

Opening up: The challenges and strategies of OER course design, development, and implementation

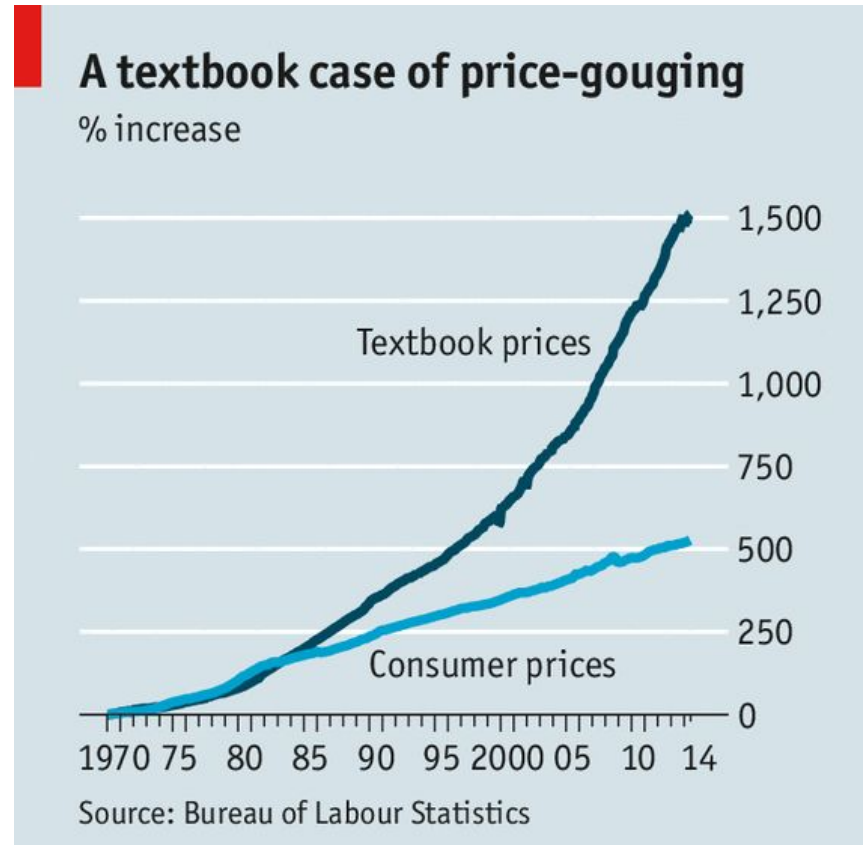
G.FALLON, K.KAROL, E.GOLDMAN, J.GASPARINO, A.ROSCELLO, A.DELLA FERA & K.KOURANI

2018 VALE/ACRL-NJ/NJLA-CUS USERS' CONFERENCE

Opening up: The challenges and strategies of OER course design, development, and implementation

Abstract: The Library is central to PCCC's OER Initiative. This past year, faculty, librarians, and instructional designers have collaborated to create 48 distinct OER courses, including 15 honors courses. As a result, PCCC now offers a Z-degree in liberal arts (A.A., humanities option), as well as an Honors program made up, almost entirely, of open content. In this presentation, the speakers will touch on the OER landscape in higher education, outline the evolution of PCCC's local initiative, and describe the collaboration in developing OER courses as well as the challenges in making the transition from commercial texts to OER content.

Why OER? The Rising Cost of College Textbooks



Cost Implications for Students

“The average annual textbook cost now exceeds \$1,200 per student” -- Rutgers’ Open and Affordable Textbooks (OAT) Project

A PCCC survey (n=551) in spring 2016 revealed:

- 81% of students had, at times, not purchased a required textbook because of cost
- 89% felt that the cost of textbooks was an obstacle to their academic success
- 77% felt that cost impacted their continued enrollment

These numbers are what triggered PCCC’s OER efforts. Fortunately, we were able to leverage the funding of an existing grant on course redesign to launch our OER initiative.

Open Educational Resources (OERs)



OPEN EDUCATION
CONSORTIUM
The Global Network for Open Education
www.openeducationconsortium.org

Open Educational Resources

Teaching, learning, & research
resources released under an
intellectual property license or public
domain which permits their free use &
re-purposing by others.



79,385,001 lessons delivered



MERLOT
Multimedia Educational Resource
for Learning and Online Teaching



OER
COMMONS
OPEN EDUCATIONAL RESOURCES

William & Flora Hewlett Foundation



Findings on OER Use by BYU Open Education Research Group

(openedgroup.org)

Students whose classes have used OER have generally matched the learning outcomes of students using commercial textbooks.

The course throughput rate (passing the add/drop date, passing the withdraw date, and then passing the class) for students who used OER was 6% higher than for those who used traditional textbooks.

The cost of colleges implementing OER can be offset by decreasing numbers of students dropping courses.

Heavy textbook costs, which can comprise up to 50% of education costs for community college students, can slow their progress and even increase dropout rates.

In a survey conducted by the California OER Council, of the 351 student respondents, 100% of them wanted to use OER textbooks in the future and would recommend the use of OER to their friends.

2017 Babson Survey on “Opening the Textbook” (OER)

- ◆ 2,700 faculty responses (www.onlinelearningsurvey.com/reports/openingthetextbook2017.pdf)
- ◆ Level of OER awareness still low among faculty—10% “very aware” and 20% “aware”
- ◆ Effort needed to find and evaluate suitable material continues to be significant barrier—47% “not enough resources for my subject”; 50% “too hard to find what I need”
- ◆ Reported level of adoption of open-licensed textbooks (defined as either public domain or CC) is only 9%
- ◆ Causes for optimism:
 - Open-licensed textbook adoption rate has gone from 5% to 9% in one year
 - 90% of faculty classify cost as “very important” or “important” in their selection of required materials
 - Adoption rate of OpenStax now at 16.5% in large intro courses, rivaling most commercial textbooks
 - Avg. textbook \$125 for non-OER course vs. \$31 soft-bound OpenStax textbook (digital versions free)

OER at PCCC: By the Numbers

Fall 2017:

- 33 OER sections ran
- 19 distinct OER courses
- 18 instructors
- Students saved nearly \$100,000 or roughly \$156/student

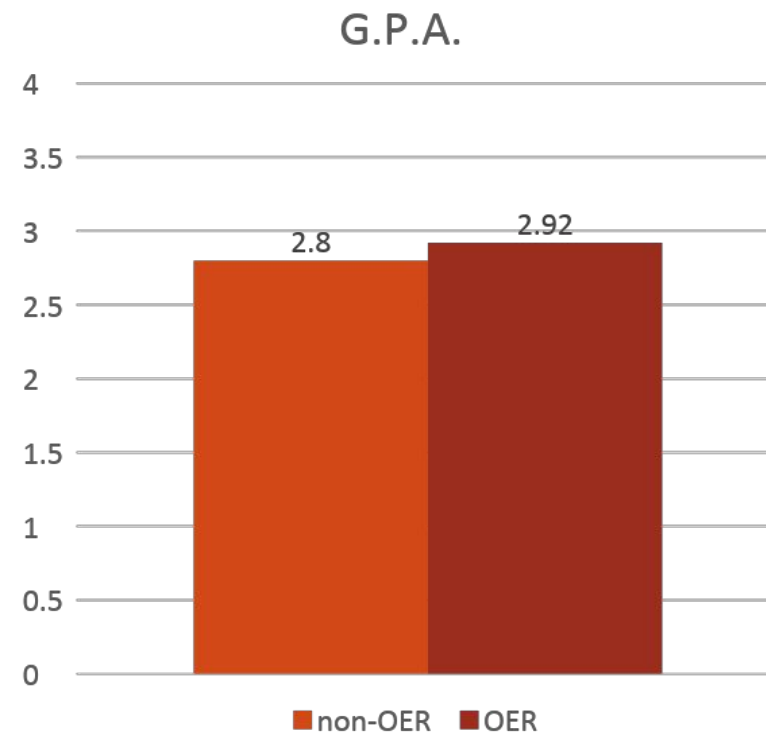
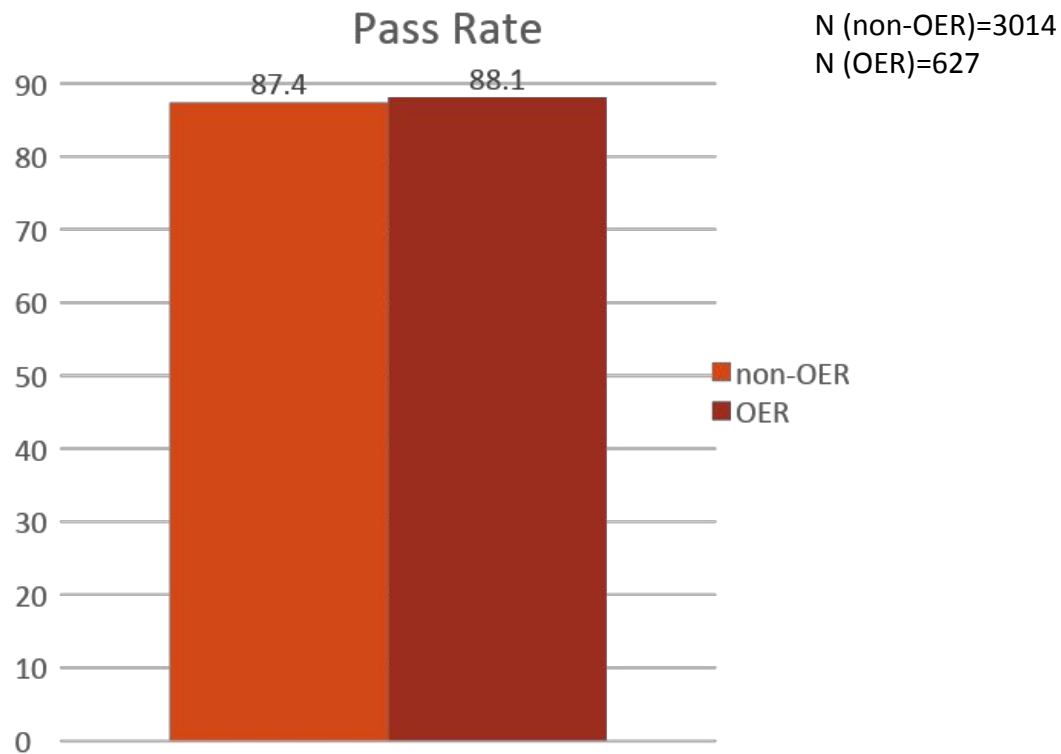
Spring 2018:

- 66 OER sections scheduled to run
- 34 distinct OER courses (now 48 OER courses have been developed in total)
- 28 instructors (33 instructors in total)
- For AY 2017/2018, PCCC students will have saved over \$250,000

A PCCC “Z-degree” now exists in Liberal Arts (Humanities Option); and a cohort-based OER Honors Program was established-----Next steps?

OER at PCCC: Fall 2017 Assessment Results

Student Success:



OER at PCCC: Fall 2017 Assessment Results

Student Satisfaction:

At least 85% of Students agree or strongly agree that:

- Using OER resources was more convenient than using a printed textbook
- OER resources are easier to read than printed textbooks
- Using OER resources instead of a printed textbook contributed positively to my academic success in this course
- The amount of money I saved by taking an OER section was significant
- I would enroll in another OER course in the future
- If offered the choice, I would prefer to take an OER section over a traditional section of a required course
- I would recommend OER sections to my fellow students

Notable exception:

- OER resources are easier to study from than printed textbooks (78%)

OER at PCCC: Fall 2017 Assessment Results

Faculty Satisfaction:

At least 85% of Faculty agree or strongly agree that:

- Using OER resources was more convenient than using a printed textbook
- Using OER resources instead of a printed textbook contributed positively to my students' academic success
- Using OER resources instead of a printed textbook contributed positively to my teaching
- I would teach another OER course in the future (100%!)
- I would recommend teaching with OER content to my fellow faculty

Notable exception:

- More students in my OER section(s) seem to be prepared than in regular sections I have taught (58%)

How PCCC's OER Initiative Got Started

- ❖ Data from the aforementioned internal survey confirmed what we already knew: Students were, at times, not purchasing textbooks because of cost
- ❖ Adopted team-based approach with both institutional and grant support, to integrate OER content into redesigned courses under Title V Gateway Initiative

How PCCC Defines Open

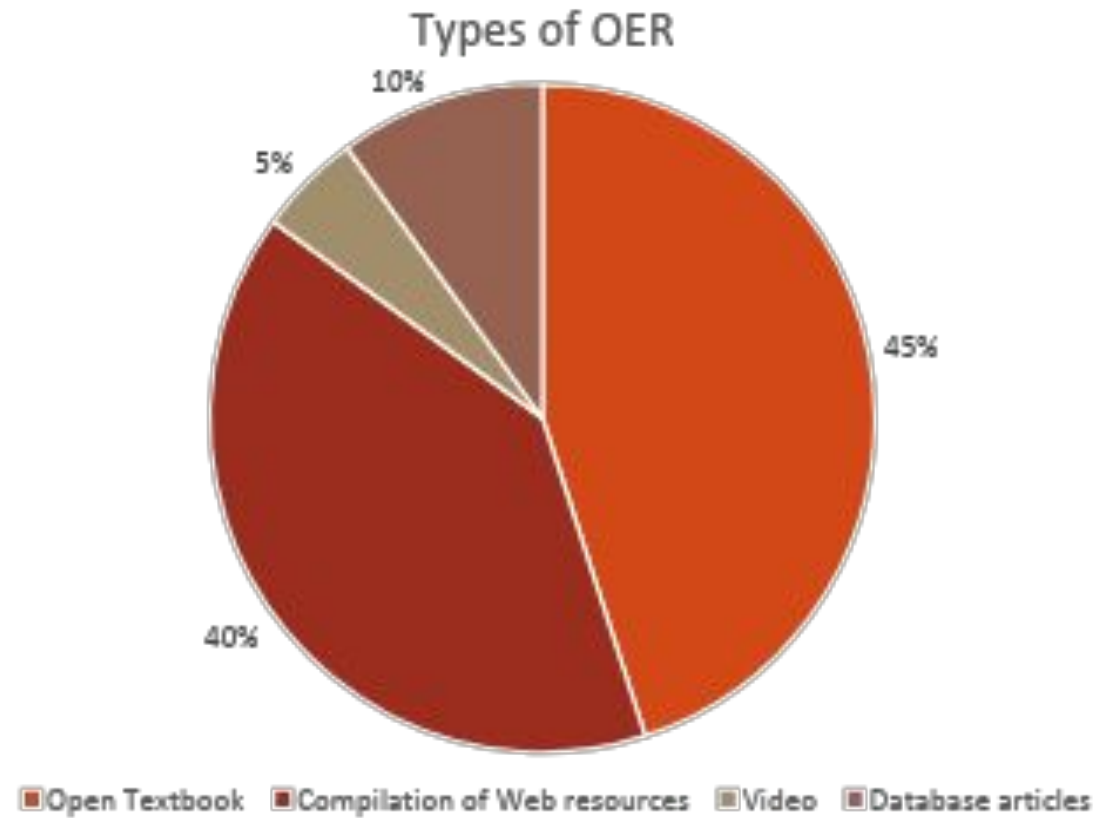
By the strictest definition, open permits users to engage in the “5Rs”:

- Retain, Reuse, Revise, Remix, Redistribute (David Wiley)

PCCC ultimately striving for open; “faux-pen” OK for now

- I.e., resources such as articles from library databases, youtube videos OK

Primary types of OER by course (17FA)



OER at PCCC: Course Development Process

Step 1: Formation of small teams:

- Faculty member/instructor
 - Set the expectations and review materials
- At least one librarian
 - Find and gather materials
- At least one instructional designer
 - Organize content and lend technical expertise

Step 2: Meetings/progress reports over the course of the semester:

- Amount and length at the discretion of the Faculty member

Step 3: OER Workshops

Step 4: Review, revise, launch

Key facts:

- The administrative areas are all housed in the Library and report to the same Dean
- Several team members have expertise in multiple areas.
- This leads to an environment of synergy, flexibility, and efficiency

OER at PCCC: Course Design Standards

Upon successful review of these items, faculty members were compensated for their courses:

DELIVERABLES (To be completed by the faculty member and reviewed by a course reviewer):

- ☐ Required readings and videos are free, openly available, and have been reviewed for copyright.
- ☐ OER statement, textbook information, and technical requirements are included in the syllabus.
- ☐ Syllabus has been uploaded to Blackboard.
- ☐ Link to student OER orientation module is available in syllabus or Blackboard.
- ☐ Course content has been organized in Blackboard and adheres to basic design standards.
- ☐ At least one piece of original OER content has been sent to the OER team.

OER at PCCC: Course Design Standards

(cont.)

AUTHORIZATIONS (The faculty member authorizes the OER team to do the following):

- ☐ Organize and share course materials on an OER platform, including:
 - *Reading and video materials.*
 - *Original OER content (such as a lesson, assignment, lecture notes, power point, etc.).*

ACKNOWLEDGEMENTS (The faculty member acknowledges the following):

- ☐ Awareness of Copyrights, Creative Commons Licenses and the Fair Use Act.
- ☐ Awareness of responsibilities under the Americans with Disabilities Act (ADA), including the requirement to make additional modifications to the course if necessary to provide reasonable accommodation.
- ☐ Periodic assessment of OER courses will be conducted by the Office of Academic Affairs.
- ☐ The necessity to verify the availability of all course materials on the web before each new semester begins.

Evolution of OER at PCCC

Librarians' Role

PRESENTED BY ELAINE GOLDMAN, MLS

Evolution of OER at PCCC

Librarians' Role

OER LibGuide
promotes concept
to Innovators

<http://pccc.libguides.com/oer>

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OER : Open Educational and Free Resources

Last Updated: Dec 19, 2017 | URL: <http://pccc.libguides.com/oer> | [Print Guide](#) | [RSS Updates](#)

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 - English Literature (ESL) / (ELS)
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What are Open Educational and Free Resources?

Open Educational Resources

Open Educational Resources (OER) are teaching, learning, and research materials in any medium that reside in the public domain or have been released under an open license that permits their free use and re-purposing by others.¹

Source: "Education- Creative Commons" <http://creativecommons.org/education> modified from original CC by 4.0
More on how to use and cite [Creative Commons Licenses](#)

Definitions:
Free Access - Materials available for free, although US [Copyright](#) laws may still apply.
Public Domain - Materials that may be used and reproduced without special permission, but one should still properly cite and acknowledge the source.
Open Access (OA) - Materials with unrestricted access and use.
Open Education (OER) - Materials can be used, shared, adapted.

Source for definitions: [SPARC](#)®, the Scholarly Publishing and Academic Resources Coalition. [PMC Copyright Notice](#), [OA and OER](#) from Creative Commons, [OER Glossary](#) from California Open Educational Resources Council
[PCCC Copyright and Education LibGuide](#)

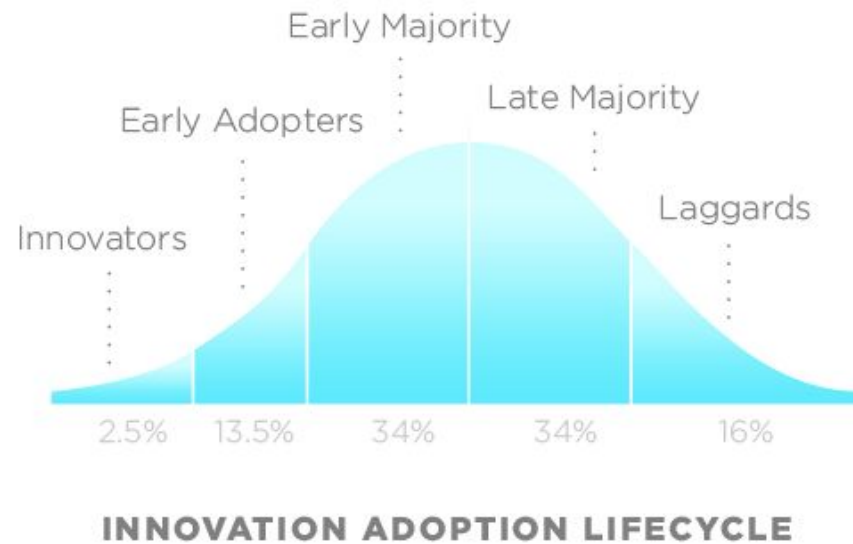
Attribute your work

- Tool to create OER attribution
- Creative Commons Licenses

Evolution of OER at PCCC

Librarians' Role.....

New ways of looking at information



"Diffusion of Information" by [Wikipedia](https://en.wikipedia.org/wiki/Technology_adoption_life_cycle#/media/File:DiffusionOfInnovation.png) is licensed under [CC BY-SA 3.0](https://creativecommons.org/licenses/by-sa/3.0/)
https://en.wikipedia.org/wiki/Technology_adoption_life_cycle#/media/File:DiffusionOfInnovation.png

Evolution of OER at PCCC

Librarians' Role: Early Adopters

Finding new resources

Evaluating

Librarians: Start with what you know

- Subject specific, Specialized collections
 - PubMed for free articles
- Incorporating library resources
 - E-books, (Multi-user license)
 - Database articles, with permalink



It's what we do!

Librarians' role – work with faculty

- Early adopters

Groups  One on One

- Selection of resources
- Faculty evaluate for quality
- Communicating via E-mail faculty gave a thumbs up or thumbs down



Librarians' role

– work with faculty

❖ Faculty Professional Development Day

- Presentation motivated additional faculty to explore possibility of OER courses in their discipline

❖ OER Workshop with Faculty, Instructional Designers

- Creative Commons Licenses
- OER Commons – [PCCC Group](#) for vetting and collecting
- One on One with faculty, completing OER Planning Worksheet

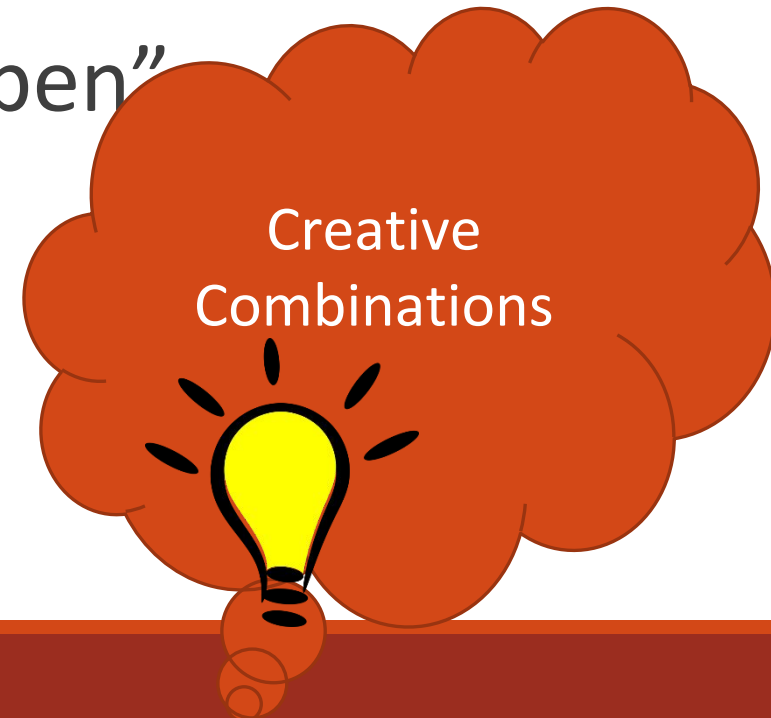
Scope of the search

Look for resources

- To match course objectives
- Free to use, share and / or modify
- With Creative Commons license / “Open”

Note:

- Not everything on the web is “Open”
- Free on the web may disappear!

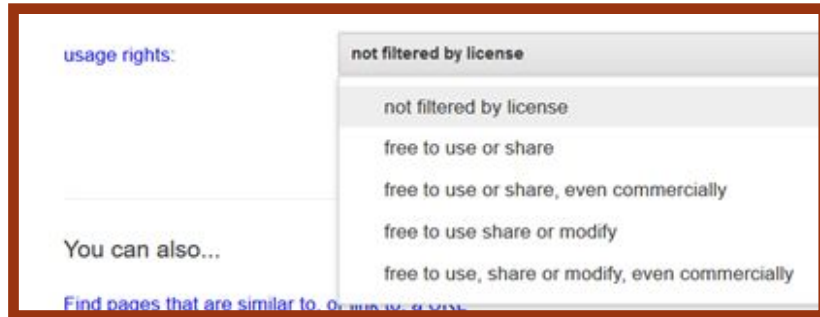


Search Tips

Merlot

Internet Archive

Google Advanced Search



Favorites?

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OER - Find resources

Last Updated: Dec 19, 2017 | URL: <http://pccc.libguides.com/content.php?pid=708378> | [Print Guide](#)

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- [Bartleby.com](#)
"...Internet publisher of literature, reference and verse..."
- [DOAJ Directory of Open Access Journals](#)
Index of peer reviewed journals
- [Google Books](#)
Books you can preview or read for free. Full text is available for books that are out of copyright
- [Open DOAR](#)
Directory of Open Access Repositories
- [Project Gutenberg](#)
Comprehensive collection of free eBooks, available to download in a variety of formats
- [Public Domain Review](#)
Online journal format. Explores "curious and compelling works" that have recently entered the public domain.
- [Internet Archive : Digital Library](#)
Non-profit library of millions of free books, movies, software, music, websites, and more.
- [Open Access Journals](#)
OMICS International lists journals by subject, concentrating on STEM

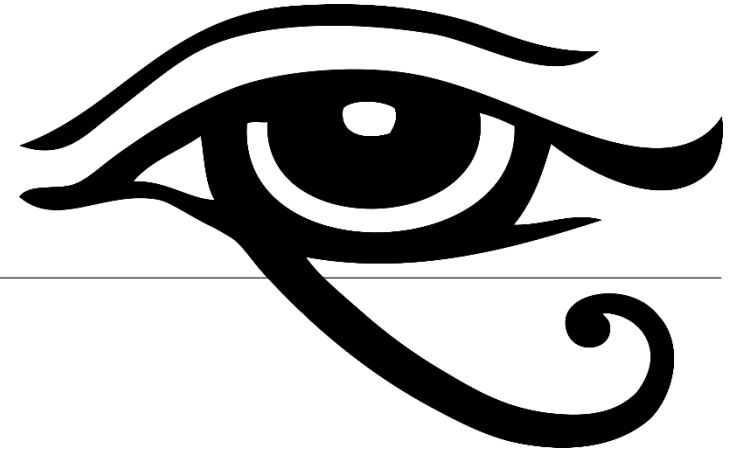
Open Educational Resources: Free Course Materials

See also the PCCC Faculty Resource Center in Blackboard



- [Google Advanced Search](#)
Look for Usage Rights option: Down arrow to "Free to use, share"
- [Merlot](#)
Discipline specific, peer reviewed learning materials and exercises. Search by material type
- [College Open Textbooks](#)
Open textbooks by discipline, peer reviewed, pricing for some downloads
- [Community College Consortium for OER - Finding OER list](#)
- [Community College Consortium for Open Educational Materials.](#)
Open textbooks by discipline
- [InTech](#)
Science, Technology & Medicine Open Access book publisher.
- [Mason OER Metafinder](#)
Search 15 OER Repositories at once
- [OER Commons](#)
Search by subject, grade level and material type
- [Open Education Database](#)
Open Source Text Canada (OSTC) spreadsheet of OER resources
- [Open SUNY](#)
- [Open Textbook Library](#)
Collection of open textbooks, by a network of colleges, from Center for Open Education, based in Minneapolis, MN
- [Openstax](#)
Rice University. Search by subject for educational materials.

Eye to the Future



["Eye of Horus"](#) by oksmith is in the Public Domain, CC0

Updating existing resources

- Limited database budget, now supplemented by Free resources
- New resources constantly appearing for OER

Collaboration with Faculty

Integrate Information Literacy into curriculum

Open Educational Resources

PROF. ALEXANDRA DELLA FERA – ENGLISH DEPARTMENT

FACULTY PERSPECTIVE



Benefits to teachers

- * No delay in instruction – students have the material they need
- * Customization of materials is possible for a robust list of resources
- * No longer leaving chunks of unused text material
- * The hunt for updated materials exposes instructors to new and exciting resources
- * Pro-active movement against high costs of higher education



Working with Librarians

- * Librarians have a greater understanding of what is open access
- * They can utilize their research know-how to find classroom material
- * They can create libguides as helpful resources for students and instructors alike
- * Librarians enjoy the hunt for information



OER Sources

* Openstax (<https://openstax.org>)

* Lumen Learning
(<https://courses.lumenlearning.com>)

* Narrative Magazine
(www.narrativemagazine.com)

* Open Textbook Library
(open.umn.edu)



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PCCC » [LibGuides](#) » [EN 101 Readings](#)

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EN 101 Readings

Readings currently used in EN 101 courses, with some OER, openly published and database alternatives.

Last Updated: Jun 21, 2017 | URL: <http://pccc.libguides.com/EN101readings> | [Print Guide](#) | [RSS Updates](#)

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[Comments \(0\)](#)

Off-Campus Access

NOTE: Off-campus, use [My PCCC Account](#), log into [Blackboard](#) and look for the **Library link for passwords and access information.**



[Comments \(0\)](#)

Benefits to students

- * Students will have their course materials ready on day one
- * Students will be less likely to fall behind because buying expensive books is no longer an obstacle
- * Material can always be accessed through their smart phones
- * Students appreciate that their instructor cares about their expenses



Survey Results

PCCC Survey

551 students surveyed
and 89% felt buying
books was an obstacle to
their success

Personal Survey

83% of my students
believe not using a
textbook is more
beneficial to a student

Survey continued: Benefits Student Perspective

- * Less financial strain
- * Not scared to lose book
- * Easier to carry book bag – no strain on one's back
- * Don't get annoyed that they spent a lot of money on a text yet most of it is left unused
- * More interactive experience



Drawbacks: Faculty and Student Perspectives

Faculty

- * More work up front for the instructor – must hunt for material
- * Much of the OER material does not offer exercises (i.e. grammar, writing skills, reading skills)
- * Cannot find much in the literary canon post 1930 (because of copyright issues)
- * Hard to find long length novels

Student

- * Miss the “feel” of a book – the tactile experience is lost
- * Problem if student has no internet access
- * Miss the textbook as a reference to reinforce material
- * Too much printing and photocopying
- * Can’t read ahead

Classroom of the future

planning on adopting for All Composition Courses Fall 2018
(including combined Developmental/Composition)



OER in Human Services

PROF. JENNIFER GASPARINO

OER in Human Services

◆ HS-212 Mental Health Counseling – course redesign

◆ Assigned a team

- Librarians
- Technology Resource Specialist
- Instructional Designer
- Administrator from the Gateway Center

◆ Reviewed Syllabus

◆ Determined need

◆ Initiated Search

- The Vetting Process



Dashboard @ MyCruiser > Dashbo

Dashboard @ MyCruiser

Start Here – Mental Health Course

← → ↺ 🏠

https://pccc.blackboard.com/webapps/blackboard/content/listCont

🔍 Search

Student Preview mode is ON

Settings Exit Preview

🏠 ⚙️ Start Here

Mental Health Counseling Master Template

Start Here

Course Content

Lessons

A Child Called It

Assignments

Communication Tools

Announcements

Discussion Boards

Email


Course Tools

My Grades

Software Toolbox

HS-212 Mental Health Counseling


Start Here




Welcome to Class

Welcome to HS-212 Mental Health Counseling. This course is designated as and OER course, meaning that all materials for the course will be found on this blackboard shell. There is no book and no additional cost to the course.


This course will instruct students in the basic diagnostic categories for mental illness as listed and described in the current *Diagnostic and Statistical Manual of Mental Disorders* (DSM) and how to apply specific evidenced-based counseling techniques used throughout the mental health agency system. Students will conduct assessments using basic clinical terminology and examine mental disorders in the context of psychosocial assessment. The significance of labeling, stigma, and bias with regard to the diagnostic process will be critiqued throughout the course in keeping with the values and ethics of the mental health profession. Students will be introduced to clinical documentation, research, literature, oral presentation, and APA format.



Course Syllabus

Attached Files:  [hs 212 FA17 jgasparino-jg.pdf](#) (225.109 KB)

Attached is the syllabus for this course. You are responsible for printing the syllabus and handing in the signature page.



Discussion Board


Students will be required to respond to a weekly discussion board question. Each discussion board question will be available for one week; the question will open at midnight on the day of the class and will close at 11:59pm the day before the next week's class. For example, if class meets on Wednesday's the

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- Mental Health Counseling
 - Email
 - Course Content
 - Start Here
- Course Content
 - Lessons
 - A Child Called It
 - Assignments
 - Assessments
- Communication Tools
 - Announcements
 - Discussion Boards
- Course Tools

A Child Called It

Build Content Assessments Tools Partner Content

**Book**

The eBook version of A Child Called IT is accessible through the PCCC on line library catalog now. Multiple users can read it simultaneously. To access it go to the PCCC library catalog. Refer to the [ebook LibGuide](#) to learn how to search for an ebook, read it online or download the ebook.

**Book**

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HS 204: Group Dynamics

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[Group Dynamics Research](#)

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Group Video's



manic part5

Assignments

Formal Writing Assignments

- What is Group Therapy?
- Planning a Group
- The Presentation

Comments (0)

Thesis and Conclusion Writing

- Writing a Thesis Statement
- Thesis Statement Worksheet
- Conclusion Writing
- Writing a Conclusion

Comments (0)

Sample Curriculum

- Group Curriculum
- Group Curriculum

Comments (0)

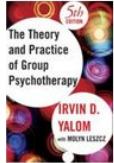


Dashboard @ MyCruiser > Dashbo... x Dashboard @ MyCruiser x Group Dynamics Research - HS 20... x Start Here - Mental Health Couns... x

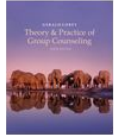
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1. Books on Group Therapy

THIS FIRST TWO BOOKS ARE ON RESERVE AT THE CIRCULATION DESK




The Theory and Practice of Group Psychotherapy - Irvin D. Yalom; Molyn Leszcz
Call Number: RESERVE - at Circulation Desk - RC488 .Y3 2005
ISBN: 0465092845
Publication Date: 2005-07-06
Reserve copy. Ask at Circulation desk. "...latest research and clinical guidelines on group psychotherapy... explores the most recent developments in the field..."



Theory and Practice of Group Counseling - Gerald Corey
Call Number: RESERVE - at Circulation Desk - BF637 .C6 C576 2016
ISBN: 9781305088016
Publication Date: 2015-01-01
Summary "... in-depth overview of the eleven group counseling theories. In addition to illustrating how to put these theories into practice..."

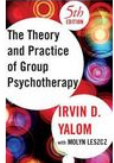
[Student Solutions Manual for Corey's Theory and Practice of Group Counseling, 8th - Gerald Corey](#)
Call Number: BF637 .C6 C5762 2012
ISBN: 9780840034649
Publication Date: 2011-01-01




Using Groupwork - Mark Doel
Call Number: HV45 .D65 2006
ISBN: 0415339324
Publication Date: 2006-01-13

5. eBooks on Group Therapy

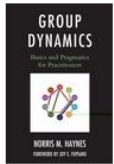
These books are available with an Internet connection - no special ebook reader is needed! NOTE: There is a limit to the number of users allowed to access an eBook at the same time, so the preferred method is to email a chapter.




The Theory and Practice of Group Psychotherapy [electronic resource] - Irvin D. Yalom; Molyn Leszcz
Call Number: ONLINE
ISBN: 9780465012916
Publication Date: 2008-03-03
NOTE: Use the email feature to send pages to yourself,



Salem Health [electronic resource] : psychology & mental health - Nancy A. Piotrowski; Paul Moglia (General Editor); Salem Press Staff
Call Number: ONLINE
ISBN: 9781587655562
Publication Date: 2009-10-01
Section on
----Group Therapy (types and stages)




Group Dynamics - Norris M. Haynes
ISBN: 9780761856986
Publication Date: 2012-02-15



Brief Person-Centred Therapies - Keith Tudor

Comments (0)


NOTE: Off-campus, use My PCCC Account, log into Blackboard and look for the Library link for passwords and access information.



Comments (0)

Reference Books on Group Therapy

These books provide a good overview of Group Therapy



The SAGE Encyclopedia of Theory in Counseling and Psychotherapy - Edward S. Neukrug
Call Number: REF. BF636.54 .S24 2015 V.1-V.2
ISBN: 9781452274126
Publication Date: 2015-03-26
The "see also" note at the end of the entry on Group Counseling and



Future Plans

For Human Services

❖ **OER and Research**

- Literature Review
- Creating future Libguides – collaborating with Library for continued assignment development

❖ **Adding new courses**

- HS 213 Contemporary Issues of Aging
- HS 204 Group Dynamics Writing Intensive

❖ **Working toward a Human Services Z-Degree**

AC-101

Financial Accounting I

An Open Educational Resource (OER)

KHLOUD KOURANI & ANNEMARIE ROSCELLO

Initial Meetings

- What is used now
- What works
- What to change



Envision a new textbook

- Collection
- E-book



Find resources

- Options
 - Static
 - Editable
- Level
- Content

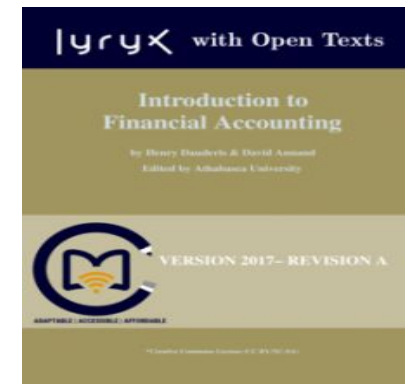
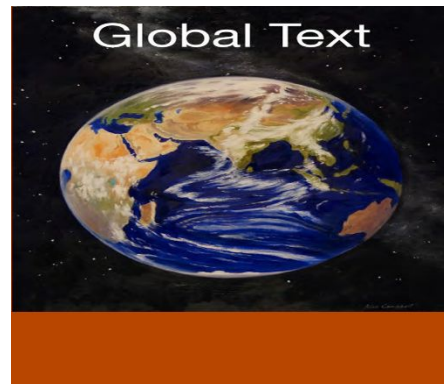


Remixed OER Content

- Table of Contents
- Original Notes
- Original Flash cards
- Videos
- Original Practice exams
- Original Examples
- Original Homework solutions

- Accounting Principles:
A Business Perspective
First Global Text Edition, Volume 1
Financial Accounting
- Introduction to Financial
Accounting

AC101 OER Contains



Six Standard CC Licences



Attribution



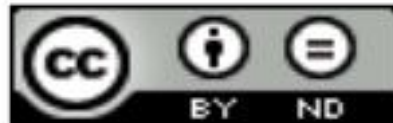
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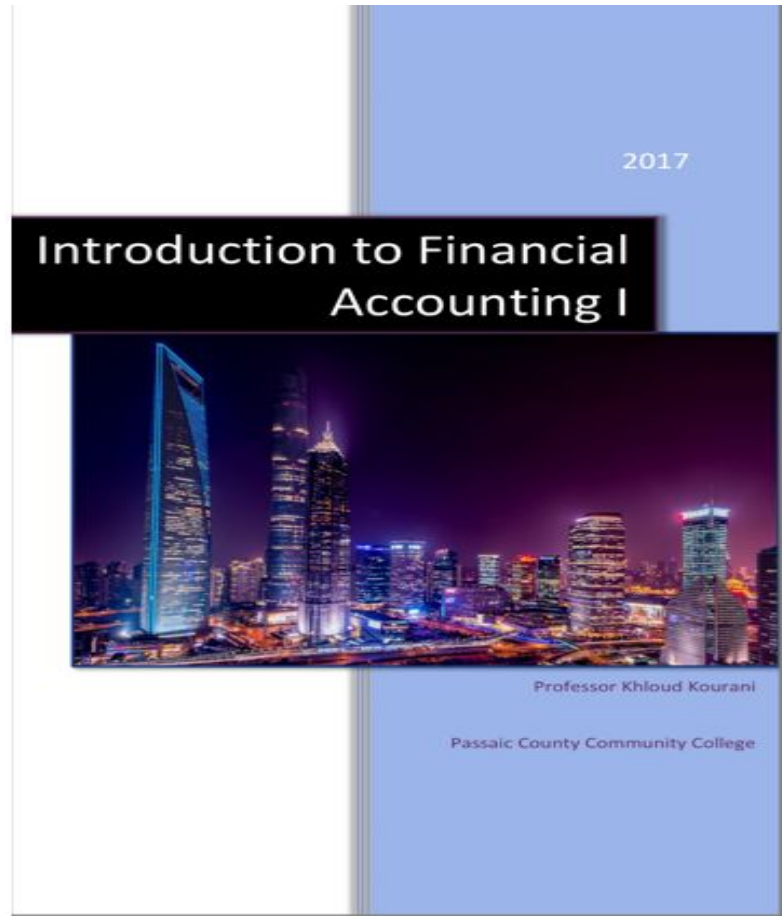


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Change is good!

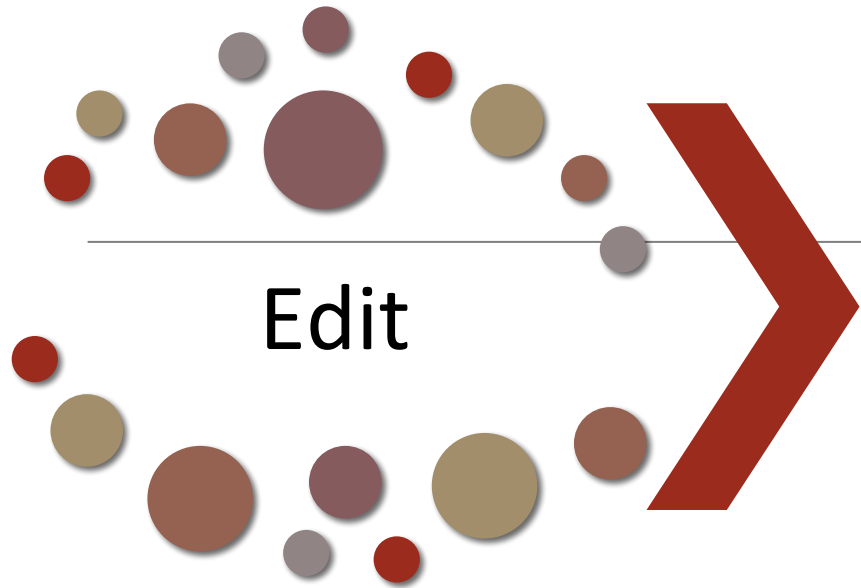


Create - again



Edit - again

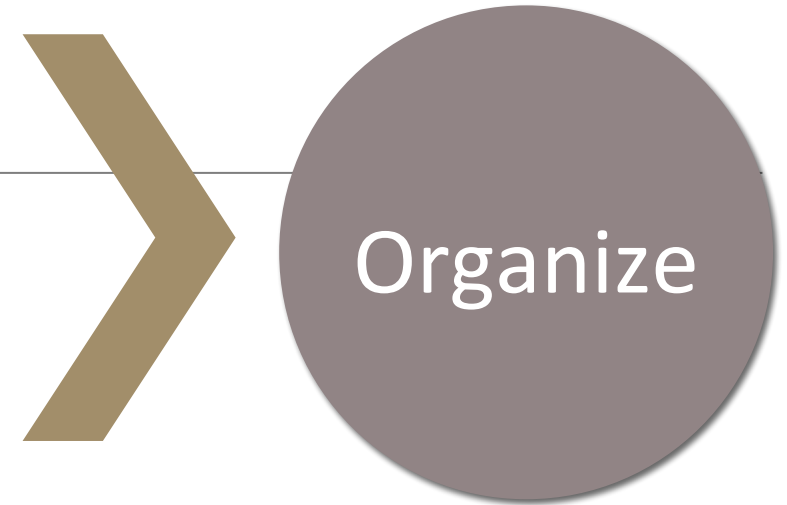
Finished Product



Edit

- Original content
- OER Content

Create a
custom
textbook

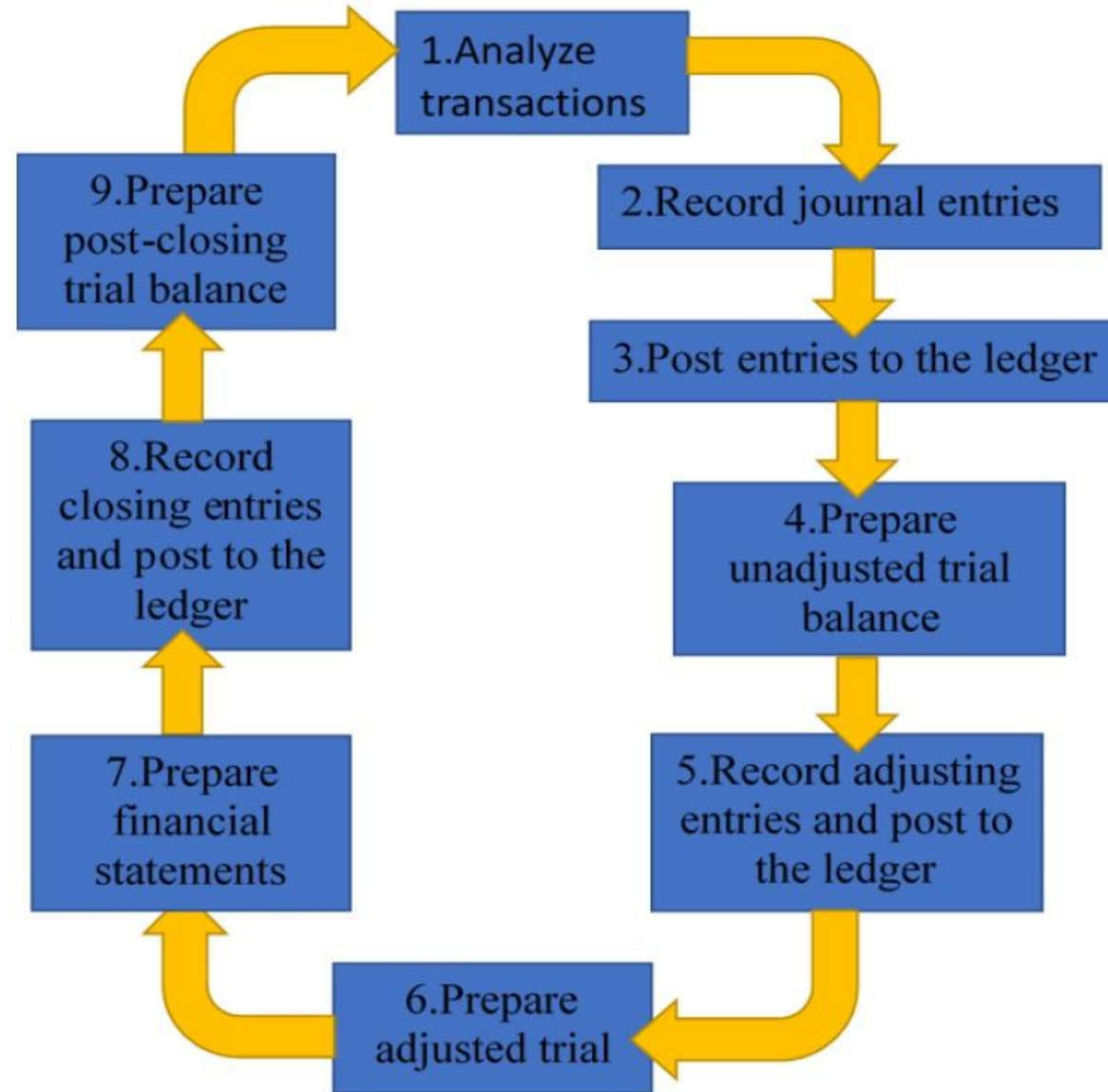


Organize

- Material is in the order PCCC faculty want
- Levelled for PCCC



The Accounting Cycle



Homework Assignments

Textbook Chapter	Comprehension Problems	Problems
1	CP1-1, CP1-3, CP 1-5, CP 1-6, CP1-7, CP 1-8	P1-3, P1- 4, P1-6
2	CP2-1, CP2-3, CP2-4, CP2-6, CP2-7, CP2-8, CP2-10, CP2-11, CP2-12, CP2-13	P2-1, P2-5
3	CP3-1, CP3-2, CP3-3, CP3-4, CP3-7, CP3-9	P3-1, P3-7
4	CP4-1, CP4-2,	P4-1, P4-2, P4-3
5	CP5-1, CP5-2, CP5-3, CP5- 4, CP5-6	P5-6
6	CP6-1, CP6-2, CP6-3, CP6-12, CP6-13	P6-2
8	CP8-2, CP8-3, CP8-4,	P8-3
9	CP9-4, CP9-5, CP9-7, CP9-9, CP9-10	P9-6, P9-9, P9-12
10	CP10-2, CP10-4, CP10-5, CP10-13	P10-4, P10-6, P10-8
11	CP11-1,CP11-2, CP11-3,CP11-4, CP11-6, CP11-7	P11-2



Student Learning Outcomes (SLOs)

SLO1 - Understand and implement the Accounting Cycle.

SLO2 -Prepare a Bank reconciliation and understand the concept of internal and cash controls to safeguard assets and enhance the accuracy and reliability of accounting records.

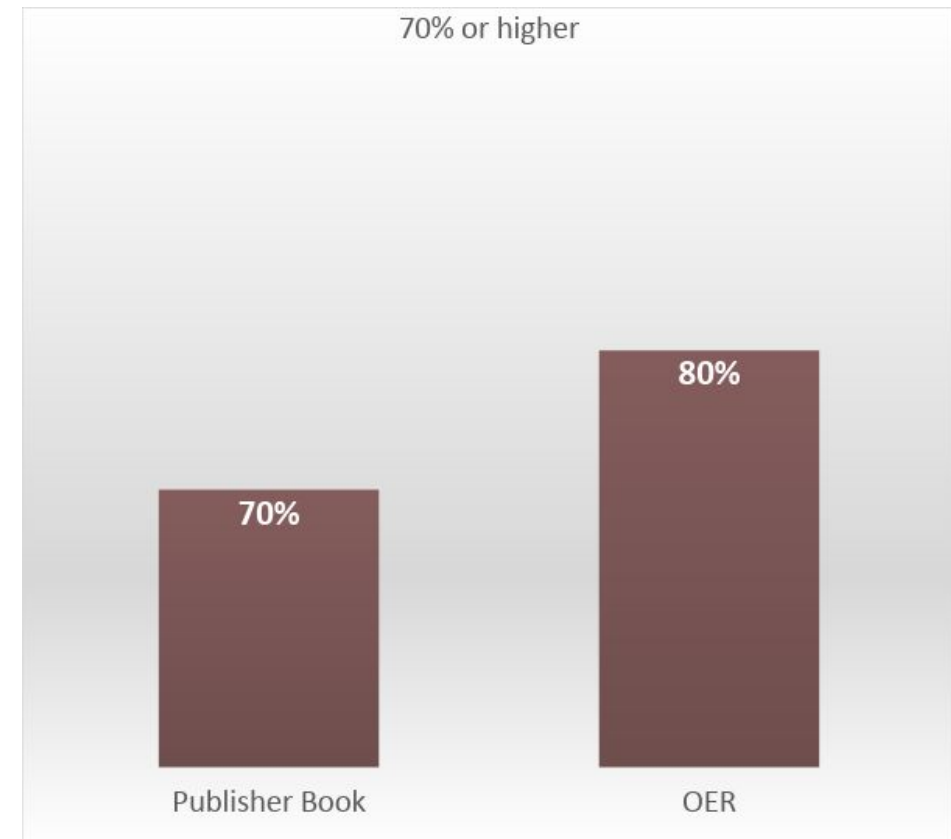
SLO3 Account for merchandise inventory and calculate the cost of inventory on hand at the Balance Sheet date and the cost of goods sold.

SLO4 Account for bad debt.

SLO5 Calculate and understand the reasoning for the different methods of depreciation.

SLO6 Understand the concepts related to payroll accounting

What does the assessment say.....



Thank you!

- Greg Fallon
- Ken Karol
- Elaine Goldman
- Alexandra Della Fera
- Jennifer Gasparino
- Khloud Kourani
- Annemarie Roscello

Questions?

<http://pccc.libguides.com/oeratpccc>