Open SLCC Program Review Response and Action Plan (2022)

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Table of Contents

Overview of the Review

Open SLCC conducted a Salt Lake Community College (SLCC) non-instructional program review beginning in January 2022. The non-instructional program review consists of three components, including a self-study, an external review, and an action plan. The Open SLCC Self-study was completed in September 2022. A review team conducted an onsite visit in September 2022. The team consisted of four OER experts, including.

- Lead Reviewer, Lisa C. Young, Ph.D. Faculty Administrator for Open Education and Innovation, Maricopa Community College
- Wayde, Oshiro, Interim Learning Commons & Library Coordinator, Leeward Community College
- Jonathan Lashley, Ph.D., Director, Strategic Partnerships, Online Learning Consortium, and internal reviewer
- Marianne McKnight, Senior Associate Dean, Faculty Affairs, School of Humanities & Social Sciences.

The reviewers met with stakeholders, including SLCC Students, faculty, practitioners, staff, provost, internal partners, associate deans/ chairs, and administrators. Based on the self-study and site visit, the external review team provided several recommendations in an external review report. This action plan is in response to the external review team report recommendations.

Areas of Commendation

1) "Clear alignment between SLCC's mission, vision, and values and the goals of the Open SLCC program." (p. 4)
2) "Inclusive educational opportunities that promote respect and empathy for diverse cultures and perspectives are central to the work of Open SLCC in providing outstanding educational experiences for students by supporting faculty and staff." (p. 4)
3) Faculty reported during the external review, "The Open SLCC team helped refine the scope of their projects, identified unique resources that faculty could adopt, advise on complying with content licenses, connected faculty with other subject matter experts, provided expertise on remixing content and rapidly respond to faculty needs." (p. 11)
4) "Significant outcomes that review team observed included the recognition of OER within the Course Fee Guidelines, the Sabbatical Leave Policy and within the Banner Student registration system."
5) "Students, faculty, and student services personnel all provided positive reviews of the work being done by Open SLCC. Interviews with faculty and academic leadership confirmed that the work of Open SLCC has granted faculty a heightened level of pedagogical creativity and agency." (p. 9)
6) "While it is administratively understaffed, it has facilitated extraordinary work both in terms of quality and quantity." (p. 5)
7) "The spirit of collaboration between faculty and staff is a tremendous asset for SLCC in Scaling and sustaining OEP." (p. 6)

Recommendations for Improvement

All recommendations in the external review report were considered and will be prioritized based on the team's capacity, available resources, and further stakeholder conversations.

Open SLCC's current distributive model relies on the assistance of academic departments to balance the current workload. While the external review report notes the need for centralization and standardization, special care is suggested in carrying forward changes, as demonstrated by this quote from the external review report, "Faculty and academic leaders recognized that while there is likely a need to grow and strategically centralize OEP under Open SLCC, special effort must be made to ensure that any changes complement the organic affinity grouping that has taken place among faculty." (p. 11)

The current OER fee structure was addressed in the External Review Report by the following quote, "Inequitable and inconsistent relationships between OER funding and departments became a prominent area of concern for the review team." (p. 6) The distributed OER fee funding model was originally designed to allow academic departments additional freedom to distribute funds in accordance with the OER Fee Memo and assist the Open SLCC with the labor involved with the RFP process. Based on information gathered through the Open SLCC Self-Study and recommendations from the External review team, the Open SLCC Team agrees to the current OER funding model revision. Moving toward a more equitable funding model requires a series of steps; some have been highlighted in the action plan below. Other action items require further stakeholder and college leadership conversations and will need to be evaluated based on the team's current capacity and available resources.

Additional areas of concern were noted in academic policy and demonstrated by the following quote, "When not explicitly addressing or supporting OEP, scholarly activity and professional development in OER may be deterred." (p. 6). Areas of concern included rank, promotion, service, and intellectual property (IP) policies. Rank, promotion, and service are addressed in the action plan. The intellectual property policies are currently under revision.

The external review report recommended that Open SLCC develop a more robust professional development program centered on OER and OEP to support the production workflow. Given the current team's capacity and modest resources, exploring alternative resources, including developing a peer-to-peer program, was also suggested. The Open SLCC team will continue exploring alternative professional development resources and create new programming by prioritizing pressing professional development needs first.

Implementation Plans

Three action plans are provided below including the following.
1) Open SLCC Action Plan AY 2022-2023: Includes the most critical needs of improvement.
2) Open SLCC Action Plan AY 2023-2024: Includes ongoing recommended changes.
3) Open SLCC Action Plan AY 2024- 2025: Includes ongoing recommended changes.
4) Open SLCC Action Plan AY 2025-2026 with Additional Support: Includes potential action to be taken with additional resources.

Open SLCC Action Plan AY 2022-2023

Recommendation	Action	Target start date	Responsible party	Status	Notes
Category: Structure **Reclassify OER Coordinator position to Director**	1. Draft a job description for OER Director	Spring 2023	Dr. David Hubert	In Progress	
Category: Structure **Additional Staffing or reclassification of positions**	1. Create a job description for coordinator or project manager	Spring 2023	Andrea Scott David Hubert Partner Programs	In Progress	

Create additional position to support program management **Evaluate Staffing Levels of Partner Departments**	2. Develop IBP proposal for project manager or coordinator position 3. Discuss with Academic Affairs areas to evaluate the ANMEI Librarian Position and OER Faculty Fellow				
Category: Structure **Review and suggest revisions to the tenure and promotion process to provide clarity on how OER and OEP fit into the policies and processes**	1. Start discussions with the Appointment, Promotion, Academic Freedom and Tenure (APAFT) Senate Subcommittee 2. Conduct a landscape analysis of OER institutions that recognize OER within their Promotion and Tenure Promotion policies 3. Work with the Faculty Senate President to start a conversation with the discussion Team 4. Develop an internal faculty and Departmental Survey to gather perceptions and experiences with OER & OEP within the Tenure/ Promotion Process	Spring 2023	Andrea Scott Brenda Gardner Open SLCC Advisory Committee College Leadership	In Progress	
Category: Structure **Expand representation on the Open SLCC Advisory Committee to include departments and areas not currently represented**	1. Explore with the Open SLCC Advisory Committee gaps of representation and extend invitations	Spring 2023	Andrea Scott Brenda Gardner	Beginning Spring 23	
Category: Serving Clients, Student Services Support **Add student services member to the advisory committee**	1. Reach out to student service areas to recruit a committee member	Spring 2023	Andrea Scott Brenda Gardner	Not Started	

Category: Structure **Evaluate the OER work being done by eLearning to identify areas of Overlap**	1. Meet with eLearning and discuss processes and potential overlap	Summer 2023	Andrea Scott	Beginning Summer 23	Some conversations have already taken place.
Category: Processes, Services and Programs **Develop a more comprehensive faculty development program.**	1. Review the current OER Faculty survey and request for PDs 2. Meet with Faculty Development and Transformational Educational Initiatives to explore resources 3. Develop a gap analysis 4. Create an ongoing plan for developing PD programming prioritizing highest needs first	Summer 2023	Andrea Scott Brenda Gardner & Open SLCC Team	In Progress	Already reviewed current OER faculty survey and request for PDs
Category: Serving Clients Funding Model and Compensation **Addressing inequitable processes through standardization of OER pay and communication strategy.** 1) **Develop a standardized compensation model.** 2) **Develop a list of expectations and requirements for OER work. (Example: all OER works must carry an open license.)** **Address Compensation Awareness**	1. Engage stakeholder conversations regarding compensation for OER work at the institution 2. Conduct a landscape analysis of OER compensation model 3. In partnership with stakeholders develop a new standardized compensation model for OER work at SLCC 4. Develop a communication strategy helping AD/Chairs and faculty better understand the compensation process for OER works.	Summer 2023	Andrea Scott Open SLCC Team Open SLCC Advisory Committee College Leadership	In progress	Conversations with Open SLCC are taking place.

Open SLCC Action Plan AY 2023-2024

Recommendation	Action	Target start date	Responsible party	Status	Notes
Category: Structure **Explore restructuring the distributive funding model.**	1. Engage stakeholders in conversations about the distributive funding model.	Fall 2023	Andrea Scott, Stakeholders, and college leadership	Not started	
Category: Processes, Services and Programs **Metrics/ Data Collection** **Create a centralized directory of OER works at SLCC**	1. Begin institution wide conversations about OER work 2. Research OER institutional directories 3. Develop a process for collecting all OER works created at SLCC 4. Implement a system to share works	Fall 2023	Andrea Scott & Open SLCC Team	Not Started	
Category: Serving Clients **Student Awareness**	1. Revive the Student OER outreach internship	Fall 2023	Andrea Scott		Program already in place
Category: Processes, Services and Programs **Workflow support: develop a fixed OER workflow with estimated timelines**	1. Explore and implement.	Spring 2024	Andrea Scott & Open SLCC Team	Not Started	
Category: Processes, Services and Programs **Create a peer review process and compensation model**	1. Collaborate with stakeholders to develop a peer review process	Spring 2024	Andrea Scott & Open SLCC Advisory Committee	Some work already started	
Category: Serving Clients **Provide regular training to student services**	1. Work with Student service areas to develop an ongoing presentation and training plan	Spring 2024	Andrea Scott & OER Student Intern	Not started	

		Spring 2024	Andrea Scott & Open SLCC Team	Not Started	
Category: Serving Clients, Student Services Support **Update the purple sheet to include OER options**	1. Work with student service areas to update the purple sheet	Spring 2024	Andrea Scott & Open SLCC Team	Not Started	
Category: Processes, Services and Programs **Peer Mentorship**	1. Explore a faculty peer mentoring program	Summer 2024	Andrea Scott	Not Started	

Open SLCC Action Plan AY 2024-2025

Recommendation	Action	Target start date	Responsible party	Status	Notes
Category: Processes, Services and Programs **Collaborate with eLearning in creating faculty training opportunities**	1. Explore collaborative efforts with eLearning	Fall 2024	Andrea Scott & Open SLCC Team	Not started	
Category: Processes, Services, and Programs **Provide more comprehensive and strategic faculty development with specific programming related to the OER Workflow.**	1. Current resources allow for action to be taken at one professional development goal improvement per year	Fall 2024	Andrea Scott & Open SLCC Team	Not Started	
Category: Processes, Services and Programs **Continuous Improvement**	1. Develop an improvement and maintenance cycle for faculty OER projects	Fall 2024	Andrea Scott & Open SLCC Team	Not Started	
Category: Structure **Formal OER and OEP Cross Training for Internal Partner Departments**	1. Develop an ongoing training plan including scheduling departmental presentations & trainings	Spring 2025	Andrea Scott & Open SLCC Team	Not Started	

Category: Structure	1. Explore	Summer 2025	Andrea Scott	Not Started	
Explore and actively seek student assistance in OER re/development					

Open SLCC Action Plan with Additional Support AY 2025-2026

Recommendation	Action	Target start date	Responsible party	Status	Notes
Category: Strategic Alignment **Centralization of OER as part of the College's Core Services**	1. Additional support and institution-wide conversations are necessary to move forward	TBD	Andrea Scott Open SLCC Team Open SLCC Advisory Committee SLCC Leadership		
Category: Structure **Centralization and Standardization** **Identify which disciplines/courses yield the highest impact.**	1. Additional support and institution wide conversations are necessary to move forward	TBD	Andrea Scott		
Category: Processes, Services, and Programs **Leverage open pedagogy to create signature open assignments for e-portfolios**	1. Action to be considered with additional support	TBD	Andrea Scott		
Category: Strategic Alignment **Align some OER with guided pathways**	1. Action to be considered with additional support	TBD			
Category: Strategic Alignment **Explore comprehensive OER use in concurrent enrolment.**	1. Action to be considered with additional support	TBD			

Category: Strategic Alignment **Co-develop content with four-year universities and colleges**	1. Action to be considered with additional support	TBD			While some collaboration has already taken place at SLCC, additional support will be needed.

Recommendations not Addressed within the Action Plan

While the Open SLCC supports the recommendations listed below, we do not feel confident these recommendations can be addressed within this review cycle.

1) Establish a website and repository where master OER materials can be effectively versioned and shared.
2) Align a Z degree to online programs to better address shifting service area demographics and inclusively accommodate diverse learners.

Summary

The program review process proved invaluable in assisting Open SLCC with recommendations to improve efficiency and effectiveness to grow and sustain the program. Open SLCC is grateful for the insights gained through the resources and contributions provided by the OER community, the SLCC community, program reviewers, and OER institution contributors, including Maricopa Community Colleges, Utah State University, and College of the Canyons.