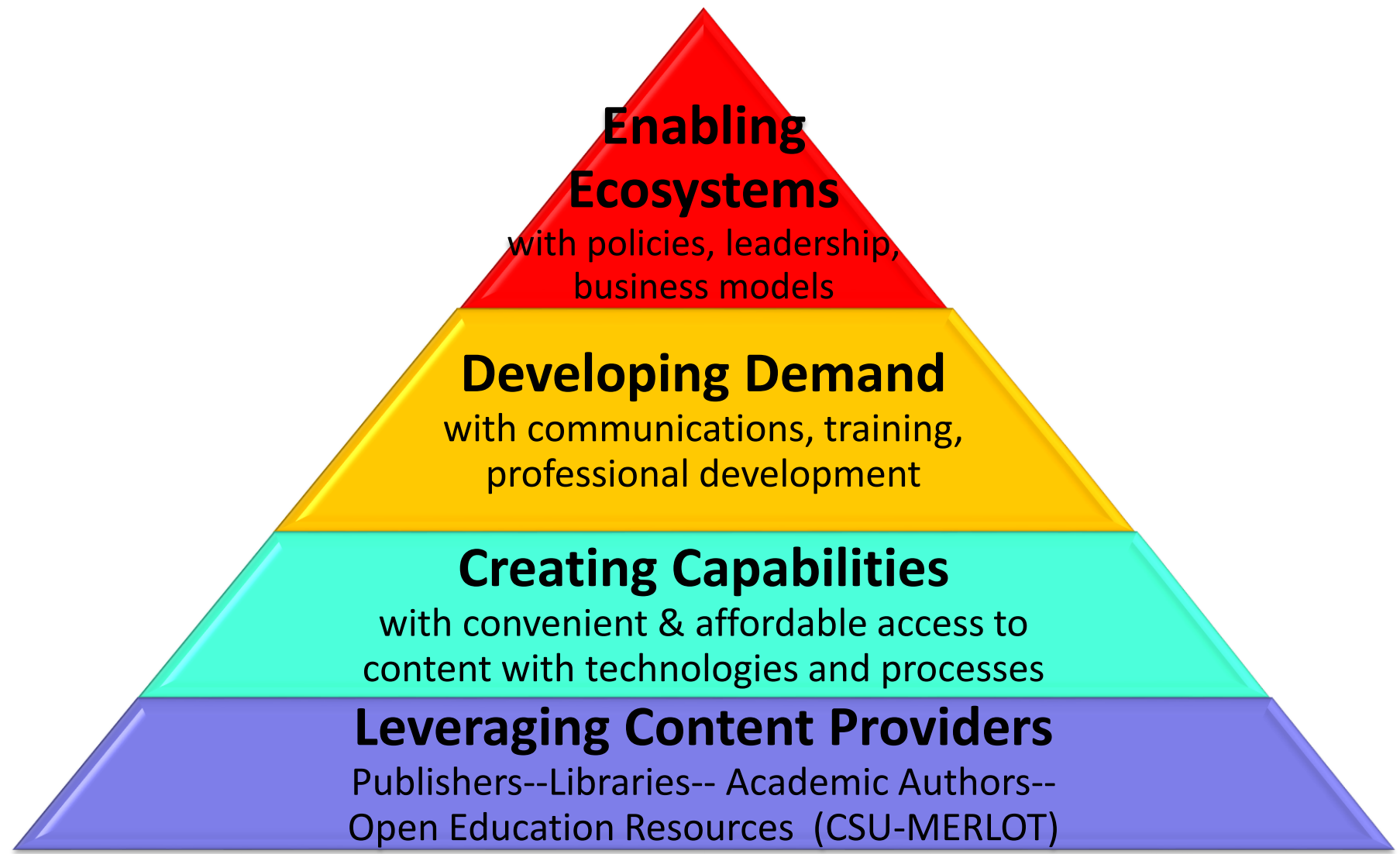
December 11, 2014 in Athens, GA

The Future of the Textbook Conference

Begin with Some Lessons Learned

- Give a Gift and Not a Burden (Money is good)
- It's Complicated
- KISS A Lot – Choice, Affordability, Accessibility
- It takes 5 times for people to understand and the 6th time they ignore you
- Build Locally – Link Globally
- Stone Soup
- Be Patient
- You Don't Control Demand

AL\$ Initiative Strategy



What is your institution's priority that could benefit from AL\$?

- Delivering quality online education cost effectively?
- Improving affordability of educational programs for your students?
- Improve retention and graduation rates with more engaging curriculum?
- Course redesign for student success?
- Others?
- What are the barriers facing our institution in achieving its priority?

Textbook Affordability Affects Access to an Excellent CSU Education

CSU students pay more than \$1,000 per year.

Florida students' responses to costs (survey)

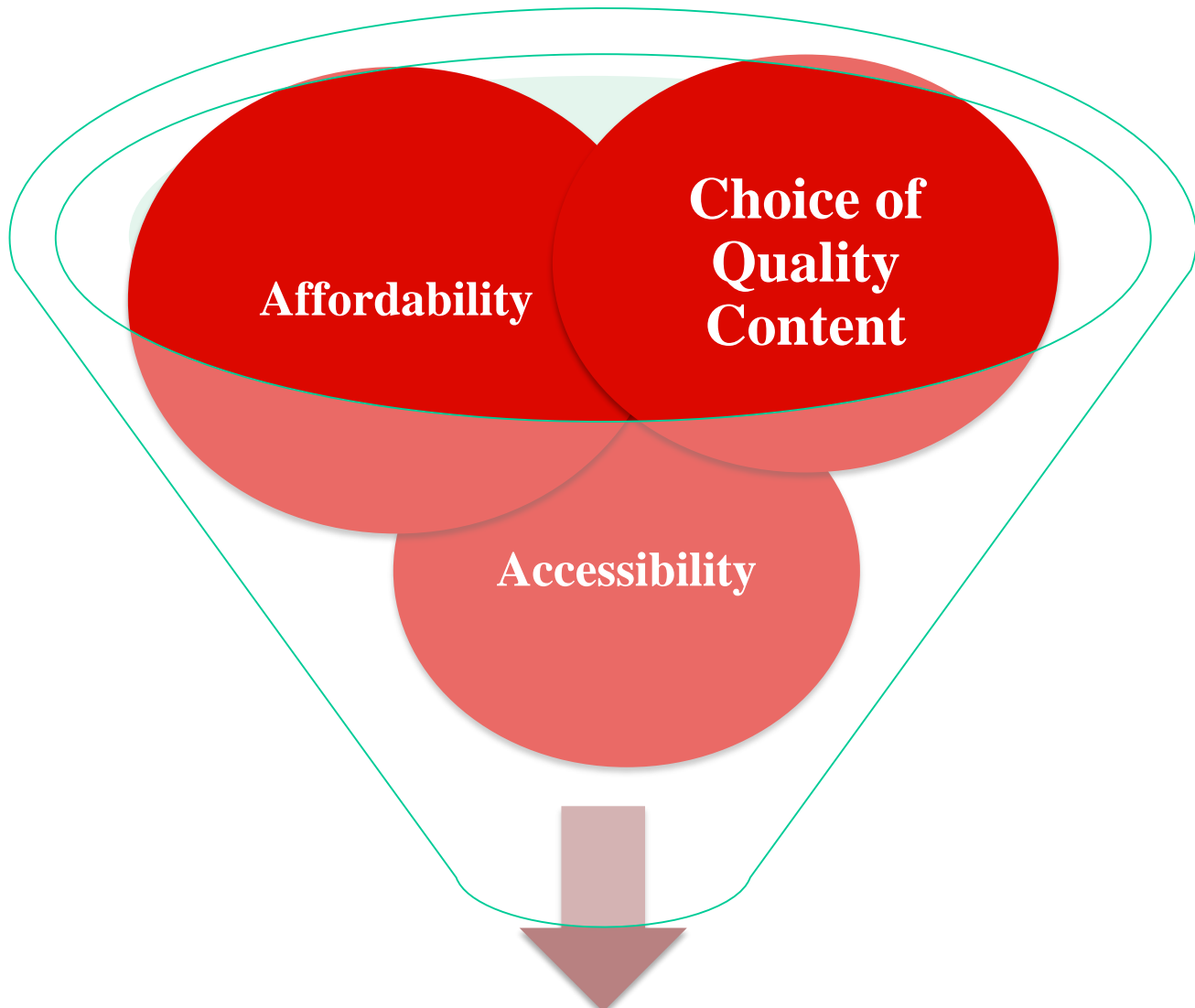
- Not purchase the textbook (64%)
- Not register for a course (45%)
- Take fewer courses (49%)
- Withdraw from a course (21%)
- Fail a course (17%)



California State University –CSU

- **23 campuses; about 450,000 students; about 80% undergraduates**
- **The CSU conferred about 100,000 degrees annually**
- **About 1/3 of our students get enough financial aid to cover their tuition, books and supplies**





CSU's Affordable Learning Solutions

Give a Gift & Not a Burden

<http://affordablelearningsolutions.org>

- Alternative Quality Content
- Tools & Technologies
- Policies, Marketing & Implementation Strategies

Search Affordable Learning Solutions:

search

Affordable Learning Solutions
just a choice away.



Home

Free
Course
Materials

Free Online
Courses

Free
eTextbooks

Lower
Cost
Course

Rent Digital
eTextbooks

Library
Resources

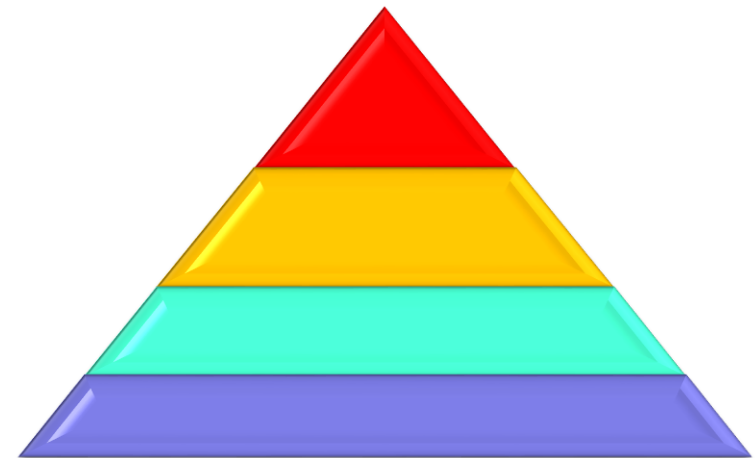
Custom
Publishing

Accessibility

ALS
Campus
Showcases

Deploying
Your ALS
Initiative

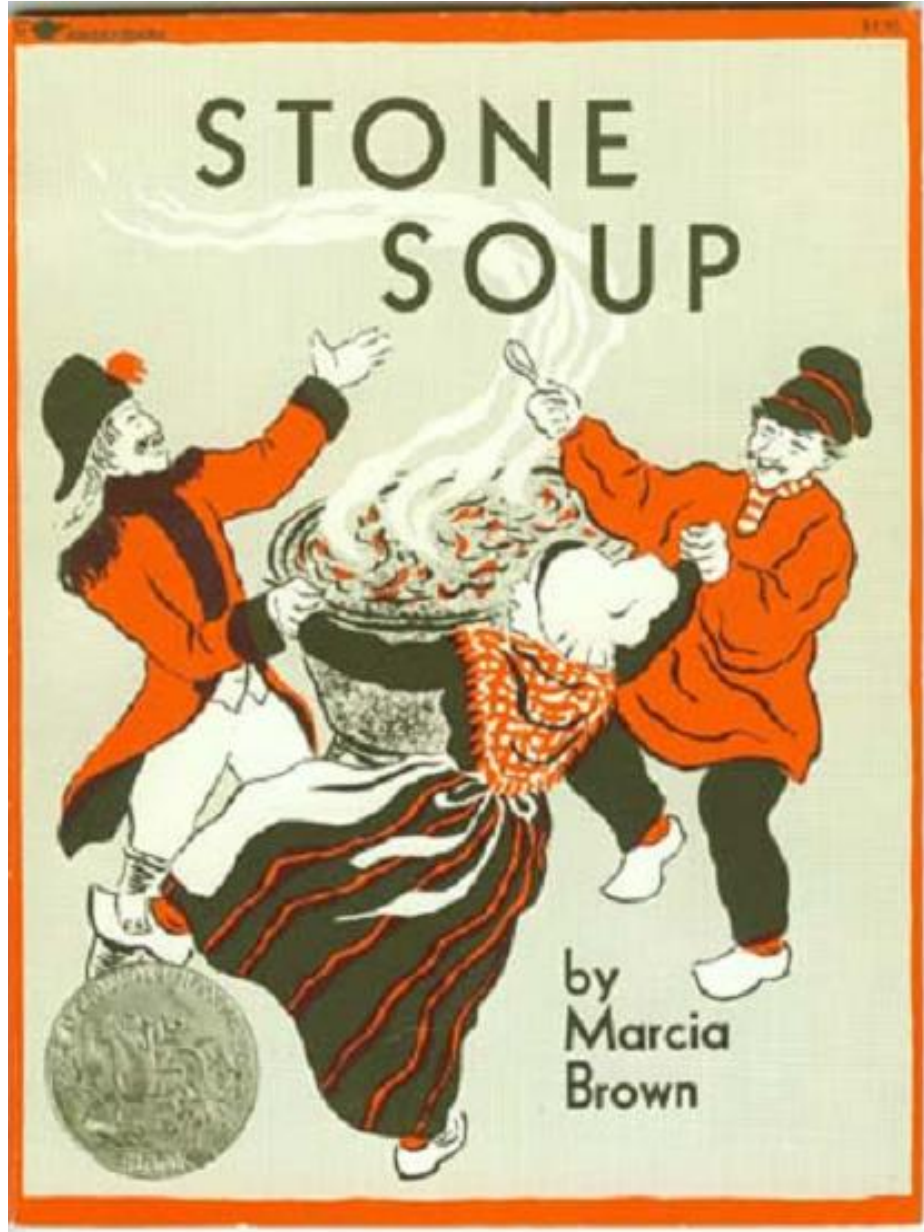
LEVERAGING CONTENT PROVIDERS & CREATING CAPABILITIES



CSU Provides System Access to No and Low Cost Textbook Alternatives

1. **Open Educational Resources:** Through ALS site, find over 1,000,000 FREE online instructional materials, including over 2,300 FREE online textbooks that you can use
2. **CSU Library Resources:** Our electronic library collections provide students FREE access to extensive resources
3. **Faculty Customized and Authored Materials:** Published and distributed in a variety of ways
4. **Lower Cost Publisher Content** in both electronic and hard copy formats.





CSU Bookstores

Key partners for digital content distribution

- **Barnes & Noble**
- **Follett**
- **Independents**



Libraries



[Home](#) [Key Initiatives](#) [Stories](#) [About](#) [Contact](#)



Instructional Designers

Communicators

The first skill we master in Instructional Designer (ID) 101. Listening, speaking, writing and presenting are all important parts of our day-to-day. Our work is collaborative by nature. We are skilled at building consensus.

Guides

IDs are consultants, technologists, trainers, and evaluators. Whatever instructional issues you may face, we can be right by your side to help.

Thinkers

We think about things. We brainstorm. We experiment. We look for new and better all the time. We think about human psychology. We think about aesthetics, design, user experience, flow, look/feel. We think about the different senses and how they come into play.

Designers

We design instruction/teaching and learning experiences. At the heart of the matter is often the alignment of objectives, activities and assessments.

Relationships

We are skilled at building relationships and rapport with faculty, staff, and clients. There is the potential for a lot of emotion around what we do.

Data Analysts

Data-based decision making is part of what we do.

Superheroes

Look! Up in the sky! It's a media producer! It's a collaboration expert! It's an ID!



Builders

We bring a systematic approach to constructing learning experiences that includes analysis of the audience, environment, objectives, content, technologies, etc. Planning maps, guides, templates, process docs, outlines, storyboards, are all part of the way we approach projects.

Explorers

It's important that we stay on top of the latest processes and skills related to ID work. We communicate "best practices" in teaching and learning (particularly related to using technology).

Project Managers

We talk about projects and project management constantly. It frames how we think about work.

Fixers

When a course link breaks, when a weighted grade column doesn't add up, we can be there to help. We fix things that are broken. We solve problems.

Evaluators

We design, develop and evaluate content/instructional materials. Review and revision are essential.




Build Locally – Link Globally

FRESNO STATE
Discovery. Diversity. Distinction.

CALIFORNIA STATE UNIVERSITY FULLERTON™

CALIFORNIA STATE UNIVERSITY Los Angeles

California State University MONTEREY BAY
Extraordinary Opportunity

 <p>Channel Islands CALIFORNIA STATE UNIVERSITY</p>	<ul style="list-style-type: none"> • ALS @ CSU Channel Islands • CSU Channel Islands Faculty Showcase • CSU Channel Islands Bookstore • CSU Channel Islands Library
<p>CALIFORNIA STATE UNIVERSITY Chico</p>	<ul style="list-style-type: none"> • ALS @ CSU Chico • CSU Chico Faculty Showcase • CSU Chico Bookstore • CSU Chico Library
 <p>California State University DOMINGUEZ HILLS</p>	<ul style="list-style-type: none"> • ALS @ CSU Dominguez Hills • CSU Dominguez Hills Faculty Showcase • CSU Dominguez Hills Bookstore • CSU Dominguez Hills Library
 <p>CALIFORNIA STATE UNIVERSITY EAST BAY</p>	<ul style="list-style-type: none"> • ALS @ CSU East Bay • CSU East Bay Bookstore • CSU East Bay Library



SAN JOSÉ STATE UNIVERSITY



California State University
SAN MARCOS



SONOMA STATE UNIVERSITY



California State University Stanislaus



CSU Bakersfield
CAL POLY
SAN LUIS OBISPO



CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO



SAN FRANCISCO STATE UNIVERSITY

California State University
Northridge



CAL POLY POMONA



SACRAMENTO STATE
Leadership begins here.

Campus-based Programs

CALS TAP
Chico Affordable Learning Solutions Textbook Alternatives Project



A Few Faces of Our "Featured Faculty"



Cougars Affordable Learning Materials



CALM aims to improve the cost, availability, and effectiveness of instructional materials for our students.

To find out how you can help CALM the cost of textbooks for our students, see <http://www.csusm.edu/ids/CALM> or email calm@csusm.edu to learn more!

LEVERAGING BOOKSTORES

CSU Rent Digital Program

DON'T GO
WITHOUT THE
TEXTBOOKS
YOU NEED TO
SUCCEED!



CSU RENT DIGITAL

Save Lots, Learn More.

http://als.csuprojects.org/rent_digital_etextbooks



W. W. Norton & Company, Inc.
INDEPENDENT PUBLISHERS SINCE 1923




CSU RENT DIGITAL

Agreement On 4 Key Areas

- **Choice:** Faculty have a wide choice of publishers and students can choose a digital rental or not
- **Price:** 60% off new print textbook prices and publishers choose the titles they will offer
- **Marketing:** CSU and vendors collaborating to raise awareness, comfort, and competencies in using digital textbooks
- **Accessibility:** Vendors will provide the CSU a roadmap for improving the accessibility of their eReaders

DEVELOPING DEMAND: Campus Marketing and Professional Development



CSU The California State University

CSU RENT DIGITAL
Save Lots, Learn More.

WHEN STUDENTS SAVE, THEY SUCCEED

As an important influencer in student success, you can help ensure students have the course materials they need by adopting the CSU's Rent Digital textbooks.


CSU RENT DIGITAL TEXTBOOKS:

- Offer savings on e-textbooks of 60 percent or more off the cost of the printed textbook
- Are available for thousands of titles
- Work on a variety of devices
- Provide options for students to choose lower cost e-textbooks (Students still have the option to choose a printed textbook)

THE CSU'S RENT DIGITAL PARTNERS INCLUDE:




Be part of the success revolution:
Success in learning---CSU Affordable Learning Solutions---Success in teaching
<http://als.csuprojects.org/rentdigital> <http://als.csuprojects.org/home>



CSU The California State University

Welcome to CSU's
AFFORDABLE LEARNING SOLUTIONS
AL\$




CSU's Affordable Learning Solutions enables faculty to choose and provide more affordable, quality educational content for their students.

By reducing CSU student course material expenses, more students acquire the course materials they need to succeed and benefit from their CSU learning experience.

Now, CSU faculty and students have greater access to quality free and low-cost learning materials through a variety of AL\$ programs and partnerships.

www.calstate.edu



CSU The California State University

CSU RENT DIGITAL
Save Lots, Learn More.


Your **Music** is Digital, Your **Movies** are Digital...

WHY AREN'T YOUR TEXTBOOKS?

THE CSU RENT DIGITAL PROGRAM

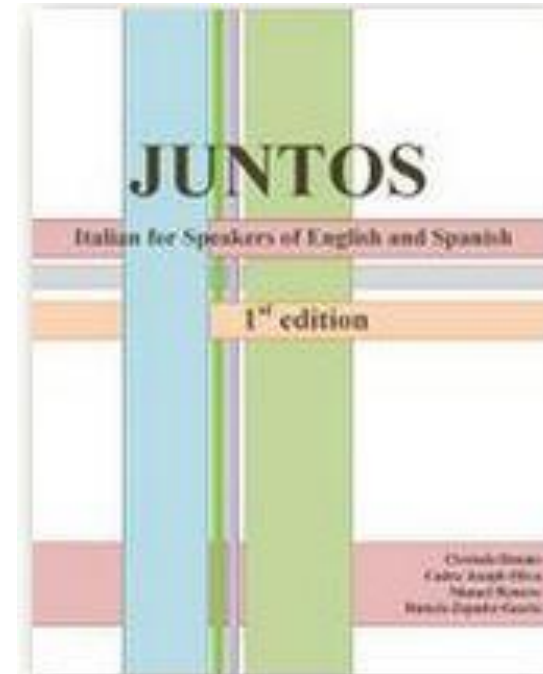
- Saves you a lot of cash—Savings of 60% or more on e-textbooks
- Lets you use your laptop or other mobile devices
- Offers interactive e-textbooks: highlight, take notes, print and more

Learn more at your campus bookstore online
or <http://als.csuprojects.org/rentdigital>



Additional Vendor Options

- **XanEdu Custom Publishing**
- **Redshelf Custom Publishing**
- **Cafe Learn Adaptive Software**
- **McGraw Hill LearnSmart**
- **Adapt Courseware**



**In 2013-14
Bookstores Saved
Students
\$30 Million Dollars**

LEVERAGING FREE AND OPEN RESOURCES - MERLOT

MERLOT is a curated collection of free and open online teaching, learning, and faculty development services contributed and used by an international education community.

SEARCH
MERLOT



MY
MERLOT



CALIFORNIA STATE
UNIVERSITY SYSTEM



CREATE MATERIALS
WITH CONTENT
BUILDER

MERLOT releases
apps for iOS and
Android devices



NEWS &
INFORMATION

ABOUT
MERLOT



MERLOT
COMMUNITIES



ADD TO
COLLECTION



Material Advanced Search

Partner Search:

Partner Only:

Find material by attributes:



Keyword:

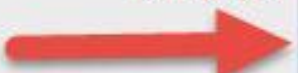
Title:

URL:

Description:



Community:



Category:

Language:

Material type:

Technical format:

Audience:

- Any
- Animation
- Assessment Tool
- Assignment
- Case Study
- Collection
- Development Tool
- Drill and Practice
- ePortfolio
- Learning Object Repository
- Online Course
- Online Course Module
- Open Journal-Article
- Open Textbook
- Presentation
- Reference Material
- Simulation
- Social Networking Tool
- Tutorial
- Quiz/Test**
- Quiz/Test

Any

Any

CREATING CONVENIENCES

CSU AL\$ Search Engine



<http://als.csuprojects.org/free-etextbooks>

COOL4Ed

California
Open
Online
Library for
Education



HOME

FIND-

FACULTY SHOWCASE

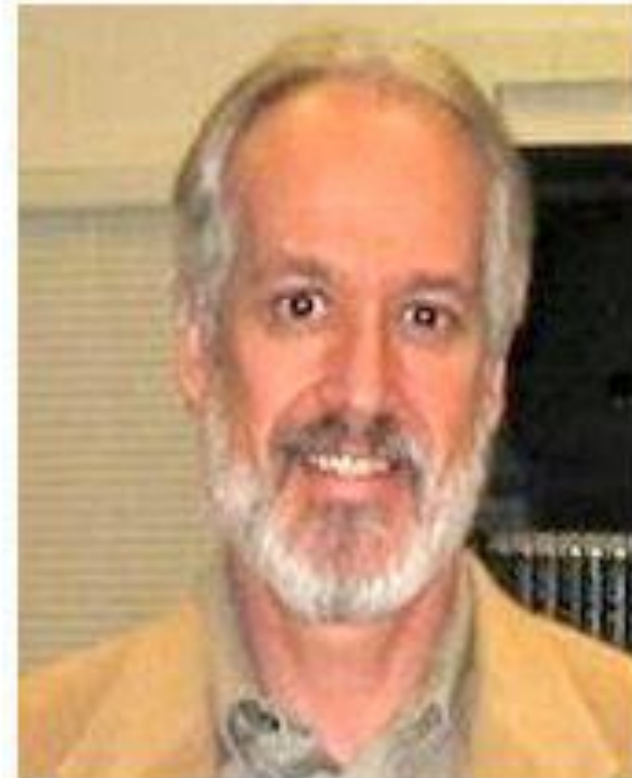
COURSE SHOWCASE

SHARE

<http://cool4ed.org>

DEVELOPING DEMAND: CSU Faculty and their Affordable Learning Solutions Strategies

Mark Stoner from California State University, Sacramento, CA
eTextbook: Public Speaking by The Public Speaking Project



Resources for ComS 5 The Communication Experience ComS 5 satisfies the A-1 oral communication GE requirement at CSUS [Articulation](#)

Main text: ([From Flatworld Knowledge publishing](#))

**[Communication in the Real World:
An Introduction to Communication Studies, v. 1.0](#)**

[Link to PDF version](#)

Secondary text: ([From Wikibooks](#))

[Survey of Communication Study](#)

[Link to PDF version](#)



I created the PDF links to ensure constant access to the texts, in full, in downloadable, searchable (and screen reader-friendly) form.



Public Speaking

Common Course ID: **COMM_110: Public Speaking**

CSU Instructor Open Textbook Adoption Portrait

About the Textbook

About the Course

Textbook Adoption



Public Speaking: The Virtual Text (table of contents)

Description: This textbook contains 18 chapters contributed by speech professionals dedicated to providing free and low cost instructional materials. Each chapter contains an outline, objectives, review questions and suggested activities in addition to the formatted text and images available in PDF format. Chapters also have a supplementary online page with terminology definitions and links to related materials.

Authors: A variety of speech professionals who are dedicated to providing free and low cost instructional materials contributed their original work. Each chapter link has information about the authors and their

ComS 4: Introduction to Public Speaking



Description: Theory and technique of public speaking. Emphasis on organizing, supporting, and clearly stating ideas. Practice in informative and persuasive speaking. Meets the general education requirement for oral communication, Area A-1.

Prerequisite: none

GE Credit: 3 units, degree applicable

[Syllabus available here](#)

Course objectives

1. To construct practical mental models that will guide preparation of and presentation of public speeches

OER adoption process

I make use of textbooks as the basic source of content and use class time for activities that apply the content and practice skills. Therefore I felt it was imperative that students had no excuse for not reading the course text.

Further, I appreciated the fact that I didn't feel compelled to use every chapter to justify the high cost of a typical textbook. While I *did* end up using all the chapters, uses came organically from the course design, not a sense of compulsion. I value OERs for the freedom of choice, usability, adaptability, accessibility and convenience they provide.

Student Access: Students access the textbook directly from the publisher's web site or it is directly linked from the course wiki which substitutes for a course management system. The bookstore has no interest in the book;

Natalie Wilson, Ph.D., Women's Studies, San Marcos

“CALMED” Course Example – WMST 303

WMST 303: Education, Race and Gender, Dr. Natalie Wilson

- *Reconstructing Gender* \$90.26
- *Troubling Education* \$49.95
- *Teaching to Transgress* \$21.36
- **Total: \$161.50**

CALMED course

- *Breaking Bad Habits of Race and Gender* 24.95
- *Pearson Custom Book* 24.65
- OER videos, websites, and organizational publications (eg FMF's report on gender equity and education)
- Library Materials including Course Reserves, journal articles, and Media Library Holdings
- **Total: \$49.60**

Savings: \$111.90

(x40 students = \$4,467)

LEVERAGING ACADEMIC LIBRARIES

Faculty Adopt E-Options from the Library

- CSU libraries manage about 1 billion digital assets (ejournal articles, ebooks, other digital media)
- All CSU Libraries have a current subscription to ebrary Academic Complete, a library of over 120,000 e-books. In addition, many titles outside the subscription are available for purchase.
 - CSUDH relies heavily on ebrary titles.
 - CSUDH also uses the Ovid e-books for Nursing Programs

How can your **campus librarians** help
you locate relevant affordable learning
solutions?

Naomi Moy
Academic Resources Librarian
Dominguez Hills





Affordable Learning \$olutions @ CSU Dominguez Hills

Affordability, Accessibility, Choice

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[What is ALS?](#)

[Faculty Showcase](#)

[Student Resources](#)

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ALS Home

About

[Contact Information](#)

What is ALS?

[ALS Video](#)

[Training Dates](#)

Faculty

[Resources for Getting Started](#)

[Faculty Showcase](#)

[Copyright Information](#)

Student Resources

For Librarians

[Home](#) > Affordable Learning Solutions at CSUDH

Affordable Learning Solutions at CSUDH

The high cost of textbooks hurts students' education and impacts their ability to graduate. This is especially true in our current economic climate. In order to address this problem, California State University Dominguez Hills is poised to lead a pilot implementation of the Affordable Learning Solutions Campaign, which aims to increase faculty awareness of alternative resources and provide students with cheaper course materials.

This website provides:

Sharing Practices

Share your strategies to reduce costs by [uploading your own syllabus](#) or joining the [CSU-wide online community](#).

[Faculty Showcase](#)

<http://library.csudh.edu/ALS/>

Free E-Textbook Web Page Lists All Identified

[ADMISSIONS](#)
[ACADEMICS](#)
[CAMPUS LIFE](#)
[STUDENT SERVICES](#)
[ABOUT](#)

FREE E-TEXTBOOKS

On this page, you can see a sortable list of ebooks and online resources freely available to currently-enrolled CSU Dominguez Hills students. To access a resource, click the link in the "Resource" column.

Free E-textbooks in the Library for Fall 2014.

Sort the list by clicking column header.

To sort by last name, please click the Refresh/Reload icon on browser.

Instructor	Course	Resource
Teri Abbott	LBS 400	In Search of Understanding: The Case For Constructivist Classrooms via EBSCO (Spring 2013)
Teri Abbott	LBS 400	In Search of Understanding: The Case For Constructivist Classrooms via ebrary (Spring 2014)

LIBRARY

Research Tools

- > Find books/ebooks (Library Catalog)
- > Search All Article Databases
- > Find Course Reserves
- > Article Databases by Title
- > Google Scholar
- > Search/Request Books From Other Libraries (WorldCat-ILL)
- > Search all CSU Libraries
- > Online Reference Shelf
- > Historic Digital Collections

Library Services

- > Free e-Textbooks
- > Renew CSUDH books/View your account
- > CSUDH book loan policies

With so many choices available free to students, faculty can assign an entire book or ask students to read a chapter (using the links on the right side). Example from ebrary.

The image shows a screenshot of an ebrary interface. On the left, a sidebar displays the book's metadata: 'Critical Race Theory: An Introduction (2nd Edition)' by Delgado, Richard, Stefancic, Jean, Liendo, Ernesto, published by NYU Press in January 2012. Below this is a search bar and a 'TABLE OF CONTENTS' section with expandable links for various chapters and sections. On the right, the book's cover is displayed, featuring a red top half and a black bottom half. The authors' names, 'RICHARD DELGADO AND JEAN STEFANCIC', are printed in white on the red background. The title 'CRITICAL RACE THEORY' is prominently displayed in large, bold letters, with 'CRITICAL' and 'THEORY' in red and 'RACE' in white.

▼ Critical Race Theory : An Introduction (2nd Edition)

RACE

by Delgado, Richard, Stefancic, Jean, Liendo, Ernesto

PUBLISHER
NYU Press

DATE
January 2012

More...

TABLE OF CONTENTS

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- Acknowledgments
- Foreword
- Preface to the Second Edition
- ▶ I: Introduction
- ▶ II: Hallmark Critical Race Theory Themes
- ▶ III: Legal Storytelling and Narrative Analysis
- ▶ IV: Looking Inward
- ▶ V: Power and the Shape of Knowledge
- ▶ VI: Critiques and Responses to Criticism
- ▶ VII: Critical Race Theory Today
- ▶ VIII: Conclusion
- ▶ Glossary of Terms
- ▶ Index

RICHARD DELGADO AND JEAN STEFANCIC

CRITICAL
RACE
THEORY

Over 290 of 750 faculty at CSU Dominguez Hills participated in the AL\$ program in 2013-14. (we “launched” in 2010-11)



How can your **instructional designers**
help you locate and access affordable
learning solutions?

Susan Wilson
Lead Instructional
Designer
San Marcos



Cougars Affordable Learning Materials

A stylized illustration of a tree with a brown trunk and green leaves. Various educational icons are placed on the branches: a black graduation cap, a silver laptop, a tablet, a smartphone, a book, and a smartphone. At the base of the tree, a blue silhouette of a person is shown from the waist up, with their right hand raised as if holding or presenting something.

CALM aims to improve the cost, availability, and effectiveness of instructional materials for our students.

To find out how you can help CALM the cost of textbooks for our students, see <http://www.csusm.edu/ids/CALM> or email calm@csusm.edu to learn more!

INSTRUCTIONAL DEVELOPMENT SERVICES



Training & Support

Course Design & Instruction

Technologies & Tools

CALM

About IDS

CALM

Our Initiative

10 Ways to CALM Down Your Textbooks

Open Education Resources (OER)

Lower Cost Alternatives

Copyright Basics



Cougars Affordable Learning Materials



Assigned fall 2014 texts available
in Kellogg library



Over 220 texts assigned for Fall 2014 are in the library collection. 40+ of these books are available to students **for free as library ebooks**, so be sure to check this list.

The cost of a college education continues to rise, outpacing inflation and median income growth in the last decade. As a result, students are piling on debt and recent graduates are struggling under the weight of loans they wouldn't have needed 10 to 20 years ago. From the data we have begun to gather, we have learned that the cost of course materials is a burden for many of our students and they believe their grades are suffering as a result, as the following quote attests:

Faculty

[Why We Need CALM](#)

[What You Can Do](#)

Students

[Rent Digital Program](#)

[Find Cheaper Textbooks](#)

CALM Approach – Introductory Meeting

- Working with the publishers
 - Negotiate a discount
 - Customization – is it worth it?
 - Direct sale to students
 - Text banks vs. online supplement
 - Resale – bookstore policy
 - Specialty publishers – i.e. XanEdu
 - Overall strategy for locating OER materials
 1. Start with open books
 2. The library's e-book collection
 3. OER Search Engines
 4. Media repositories

The screenshot shows a website interface for CALM. On the left is a vertical navigation menu with the following items: 'CALM', 'Our Initiative', '10 Ways to CALM Down Your Textbooks', 'Open Education Resources (OER)' (highlighted with a blue arrow), 'Lower Cost Alternatives', and 'Copyright Basics'. Below the menu is a blurred image of a street at night. On the right is the main content area titled 'Open Education Resources'. It features a blue logo with 'OER' in white circles and the text 'Open Educational Resources'. Below the logo is a paragraph: 'Open educational resources (OER) are educational materials that are licensed under a Creative Commons copyright license, usually Creative Commons, or other open license. Under both types you have free access a...'. This is followed by a bulleted list: '• revise: to better meet your needs', '• reuse: either the original or your revision', '• remix: combine it with other materials', and '• redistribute: make copies and share them'. Below the list is another paragraph: 'OER can include textbooks, videos, simulations, assessment...'. This is followed by another paragraph: 'It is unlikely that you will find one OER that perfectly fits your needs and you'll need to do some digging, but we think you'll be pleasantly surprised by the breadth, variety and quality of materials available. There is no one definitive source for finding them, but the links below provide a wide range of search engines and sources. If you find something we've missed, please let us know and we'll add it to the list. We love OER!'. At the bottom of the content area are four links: 'OER Search Engines & Aggregators', 'Open Education Books', 'Images, Music, and Videos', and 'Simulations and Models'. On the far right edge of the screenshot, a small green box contains the text 'What is'.

Course Topics & Resources Template

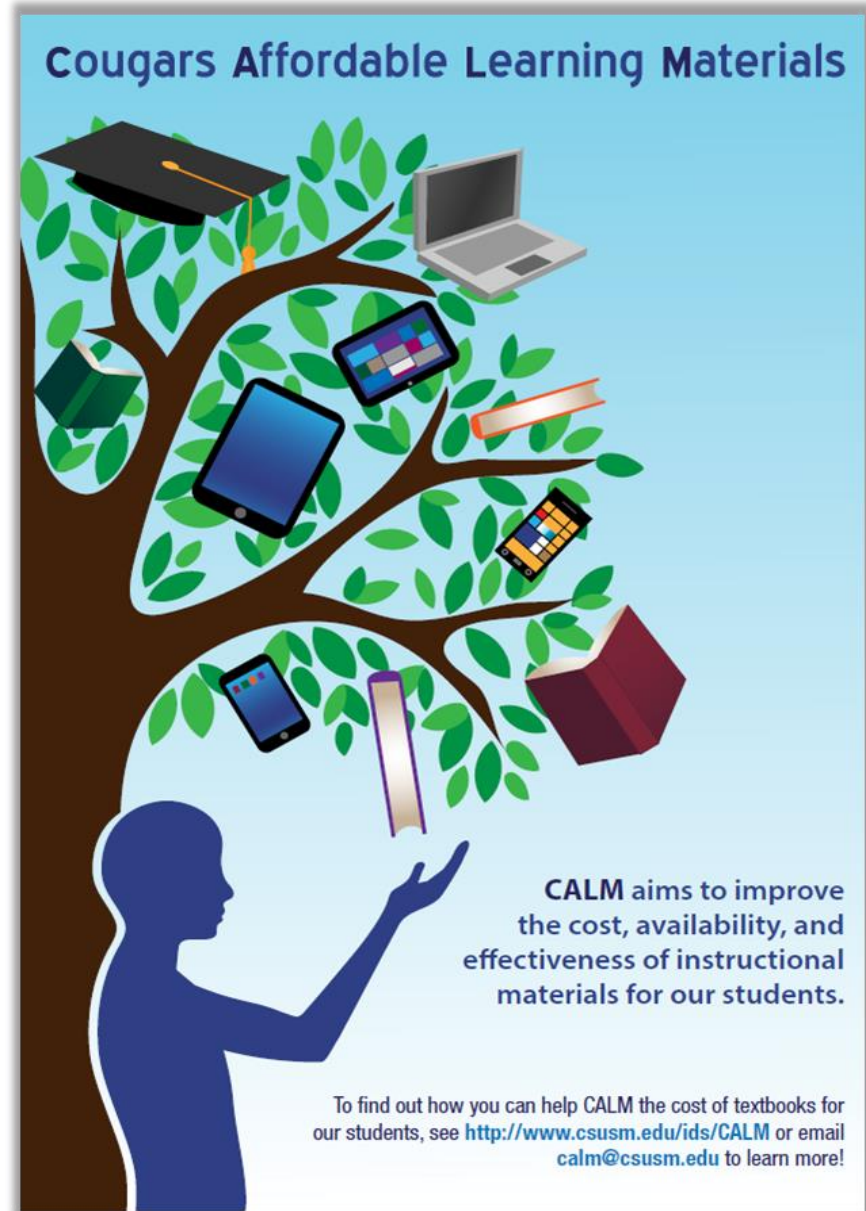
Ranjeeta Basu - International Economics - Trade

Unit Title	Resource description	Source	Title	media
<u>Heckscher-Ohlin-Samuelson Theory</u> Unit Topics: H-O-S Theory of Factor Endowments <u>Stolper- Samuelson and Factor Price Equalization Theorems</u> <u>Rybczinski Theorem</u> Trade and Income Distribution	Online textbook adapted by the Saylor Foundation under CC Attribution-NonCommercial-Share-Alike 3.0 license without attribution as requested by original creator	http://www.saylor.org/site/textbooks/International%20Economics%20-%20Theory%20and%20Policy.pdf Chapter 5, pgs. 151-240 includes for each section: objectives, key takeaways, practice questions	"International Economics: Theory and Policy "	Online book-downloadable .pdf
	Online textbook, by Steve Suranovic, U. of Illinois at Urbana/Champaign, shared under CC license, Attribution, share-alike	<u>FlatWorld</u> knowledge	International Trade: Theory and Policy, v. 1. Pub May 2010	<u>FlatWorld</u> multiple options, low cost digital all access pass – sell to bookstore Study pass – online access, not downloadable Print on demand

**Over \$400,000 saved in
2013-14
11,300 students**



Cougars Affordable Learning Materials



CALM aims to improve the cost, availability, and effectiveness of instructional materials for our students.

To find out how you can help CALM the cost of textbooks for our students, see <http://www.csusm.edu/ids/CALM> or email calm@csusm.edu to learn more!

AL\$ Initiative Strategy



Enabling Ecosystems

with policies, leadership,
business models

Developing Demand

with communications, training,
professional development

Creating Capabilities

with convenient & affordable access to
content (CSU Digital Marketplace)

Leveraging Content Providers

Publishers--Libraries-- Academic Authors--
Open Education Resources (CSU-MERLOT)

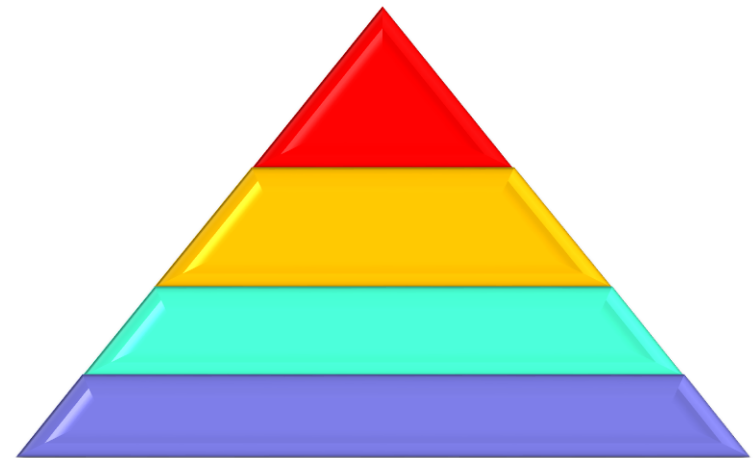
Developing Demand: I Want My AL\$

- “If you build it, they will come” ...Assumes you know what people really want.
- **Communication Campaigns Are Critical**
 - Awareness of choices
 - Overcoming fears and misunderstandings
 - Opportunities to achieve an advantage
 - Provide professional development programs

Communication With & By Stakeholders

- **President**
- **Academic Affairs:** Provost, AVP, Deans, Assoc. Deans, Library Deans
- **Faculty & Staff:** Academic Senate, Faculty Development Directors, library staff, faculty innovators
- **Business & Finance:** CFO, Auxiliary Director, Bookstore manager, financial aid, public affairs/development
- **Student Affairs:** VP, AVP, Director of Center for Students with Disabilities, Outreach, etc.
- **Students:** Associated Students, Student Newspaper

ENABLING ECOSYSTEMS



Enabling Ecosystems: “You Want My AL\$”

- **Leadership** – “Top to bottom”
 - Connecting “silos” for students’ benefits
- **Business deals** – Partnerships vs. Vendors
- **Campus Policies** – can represent the values and provide “good guidance”
 - Intellectual property, “textbook” adoption, HEOA implementation, accessibility
- **Responding to legislators intent and actions**

What Drivers Will Attract Attention?

- **Affordability** - Access to higher ed dependent on “Total Cost of Education” (MD)
- **Higher Education Opportunity Act** – Cost transparency that requires changes in campus business practices (CD)
- **Section 508 of Rehabilitation Act** – timely delivery of accessible content to students with disabilities (CD)
- **Consumer demands** for digital services & products (MD)
- **Learning outcomes** for accreditation (CD)
- **OTHERS????**

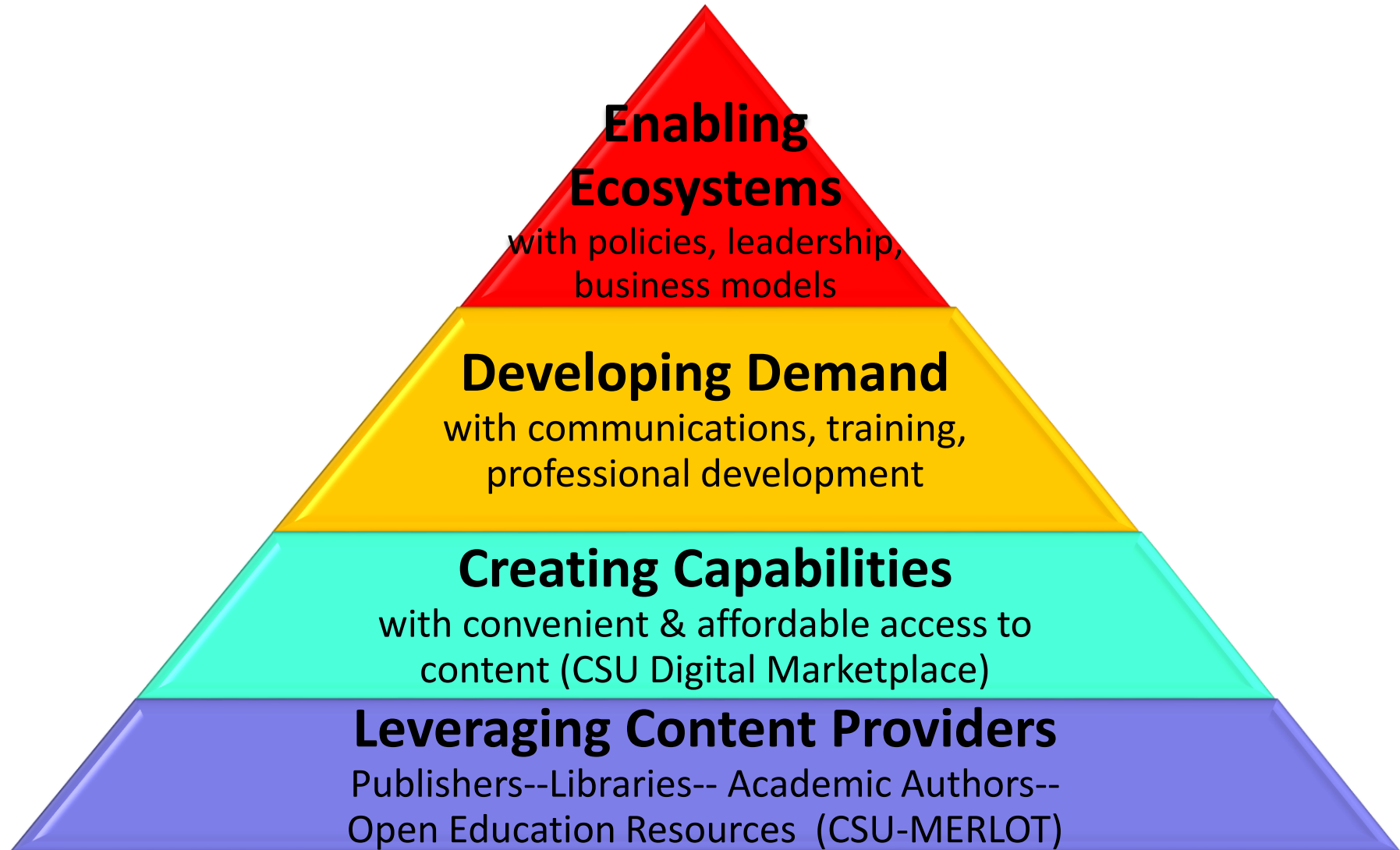
WHAT IS THE COMPETITION FOR ATTENTION?

55 (MD= Market Driver CD=Compliance Driver)

Politics matter a lot....

**HOW DO YOU MAKE ALS A PRIORITY
OVER OTHER COMPETING DEMANDS
FOR ATTENTION?**

AL\$ Initiative Strategy



Project Management:

- Scoping your project
 - Campus, Discipline, System, Other strategy
 - Define REASONABLE objectives
 - Start where you have LEVERAGE and FRIENDS
- Start where you are ready to succeed
 - Leadership with visible commitment
 - Program and support commitment
 - Communication process commitment
 - Program evaluation process commitment
 - Management of continuous process improvement₅₈

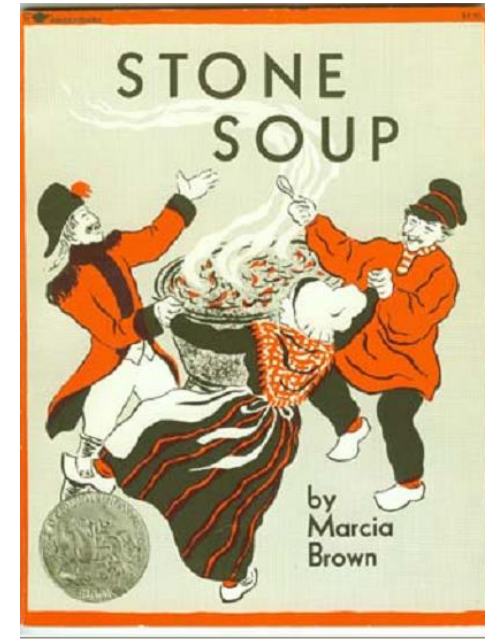
Focus on Deployment

- 1. Expanding Campus AL\$ Programs to provide high quality, no-cost/low-cost alternatives**
- 2. Scaling Shared Services through Systemwide Collaborations**
- 3. Streamlining Technologies and Collaborative Innovations**
- 4. Improving Accountability Strategies to Measure and Manage Outcomes**



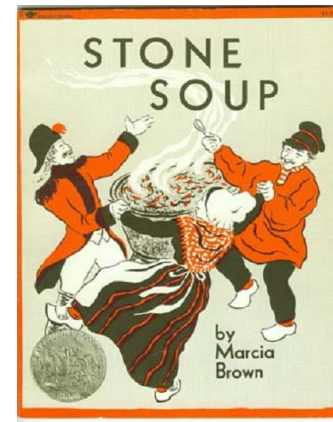
MERLOT: Stone Soup for Education in the 21st Century

- MERLOT provides the pot, water, and the first stones
- Each of us has something to contribute
 - A “found” material with an educational purpose
 - A comment that adds educational “flavor” to the ingredients
 - Leadership for encouraging others to contribute

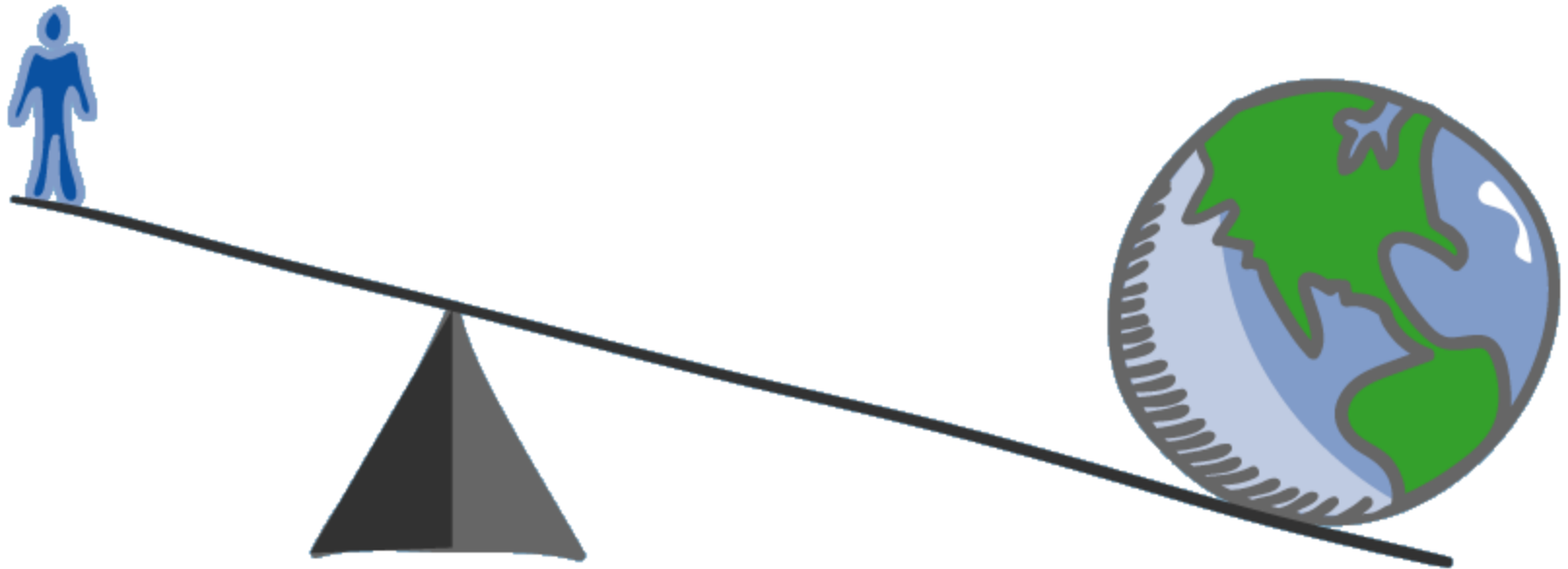


Metaphors, Principles, and Innovations

- Engaging people and opening doors
- Recognizing and validating needs
- Exciting curiosity
- Creating the gathering place in the open
- Inviting solutions
- Offering personal contributions
- Encouraging publicity
- Enjoying the fruits of labors
- Celebrating accomplishments
- Saying Thank You



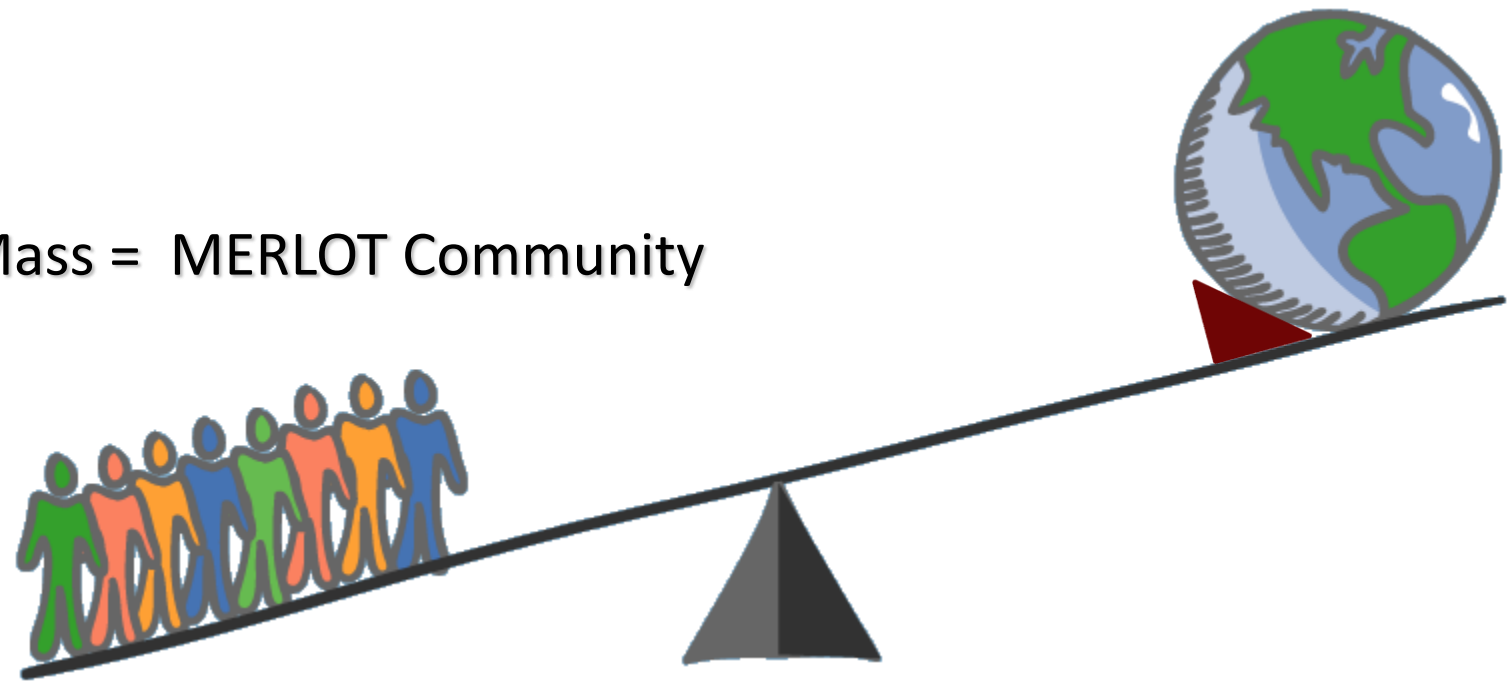
Shall We Make Stone Soup?



And Move the World With Innovations?

Mass = Educational Innovations

Mass = MERLOT Community



Thank You!
Questions?

Questions on Affordable Learning Solutions

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