

# Year-End Status 2010

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## Summary

The Digital Marketplace is a set of innovative technology services and business solutions designed to provide more choice, greater affordability and increased access to educational materials.

2010 marked a significant shift in the Digital Marketplace's (DM) focus, from development to implementation and delivery of several products and services. Services were released or piloted based on their ease of implementation, ease of use, and payback to students, faculty, and administration.

2010 highlights include:

- **Piloting the leasing of digital instructional content by students versus buying or renting it.** This pilot was conducted in the fall across five campuses and included over 3000 students. This pilot was supported by five major instructional content publishers and two digital distributors. A second pilot across seven campuses with just under 4000 students is underway. Over \$330,000 was saved by the students in the fall pilot and there was a higher use of instructional content than in the non-pilot control classes.
- **The release of GetIt@CalState and its growing catalog of available journal articles.** GetIt@CalState is a new web tool that allows campus librarians to offer real-time, just-in-time, delivery of any requested article, whether it is in their library or not, at greatly reduced cost. Copyright Clearance Center is an active partner in this effort.
- **The release of OER Finder.** OER Finder is a web tool that faculty can use for one-click discovery of free content while selecting content for use in their classes. Recently, Barnes and Noble included OER Finder in a release of their NookStudy Building Block for Blackboard which is in use by some seventy colleges and universities throughout the United States.
- **The release of a CSU version of SoftChalk.** SoftChalk is a major provider of content authoring software. Working with them, the CSU was able to enhance their product to simplify its use in conjunction with CSU-specific content repositories. As an incentive for faculty to increase their development of content, SoftChalk created a special price for the CSU. To date, ninety-seven faculty are using this new tool.

- **Expanded Affordable Learning Solutions** Affordable Learning Solutions (AL\$), <http://als.csuprojects.org>, is a “one-stop shopping” website that has in one place all of the services and solutions available to faculty for authoring, discovering, selecting, and adding the most affordable content available to their courses.

These activities illustrate a shift in the DM’s role within the CSU, re-balancing our efforts from technology and enabling architecture with the design of new business models using the buying power of the CSU to negotiate favorable terms for our students and faculty. Of course we could not have managed any of it without strategic, willing partners in the educational content ecosystem—publishers, digital distributors, application providers, and bookstores made these new services possible. Establishing new ways of doing business is never easy, but having a shared goal—providing quality, accessible content at affordable prices with more choice—was enough to motivate all parties to move in new directions.

And now we look forward to 2011, which promises to be a very challenging year for the CSU given the state budget cuts that are forthcoming. Building on the synergies among the various campuses that have been achieved to date, the DM team will be doing its part by extending the cost and time savings achievable by using its services to the entire CSU community.

## **The Services Strategy**

The Digital Marketplace, [www.dmproject.org](http://www.dmproject.org), covers the full range of digital content management from creation to selection, distribution, and use in the classroom. It also covers the full range of content types meant for the classroom from open to commercially published, and from purchased to leased. However, as everyone knows, moving from print to digital is a seismic shift underway on many levels. We believe that this transformation will be most successful by using a service-oriented release approach, letting each campus choose the services that best fits their needs, while emphasizing ease of use, simplicity in implementation, and high-value received either in terms of cost reduction or convenience.

This flexible, services-oriented approach requires a roadmap with many entry points. The Digital Marketplace Architecture provides a coherent and integrated framework for building and using digital content in the classroom. With this architecture in place, developers and businesses are free to build and deploy new tools and services as they see fit, confident that by complying with the architecture they support and leverage others in the delivery of rich, new learning materials.

This service strategy, thus, is not a single-system release or a top-down implementation. It is an opt-in strategy where campuses and their

departments can evaluate and implement only those tools and services that meet specific needs for them.

## **2010 Activities**

### **Piloting a New Business Model for Content**

A new business model is under evaluation. This model is based on the ability of a student to license content for a course versus purchasing it. The first pilot was launched for the fall 2010 term on five CSU campuses: Dominguez Hills, Fullerton, Long Beach, San Bernardino and San Francisco State. Five of the leading higher education publishers participated in the program, Bedford/Freeman/Worth, Cengage Learning, McGraw-Hill Education, Pearson, and John Wiley & Sons. Instructors opted in to the program that promised students the lowest price available for digital course materials, up to 65% off of the price of a new, print book. Over 30 instructors and 3000 students participated in the fall, which represented over \$330,000 in student savings. The pilot has now expanded to two more campuses—Chico and Fresno—for the spring 2011 term.

### **Expanding Library Services: GetIt@CalState**

GetIt@CalState is a CSU online journal search and delivery service in partnership with Copyright Clearance Center that allows CSU faculty and students to search for online publisher resources that are outside the library's current licensed collection and have them delivered within minutes.

The GetIt@CalState service is another example of Digital Marketplace technology blended with Digital Marketplace innovative business solutions to make content more easily available at a more affordable price. By shifting the acquisition of library content from a supply-driven model (buying annual subscriptions and hope they will be read) to a demand-driven, pay-per-view model, libraries are saving money and readers are getting more out of every library dollar spent because they have the material when they need it. Libraries save money with GetIt@CalState as compared to interlibrary loans. Transaction fees are less, on average, and there is no money spent up front on subscriptions. GetIt@CalState works 24/7 and articles take only minutes to receive. Students and faculty get the articles they need, when they need them. In 2010, CalState Fullerton and Channel Islands used this service. At Fullerton, some 3000 articles were delivered using GetIt@CalState.

### **Creating New Content**

During 2010, the Digital Marketplace worked closely with SoftChalk to provide a content authoring, distribution, and sharing solution for CSU faculty and students. Ninety-seven SoftChalk licenses have been issued to faculty under this new agreement. With these licenses, faculty can now create content for use on their own courses or post and share such content under Creative Commons licensing as an Open Educational Resource (OER) for use throughout the CSU and beyond. This work included facilitating the discovery of CSU-specific repositories of digital content from within SoftChalk, as well as publishing directly from to the CSU library (DSpace), a widely-used LMS (Blackboard), and OER Repository (MERLOT). The intent of this effort was to streamline the process of creating, discovering, and sharing high-quality, no-cost, instructional content.

## **Sharing Open Education Resources**

The DM further facilitated the discovery and adoption of OER content with the release of OER Finder. When searching for course content, faculty are now able to find with one click OER materials that replace or augment published content by ISBN number. This tool automatically brings to faculty known OER choices for consideration without any additional search or browse effort. To put this tool in the hands of as many faculty as possible, Barnes & Noble, an operator of six campus bookstores, has added it to their NookStudy textbook assignment tool which is accessible through Blackboard.

## **Making Content Accessible**

Continued collaboration with AFB and studied industry efforts for federated search of accessible content. Studied how to extend CAM to use DSpace and DM services. Reviewed metadata for accessibility by CAM and published. SoftChalk added support for DM Accessibility Metadata. Begun development of guidelines for VPAT content required by CSU. Began evaluating the compliance of ereaders as provided by digital distributors.

## **Acquiring Learning Content**

Refined the "Get It Now" student acquisition of content and workflow to include a connection to a resource list repository (using DSpace). Further tested accessing DM transaction services through an LMS (specifically Blackboard). Validated student ecommerce value proposition with commercial ecommerce provider, Verba Software. Added links for profile information from campus applications. Added VitalSource as a development partner to evaluate the delivery of ebooks directly through the Digital Marketplace.

Developed the use case and the method of operation of a campus digital store for the Digital Marketplace. Incorporated input from four CSU

campuses' store staffs, illustrated student accounts, tenders, material acquisition and delivery formats, tracking, and customer service as well as processes for timely course materials adoption collection, research, and management. Initiated dialogue with four representative campus commercial auxiliaries managers/directors, bookstore directors, and I.T. staff. Reviewed college bookstore point-of-sale/inventory management systems for ecommerce operations, materials and digital delivery, records and tracking, and faculty/customer support organizations. Identified several areas of potential DM/Auxiliary partnerships for future pilot programs.

### **Expanding Service Implementations**

Clarified the exposition of the architecture (documentation) and greatly increased the services detail. Building off Get It Now, the service interfaces and metadata are now spelled out in sufficient detail to review and code against. Architecture has been reviewed by Verba Software. Metadata for accessibility has been reviewed by CAM.

Using DSpace, evaluated content workflow from authoring and discovery through acquisition based on the establishment of a campus content repository. Established interface specifications for such a repository. Built an LMS harvesting tool to load such a repository and provide continuity for critical learning content.

## Looking Ahead to 2011

In 2011, leveraging the synergy of multiple campus leadership organizations will be essential for expanding the use of DM services and solutions. This is especially important to the CSU in a year of severe budget reductions.

Because the Digital Marketplace has emerged as a flexible set of content management web services and business solutions, CSU campuses are free to evaluate which tools and services meet their most immediate and pressing needs and move ahead to implement just them. Since this is not a centralized, top-down approach to delivering these services to any particular campus, leadership and guidance for the continued development and deployment of DM web services must come from the collected view of CSU stakeholders. For example, the Council of Library Directors will have significant say as to how best to expand GetIt@CalState for the benefit of all CSU campuses. Utilizing this system-wide synergy will focus 2011 activities on the highest priority and most needed content management improvements for the CSU.

Expect continued progress in the deployment of services piloted in 2010.

**Choice:** Adding OER Finder to additional LMS products will continue. New services will be offered to faculty from the Affordable Learning Solutions website as they become available. More effort will put into building campus teams who will assist faculty with learning and using these new tools and solutions.

**Affordability:** The option of offer a licensed version of course content will be expanded to more campuses, classes, and students as will the use of GetIt@Calstate. The availability of OER Finder and other means to find and use free content will be expanded to all CSU campuses. The DM team has developed an in-depth understanding of how course content flows and is managed on campus. Using this understanding, projects to improve the efficiency of this workflow in terms of cost and time reduction are underway. This will result in savings to the campus in terms of expense reductions.

**Accessibility:** As digital technology catches up to the requirement that learning content be accessible, new policies and procedures for successful campus implementation are needed. The DM will support ATI initiatives underway to recommend the most effective means to achieve this goal. In

particular, a review and recommendation about the use of and types of ereaders available for student use will be made.

Further, expect to see new services announced and made available as part of the Affordable Learning Solutions initiative.

Finally, in 2011, the Digital Marketplace will explore how to make this set of content management services available to non-CSU colleges and universities. We invite the higher education community to join us in this significant undertaking.