
We have a vision

The overarching aim of the OERu network is to be recognised as a credible and innovative provider of quality education using open educational resources.

Vision of the OERu

We envision a world where all learners have affordable access to higher education.

Mission of the OERu network

Member institutions in the OERu network demonstrate their public service missions through the provision of alternate pathways to credible credentials using open education approaches.

Evergreen planning approach

The OERu has implemented an "evergreen" strategic plan, exemplified by our open Kanban methodology to refine operational priorities as new information concerning changes in the internal and external environment emerges. Evergreen planning affords the OERu the opportunity to respond with agility to new strategic opportunities and enables nimble responses where modifications in strategy need to be made.

In practice, this means that the high-level strategic goals published in this document guide the operational priorities which are implemented as a dynamic online "Kanboard" (an open source tool based on the Kanban methodology).

The strategic plan is reviewed annually at the OERu partners meeting, drawing on the outputs of the active working groups for the corresponding period of review. The strategic plan provides the framework for annual reporting. Each year the strategic goals are reviewed, operational priorities for the forthcoming year are identified and key performance indicators for the plan are recalibrated.

We have a plan

Strategic Goal	Strategic objectives
Goal 1 Develop a coherent OERu programme of study with defined learning pathways and exit credentials	<ol style="list-style-type: none"> 1. Implement and consolidate the OERu 1st year of study leading to two exit qualifications, including options to widen learner choice of courses. 2. Expand options for micro-credentials with pathways to achieving academic credit.
Goal 2 Improve processes for efficient OERu operations that underpin academic quality at scale	<ol style="list-style-type: none"> 1. Develop, implement and maintain guidelines for OERu quality assurance, credit transfer and course articulation. 2. Implement proposed rationalised working group structures and supporting communication platforms, thereby building the capability to expand roles for distributed and networked leadership of OERu operations. 3. Develop and implement a marketing strategy for learner recruitment. 4. Complete the process and product evaluation components of the CIPP monitoring and evaluation plan.
Goal 3 Develop and maintain a component-based open source technology infrastructure to support OERu	<ol style="list-style-type: none"> 1. Refine the usability and functionality of learner facing technology. 2. Seek to enhance the operational technology underpinning the planning, development and delivery of OERu courses. 3. Strive to continuously improve the functionality, performance and reliability of OERu technology systems and practice. 4. Promote adoption of open source solutions at OERu partner institutions.
Goal 4 Achieve a fiscally sustainable and scalable OERu network	<ol style="list-style-type: none"> 1. Recruit the required number of partners for a fiscally sustainable OERu network 2. Diversify external funding sources for OERu strategic research and development projects
Goal 5 Foster innovation through pilot projects, which aim to demonstrate the viability of strategic opportunities for the OERu network	<ol style="list-style-type: none"> 1. Identify, design and implement OERu pilot projects to inform future improvements and innovations in the OERu model 2. Select successful pilots for integration into OERu operations.

Strategic targets

We provide a summary of the baseline data to assist in reporting on progress with our strategic targets over the next four years.

Baseline

The baseline is taken from 1 July 2018 to accommodate the funding cycles associated with the renewal of the OERF general operating support grant and to incorporate data from the first OERu course in order to calibrate strategic targets.

- Certificate of Higher Education Business (OERu) formally approved for credit transfer as per signed articulation agreements. In process of finalising credit transfer agreements with Thompson Rivers University for the Certificate of General Studies.
- Four micro-courses for 'Learning in a Digital Age' implemented as "soft-launch" for the OERu 1st year of study.
- 703 registered (and 659 unregistered) learners from 60 different countries.
- Estimated savings in tuition and textbook costs for OERu learners to date (based on US aggregated data): \$380,323.
- Number of stackable micro-credentials approved: 16.
- Number of contributing institutional partners: 30.

Strategic targets for the three-year plan

By the end of 2021, the OERu aims to:

- Provide fees-free tuition to 25,500 online learners from 100 different countries.
- Implement three exit qualifications with corresponding international credit transfer agreements in place.
- Offer 60 micro-credentials with pathways to formal qualifications.
- Implement 3 - 5 micro-credentials to support capacity-building in open education practices for higher education practitioners, in collaboration with key OER stakeholder organisations.
- Design, implement, and refine a digital marketing campaign to promote awareness and increase OERu learner registrations.
- Implement two demonstrator pilots aimed at scaling OER adoption of open online courses at higher education institutions.
- Increase the number of contributing partners to 55 institutions.
- Convene six international meetings as follows:
 - Three annual meetings of the OERu partner institutions
 - Three annual meetings of the OERu Council of Chief Executive Officers.
- Complete and publish a process evaluation report on the implementation of the OERu 1st year of study.
- Continue to ensure that the technical infrastructure underpinning OERu operations are based entirely on free and open source software, and open standards.

- Release and share all software code developed by the OERF in building its component based, next generation digital learning environment (NGDLE) under open software licenses approved by the Open Source Institute.
- Continue publishing technical guidelines under free cultural works approved licenses for any institution to adopt and implement technologies used by the OERF.

Planned growth trajectory

Goals:

- 25,500 course registrations from 100 different countries
- 60 micro-courses in operation

Year	Targets	Estimated collective annual savings for learners based on US data ¹
2018 (Jul - Dec)	2,500 course registrations 15 micro-courses in operation	\$1,343,500
2019 (Jan - Dec)	5,000 course registrations 40 micro-courses in operation	\$2,705,000
2020 (Jan - Dec)	8,000 course registrations 55 micro-courses in operation	\$4,328,000
2021 (Jan - June)	10,000 course registrations 60 micro-courses in operation	\$5,410,000
Total cumulative savings		\$13,786,500

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OER-related savings in tuition cost and no-textbook costs for OERu course registrations of \$541 per credit hour derived from the average cost of tuition in the US (including private and public, for-profit and not-for-profit, and two- and four-year colleges) estimated by StudentLoanHero.com at \$594.46 per credit hour (OERu figure excludes assessment costs, which are included in the StudentLoanHero figure).