



Open Education  
**GLOBAL**

# Open for Public Good



**Strategic Plan  
2021-2030**



# Introduction

Open Education Global (OEGlobal) is an international non-profit uniquely positioned as a global steward of open education. For more than a decade, we have been bringing together the global open education community. Our activities, events, and convenings provide a forum for open education advocacy and awareness raising, sharing best practices between global practitioners, and understanding open education impact and its associated evidence base. OEGlobal is the one organization focused exclusively on open education worldwide.

Education is a basic human right. Yet worldwide access and participation are still limited. Demand exceeds supply. Costs are prohibitive. High-quality resources and qualified teachers are not readily available to all. Open education provides a solution to these challenges. In partnership with its hundreds of members worldwide and the global open education community, Open Education Global is advancing transformative change through open education, ensuring everyone, everywhere, has access to high-quality education.

These beliefs guide our transformative vision:

- Education is a public good essential to making the world a better place;
- Every learner must have access to educational opportunities (in and out of the classroom) to reach their full human potential;
- Learners and educators deserve the agency to use, create, and modify resources and to co-create learning experiences;
- Community-created collaborative spaces are critical for educators to learn and share relevant and responsive practices; and
- Technologies should support equitable access, engagement, and interaction among learners and educators.

The COVID pandemic disrupted education everywhere. Learning from home became a necessity. Educational technology, remote, and online learning became essential. An explosion of interest in sharing and best practices emerged. Open education is a key element of this response and the emerging education future.

COVID-19 created a critical inflection point and as the pandemic took hold, OEGlobal launched a new strategic planning process to rethink and reposition our work in this new context. With this strategic plan, OEGlobal will intensify our efforts by directing our actions to where they can have the most impact and accomplish the most social good. We've made this a long-term plan extending to 2030, when the UN Sustainable Development Goals are to be achieved. We invite all of you to join us in this effort. Let's be open for public good together.

# Executive Summary

Open Education Global is an open education steward within the education ecosystem.

OEGlobal's primary role is as a connector. We foster knowledge exchange, advance sustainable systemic change and open policies, amplify impact, and connect local open education efforts to global ones.

## Strategic Focus and Initiatives for OEGlobal

OEGlobal will maximize opportunities for expanding open education by collaborating with partners on priorities that include equitable policies and practices, increasing affordability, equipping learners to be leaders and advocates, supporting communities of practice for educators, fostering collaboration, elevating lifelong learning, and “opening” new learning spaces.

To promote empowerment through open education, OEGlobal will launch new initiatives in three areas of focus - **field building, knowledge exchange, and value co-creation**.

**Field building** will focus on educators, administrators, and government, and the open education interconnections between them, while expanding reach, representation, and engagement with different regions worldwide. OEGlobal will develop new membership offerings, including individual membership. We will support the spread of open education into primary and secondary (K-12) education, workplace learning, and informal lifelong learning.

OEGlobal will foster **knowledge exchange** by forging peer-to-peer relationships through mentoring, research connections, and possibly developing an open education standards framework. These initiatives will advance talent development within the community, and facilitate the transfer of knowledge and skills to sustain and advance the field.

OEGlobal is aiming to develop open education **value co-creation networks**. These networks are made up of players across the ecosystem who collaboratively work on open education resources, practices, and pedagogies together. OEGlobal is pursuing development of a Research and Learning Support/ Infrastructure for collaboration with state, national, and regional education leaders to track progress on open education initiatives and facilitate connections with relevant researchers who can help gather evidence of progress.

# Our Vision and Goals for Open Education

Openness is guided by a set of underlying principles, including:

- Non-proprietary - resources aren't mine or yours - they're shared
- Participatory & inclusive - anyone can play an active and participatory role
- Transparency - visibility, no black box, anyone can see the inner workings and assumptions
- Shared decision making and control - not hierarchical command and control
- Customizable - can be built upon, made personal/local
- Access - everyone has access through open permissions
- Collaborative - ability to work together and enhance each other's work
- Iterative - release early and often, rapid prototyping, learn by doing, continuous improvement
- Meritocracy - good ideas can come from anywhere, value diverse perspectives
- Community - unite people around a common purpose

When applied to education, these principles result in new and different forms of teaching and learning, new practices associated with developing and providing education, and a diverse and ever-growing pool of shared resources, used, and enhanced by everyone.

*Open education maximizes access and participation by ensuring education is inclusive, equitable, adaptable, and supportive of life-long learning for all people across the globe.*

Knowledge creation and dissemination are distributed and shared. Value is co-created and stewarded across a community. Stewards of open education and a community of users act in these myriad ways to increase open education's effectiveness to produce social good.

Open education maximizes access and participation by ensuring education is inclusive, equitable, adaptable, and supportive of life-long learning for all people across the globe. Open education encourages collaboration and

allows teachers and learners both inside and outside of the classroom to use, create, and modify resources that enable every learner to reach their full human potential.

Our goals for open education are:



**Open Education is Socially Just** - Open education leads with antiracist, decolonized, inclusive, representative, and equitable perspectives so that every learner is heard, respected, and included. Open education is free of language, cultural, geographic, racial, and gender/identity barriers.



**Open Education Is A Public Good** - Open education is a shared public good. The public has access to it and can use it to serve the public good. Open education contributes to the UN Sustainable Development Goals, particularly goal number four which aims to ensure

inclusive and equitable quality education and promote lifelong learning opportunities for all people.



**Open Education is Inclusive** - Resources, pedagogical practices, and technologies are used to create accessible, affordable, adaptable learning resources and approaches that can be customized and localized. Open education is inclusive of language and culture.



**Open Education is Accessible, Affordable, and Adaptable** - Open education offers equal access to learning both online and offline, in digital or physical form, in rural and urban areas, regardless of abilities, consistent with the principles of Universal Design for Learning. All learners can access open education resources at low-cost to no-cost. Open education resources can be translated, localized, improved, kept current, and personalized for each teacher and each learner.



**Open Education is Collaborative, Facilitated by Community and Stewards** - Teachers, learners, and open education stewards work together to create, facilitate, and encourage open education, including open educational resources, open practices, and open pedagogies.



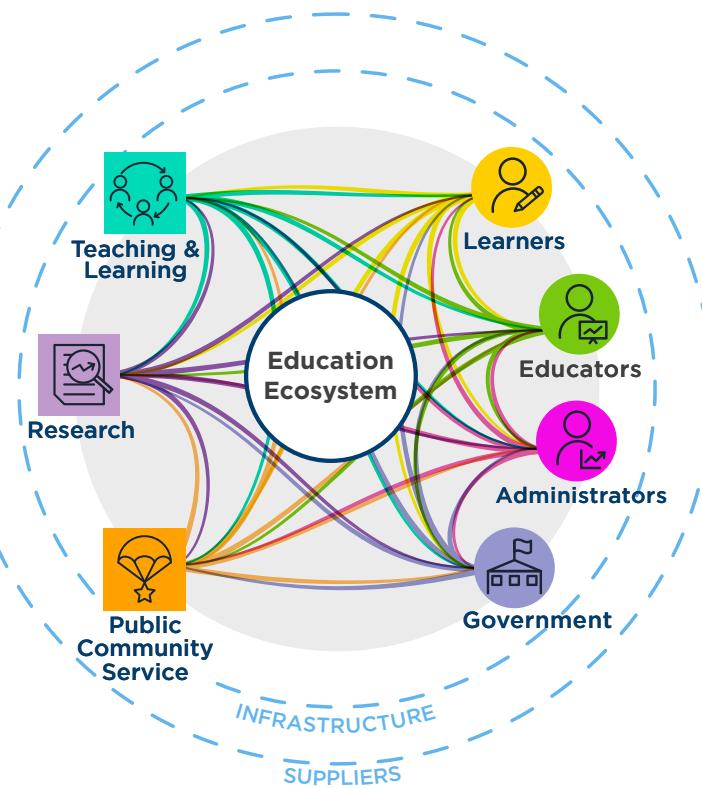
**Open Education is Impactful** - Open education maximizes education participation globally. The community measures impact, shares experiences, and promotes research supporting open education's effectiveness and benefits. Open education is designed to sustain itself and persist by inspiring a culture of sharing, continuous improvement, and value co-creation.

**OEGlobal** sees these goals for open education coming together dynamically with the learner at the centre and the whole greater than the sum of the parts.

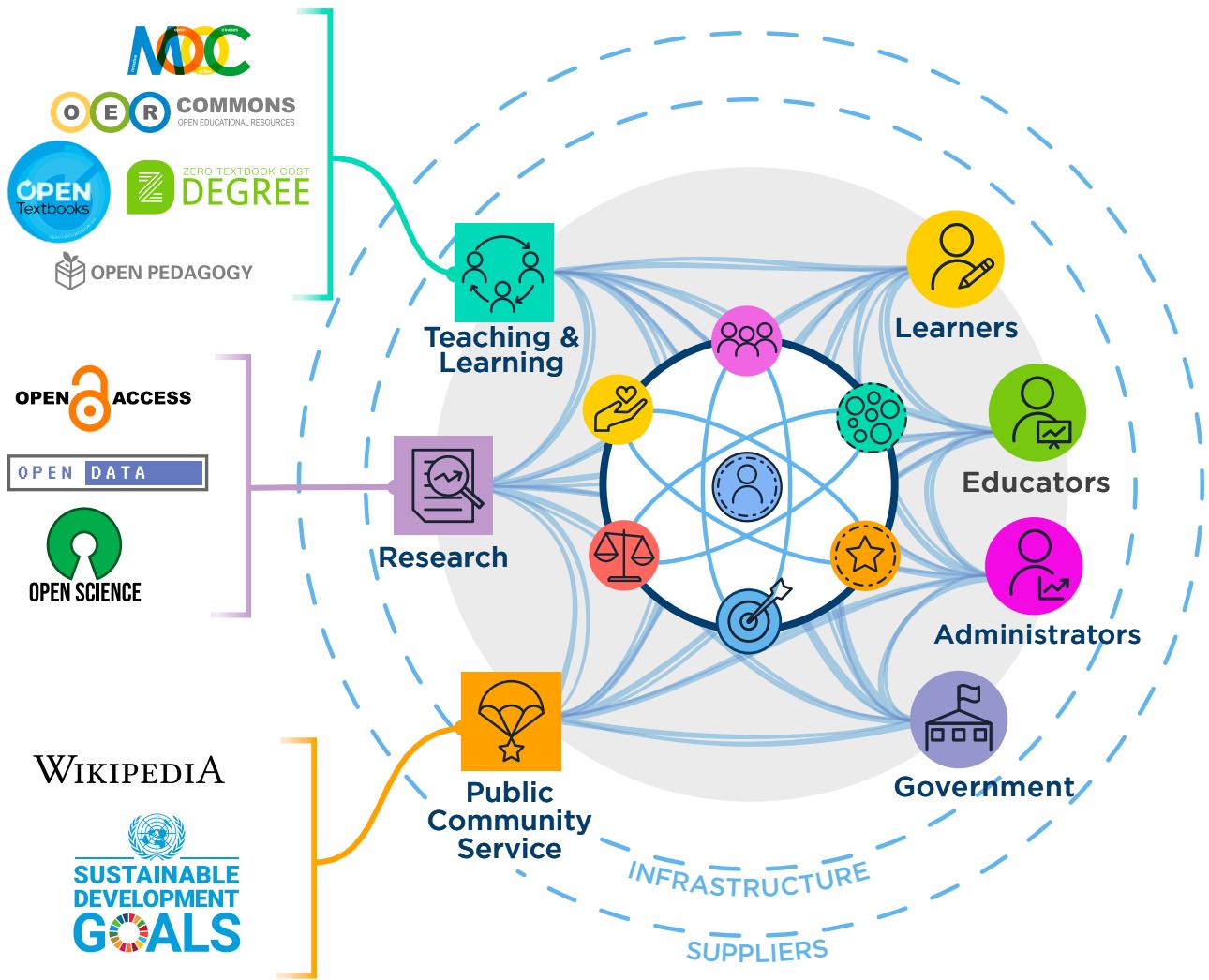


## Integrating Open into The Education Ecosystem

Open Education Global sees education as an ecosystem. The primary participants in the ecosystem are learners, educators, administrators, and governments. Together these players engage in three primary education activities - teaching & learning, research, and public community service. As an ecosystem, there are direct connections, interrelationships, and interdependencies between all participants and activities. The ecosystem is further connected by an increasingly technology-dependent infrastructure and served by a value co-creation network generating resources and services to all of the parts.



Open education is integrated into this education ecosystem as a systemic change affecting all participants and all educational activities. Open education is already having a significant global impact on teaching and learning through Open Education Resources (OER), Massive Open Online Courses (MOOCs), Open Textbooks, Z-Degrees, Open Badge Microcredentials, and Open Pedagogy. Open education has influenced the research arena through Open Access, Open Data, and Open Science. Open education practices and pedagogies generate public good and community service by providing educational resources to the public for their use and through enhancements to public resources like Wikipedia and contributions to the UN Sustainable Development Goals. Even the infrastructure of this ecosystem is influenced by open principles driving Open Source Software, Open Hardware, and Open Licensing.



OEGlobal sees synergies between these diverse forms of open in the education ecosystem. They all share the same underlying open principles and have similar goals. OEGlobal believes there are benefits in building connections and thinking of them collectively as an open education value creation network.

Education ecosystems exist at institutional, regional, national, and global levels. The COVID-19 pandemic has disrupted these ecosystems. That disruption has created increasing opportunities for broader adoption of open education resources, practices, and pedagogies due to the following factors:

- Covid 19-driven increases in the need for alternative learning opportunities
- Growth in online learning
- Increasing awareness of the importance of sharing and open education as a means for doing so
- Learners seeking to be active participants in their learning
- Learners seeking flexible and lower-cost options
- Increased awareness of open resources as a means of building education capacity

- Effective policies, policy guidelines, and frameworks at multiple levels of the system
- New and developing International frameworks (United Nations Sustainable Development Goals, UNESCO OER Recommendations, work of other IGOs)

This OEGlobal strategic plan aims to help education ecosystems adapt to the new context created by COVID by enacting sustainable system change utilizing open education.

## OEGlobal's Role in the Education Ecosystem

Open Education Global is an open education steward within these ecosystems. A key stewarding role is facilitating and connecting open education players and activities across the ecosystem. We foster knowledge exchange by connecting open education nov-

ices to experts. We advance sustainable systemic change and open policies by connecting grassroots practitioners to decision-makers. We amplify impact by connecting with other international organizations engaged in open education work. We connect local open education efforts to global ones.

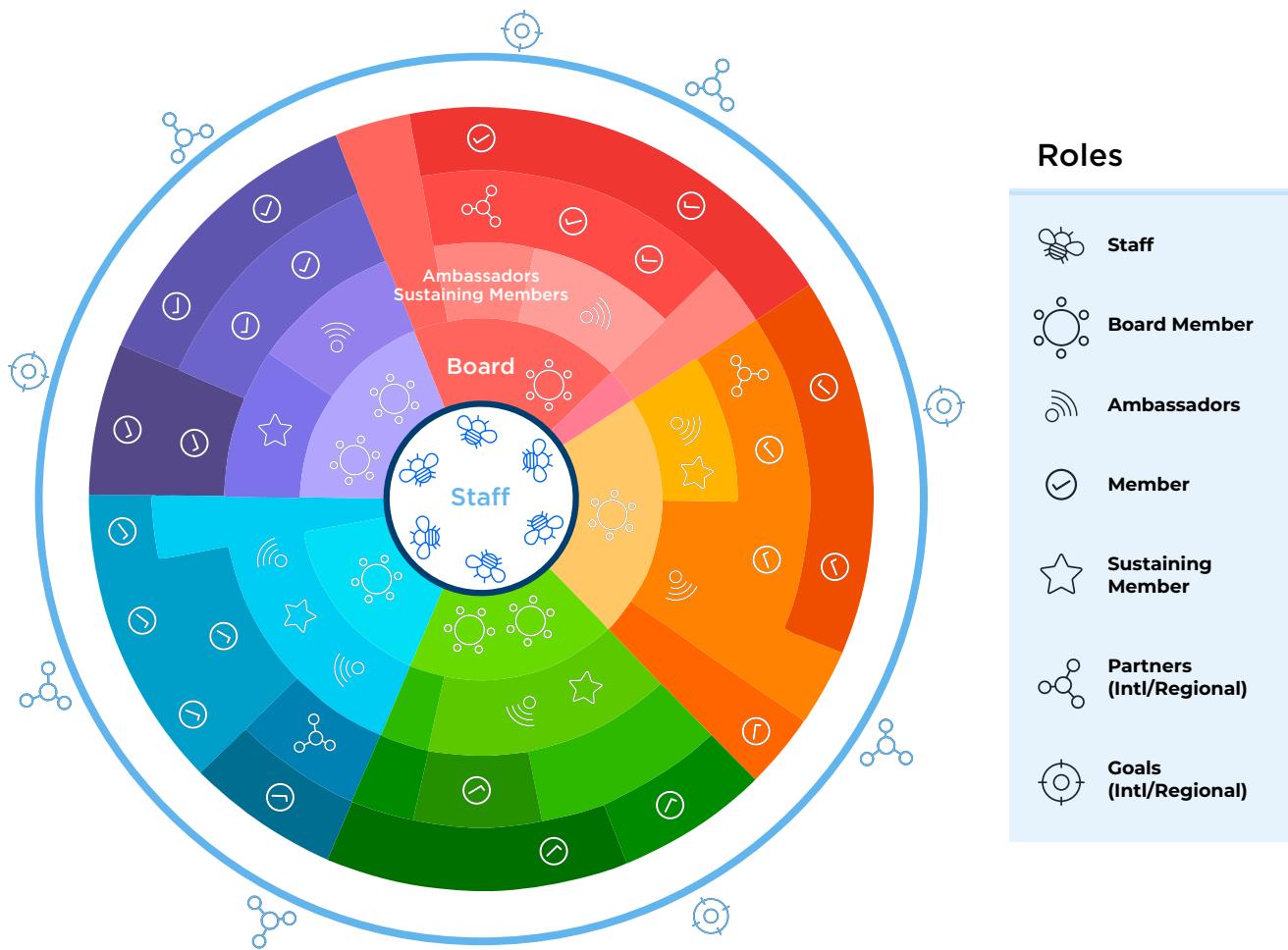
*We amplify impact by connecting with other international organizations engaged in open education work.*

Teaching & Learning is a main focus of OEGlobal with primary audiences being leaders in government, administrators, and educators. OEGlobal's role connects these audiences to foster more coherent and coordinated approaches to implementing open education from policies at national, state and institution level, to effective practices, pedagogies and resources at the classroom level.

OEGlobal's role as an open education steward entails:

- Systemic change – policy & practices
- Advocacy and awareness raising
- Catalyzing collaboration
- Community building
- Leadership and mentoring
- Thought leadership

As a non-profit, all of our work and initiatives involve collaboration and co-creation. The diagram below shows the strategic approach we take and the crucial role OEGlobal's community of people plays in our initiatives. Each colour wedge represents a region of the world or a thematic area of open education. Depicting OEGlobal staff as bees reinforces our connecting and cross-pollinating role. Ambassadors are a new role we are incorporating into our strategy going forward.



## Areas of Strategic Focus for OEGlobal

OEGlobal will maximize opportunities for expanding open education by focusing on strategic growth opportunities within the education ecosystem. Our priorities include dismantling power structures that harm students and educators and replacing them with more equitable policies and practices, increasing affordability and broadening access to effective educational resources and practices, and equipping learners to be active leaders and advocates for open education in their communities. OEGlobal also places a high priority on supporting multiple diverse and sustainable communities of practice for educators while fostering collaboration among states, regions, and nations to improve education. Future growth will involve “opening” emerging digital and physical learning spaces

to ensure an open option consistent with the goals of open education. One such area for growth is elevating lifelong and informal learning within open education.

To address these many priorities, OEGlobal will launch new initiatives in three areas of strategic focus - **field building**, **knowledge exchange**, and **value co-creation**, while focusing on expanding and diversifying our membership.

## Strategic Initiatives

To promote empowerment through open education, OEGlobal will continue well-established programming and launch new initiatives in our areas of focus.

### Field Building

Open education is growing rapidly across the ecosystem. Pioneering open education work took place in higher education, but it has now spread into primary and secondary (K-12) education, workplace learning, and informal lifelong learning. OEGlobal will support this growth, ensuring a more diverse and inclusive open education field. Everyone who wants to, ought to be empowered to join us.

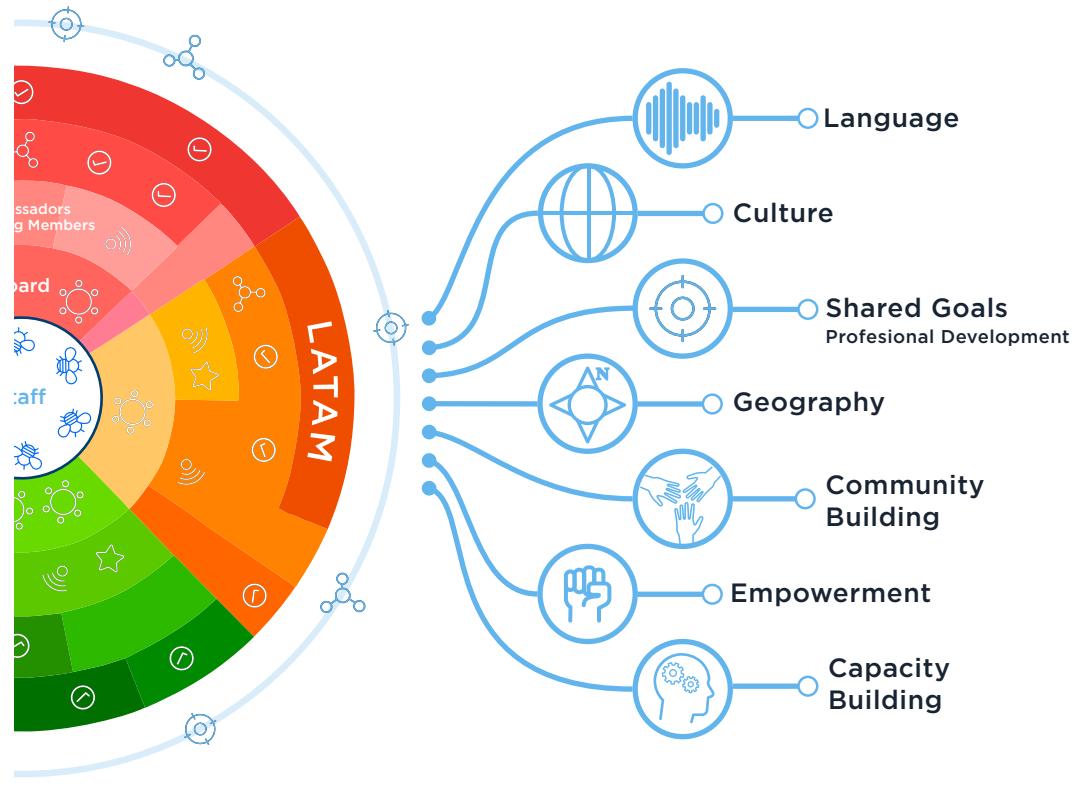
As part of its field-building strategy, OEGlobal will develop new membership offerings that make it possible for organizations and individuals across the ecosystem and all sectors of education to be OEGlobal members. An essential step will be an option for individual membership. Our annual flag-

ship offerings of **Open Education Week**, the **Open Education Awards for Excellence**, and the **Open Education Global Conference** will be inclusive of all world regions, all education sectors, and all individuals engaged with open education.

OEGlobal field building will focus on Educators, Administrators, and Government and the open education interconnections between them. OEGlobal will help to coordinate with these audiences to foster coherent and coordinated approaches to implementing open education from policies at national, state, and institution levels to effective practices at the classroom level. OEGlobal will generate top-down support for grassroots initiatives and maximize interactions and flow of connections across the ecosystem.

While OEGlobal's principal role is global, our field building also includes expanding reach, representation, and engagement with different regions worldwide. OEGlobal support for both our US community college regional node, **Community College Consortium for Open Educational Resources**, and our **LATAM Regional Node** will continue. Additional nodes are anticipated over the course of this strategic plan with early work on a Francophone OEGlobal node already underway. OEGlobal's regional work is guided by the model below using OEGlobal's LATAM regional node as an example.

*OEGlobal will generate top-down support for grassroots initiatives and maximize interactions and flow of connections across the ecosystem.*



## Knowledge Exchange

A big part of OEGlobal's strategy is connecting players across the ecosystem for sharing of open education expertise. Webinars, podcasts, discussion forums, listservs, presentations, action labs, workshops, case studies, and mentoring are all forms of professional development integral to OEGlobal offerings and activities. Our strategy includes connecting those just getting started with open education to those with extensive experience to foster knowledge exchange and mentoring. We seek to connect those with similar jobs (faculty, instructional designers, librarians, ...) for knowledge exchange related to specific open education roles and functions. In addition to supporting the Open Education for a Better World mentoring program, OEGlobal is considering a mentorship initiative for members, pairing volunteer mentors with aspiring mentees to advance talent development within the open education community, and facilitating the transfer of knowledge and skills to sustain and advance the field.

OEGlobal's knowledge exchange strategy complements our field-building work by forging peer-to-peer relationships across the ecosystem. These connections are deepened through OEGlobal communities of practice, providing a forum for discussing topics, asking questions, and seeking advice from peers. OEGlobal events such as OE Week, OEGlobal Connect, Awards for Excellence, and the OEGlobal annual conference bring global practitioners together to showcase and share best practices from around the world. We are exploring the creation of a research connector space where academic researchers

can connect with other international peers engaged in the study of open education and its impact.

In the education ecosystem, OEGlobal is primarily focused on Educators, Administrators, and Government. Going forward, OEGlobal will enhance and diversify its knowledge exchange offerings, particularly for administrators and government. The UNESCO Open Educational Resources (OER) Recommendation unanimously adopted by all 193 UNESCO member states in November 2019 will be a specific strategic focus, with OEGlobal leading a Network of Open Orgs in devising strategies to support government implementation of the recommendation.

Another strategic opportunity is around open education standards. OEGlobal could play a role in devising an open education standards framework in partnership with the community. This standard would provide guidelines related to ethical non-exploitive open education practices and provide branding recognition, not unlike our collective understanding of “fair trade.”

### **Value Co-creation**

A key differentiator of open education is sharing resources with permissions for others to customize, adapt, and enhance them. This practice of sharing and enhancing is a form of value co-creation. The creator of a resource and all other users benefit from enhancements without there being a direct exchange of money. An open education ecosystem revolves around the understanding that education is a process, not a product that is controlled and commodified.

*OEGlobal's strategic focus is on designing offerings that mobilize players to co-create value together.*

Strategically OEGlobal is aiming to create open education value co-creation networks. These networks are made up of players across the ecosystem who collaboratively work on open education resources, practices, and pedagogies together. Their work is mutually beneficial and at the same time generates a global public good. OEGlobal's strategic focus is on designing offerings that mobilize players to co-create value together.

One value co-creation effort OEGlobal is pursuing is development of a Research and Learning Support/ Infrastructure where OEGlobal collaborates with state, national, and regional education leaders to track progress on open education initiatives and facilitate connections with relevant researchers who can help gather evidence of progress. This effort would take advantage of OEGlobal's global view of open education initiatives and actors.

Many of OEGlobal's existing offerings already involve value co-creation. Going forward, this will be an area of greater focus starting with enhancing the direct value of being an OEGlobal member.

## Evaluating Progress Toward our Open Goals

Open Education Global evaluates progress toward our goals using key performance indicators which provide us with qualitative and quantitative measures we use to:

- Monitor OEGlobal's health
- Measure progress
- Make adjustments to stay on track
- Solve problems or tackle opportunities
- Analyze patterns over time
- Report out on OEGlobal impact and success

Key performance indicators OEGlobal will strategically use include:

### **Members**

- Increasing number of members, organizational and individual, across the globe
- Increase in membership diversity – across regions, sectors, and types
- % member participation in major OEGlobal offerings
- Extent of connection and collaboration between members
- Testimonials from members

### **Field Building**

- Numbers of members and participants in OEGlobal events and offerings with special attention on underrepresented sectors and areas of the world
- Global diversity of members and participants
- Sectoral diversity of members and participants
- Language diversity in OEGlobal events and offerings
- # of connections generated across the ecosystem through OEGlobal events and offerings

### **Knowledge Exchange**

- Number and type of OEGlobal knowledge exchange offerings
- Number of participants
- Total hours of knowledge exchange activities
- Resources shared and co-created through knowledge exchange activities

### **Value Co-creation**

- Number of collaborative partnerships OEGlobal forms and value co-creation offerings made in partnership with others
- OEGlobal offerings that mobilize players across the ecosystem to co-create value together
- Types of value being co-created
- Total hours of value co-creation effort
- Member value

Through this strategic plan OEGlobal aims to steward, nurture and sustain open education allowing education to be a fundamental right, freely available, and equitable for all.

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