

UBC CONTINUING STUDIES

Thriving in Partnership: Making Dollars & Sense

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Overview

- Why partner?
- Partnership approaches
- Financial models
- Thriving in partnership



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Motivations for Partnering

- Gain market share/serve more people
- Improve products and services
- Create efficiencies
- Stronger bottom line



Partnering allows for:

- Shared risk and reward
- Leveraging/acquiring competencies or content
- Sharing market intelligence
- Accessing someone else's market
- Leveraging value of partner's brand
- Alternative to a buyer/supplier relationship



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Unique Motivations for CE

- Opportunities to work with colleagues from other institutions
- Make programs more prestigious
- Fulfill institutional mandates
- Serve various political or policy goals



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What do we mean by partnership?

Collaboration between two or more organizations to develop and/or deliver a program or service in which each partner adds value.

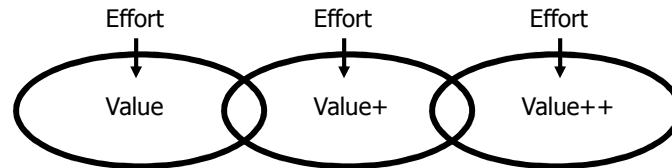


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Value Chains

- A value chain is the linkage of all the activities that go into producing a final product or service for sale to the customer



- At each stage of the chain, some "value" is added to the making of the product or service



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Typical CE Value Chain

expert knowledge → course content →
 curriculum design → program design →
 instruction → administration → marketing →
 registration → student support → evaluation



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Partnership Responsibilities

	UBC	Partner
Market Research	←	→ x
Program and Concept Development	←	→ x
Business Plan Development	← x	→
Academic Governance	← x	→
Administrative Coordination	← x	→
Student Services: General	←	→ x
Student Services: Instructional	← x	→
Marketing and Promotion	←	→ x
Financial Risk	←	→ x
Pedagogy for Learning	←	→ x
Record Keeping	←	→ x
Quality Assurance/Accountability	←	→ x



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Partnership Approaches

Based on:

- Objectives of each partner
- Program content and audience
- Strengths / value each partner brings
- Capacity and competencies

- A financial model that fits risk/reward tolerance



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Licensing Model

Fits a context where:

- National/standardized content
- Minimal academic concerns about ownership/oversight of content

Benefits

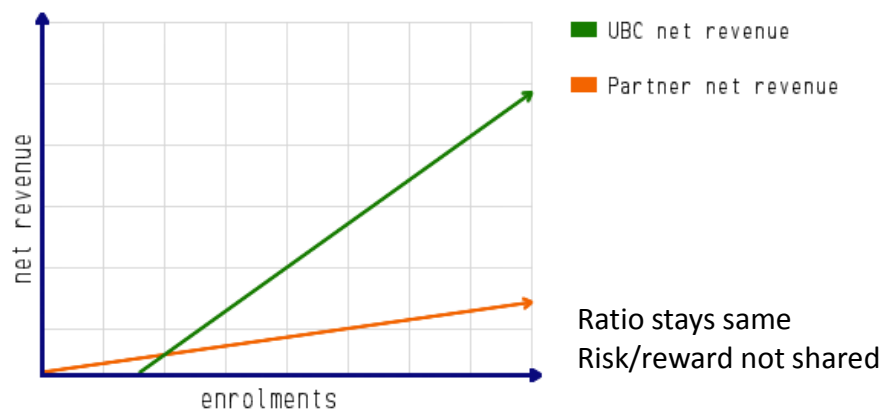
- Quick ramp-up for new programming
- Leveraging external content expertise
- Low upfront risk for licensee



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Licensing Model



sporkforge.com

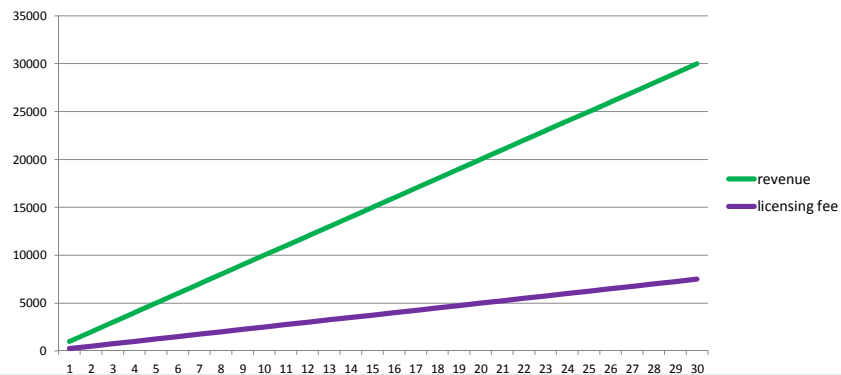


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Licensing Model - actual

Revenue & licensing fee



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Shared Risk Reward Model

Fits a context where:

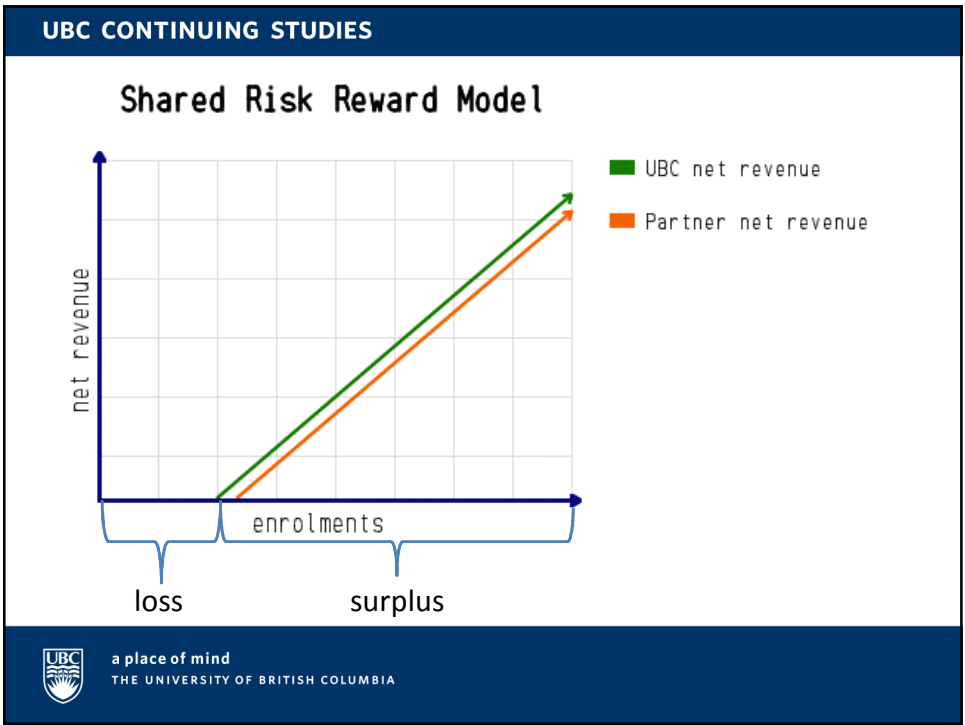
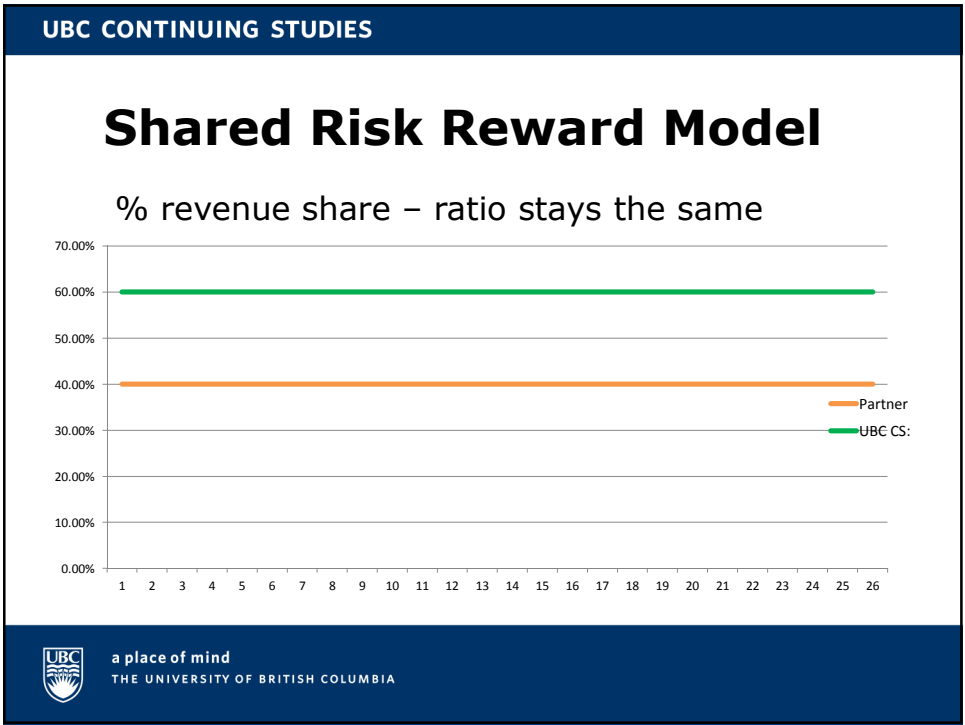
- Partners share risk and revenue at a fixed ratio (e.g., 50/50, 60/40, ...)
- Similar levels of risk tolerance & entrepreneurship

Benefit:

- Shared incentive for growth



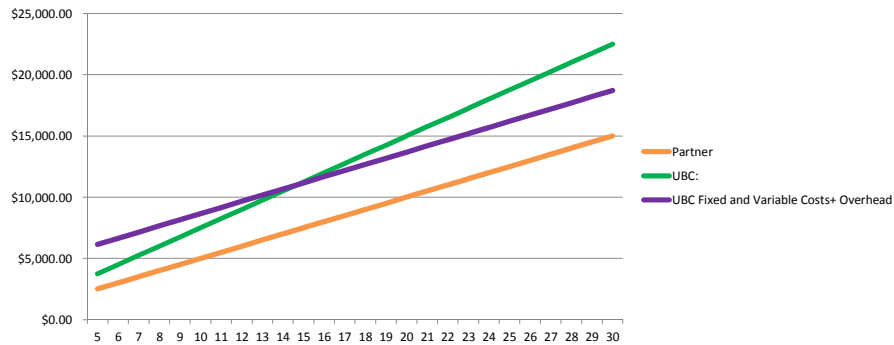
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Shared Risk Reward Model

Revenue and break even - actual



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Scaled Risk Reward Model

Fits a context where:

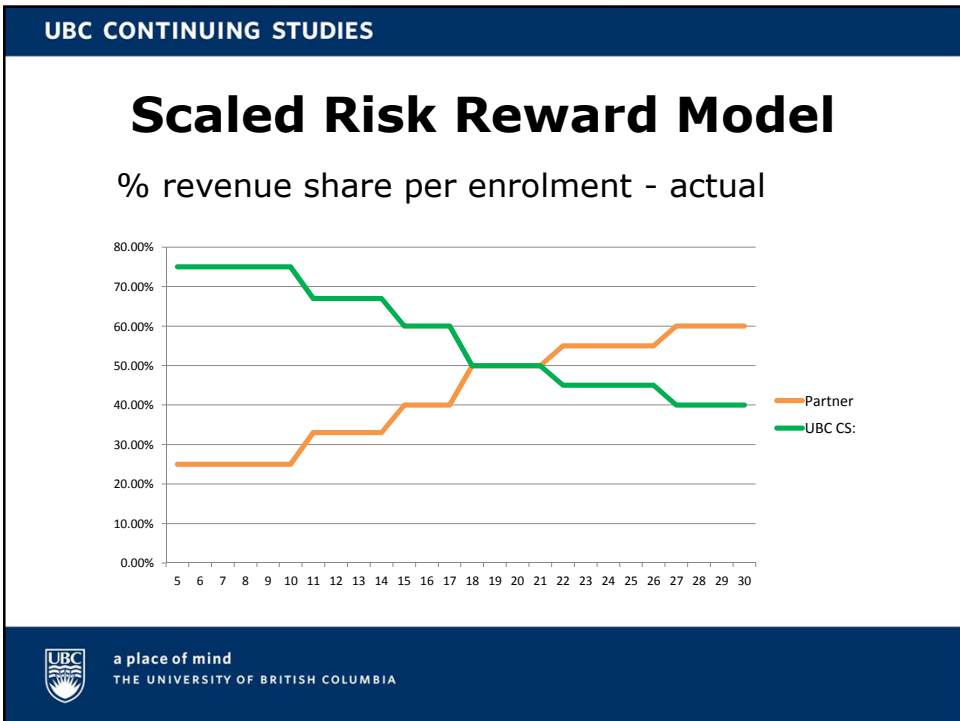
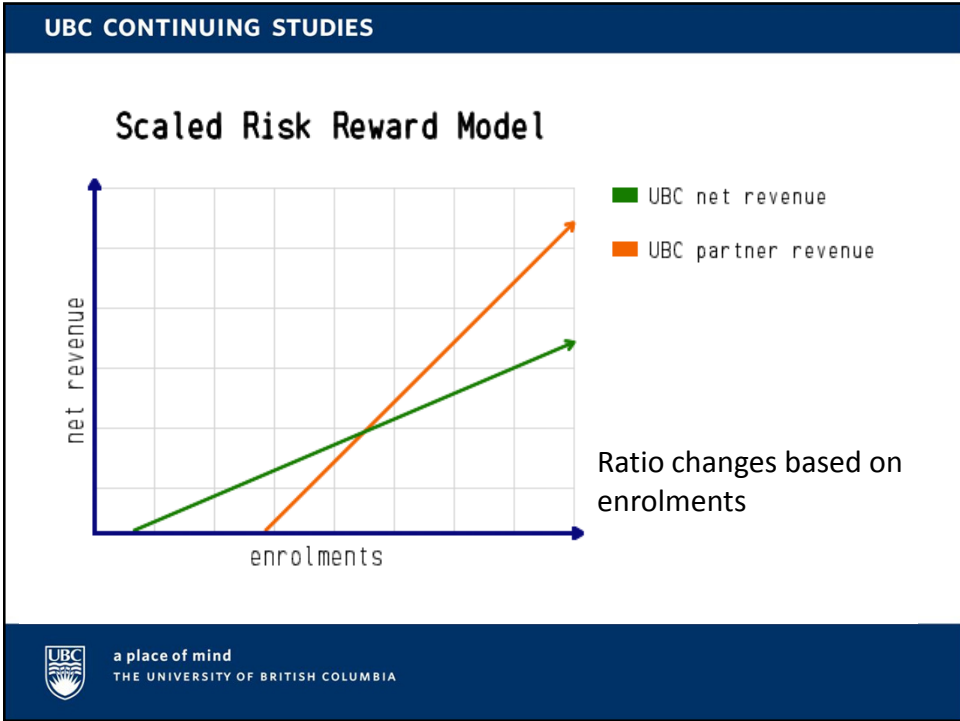
- One partner more confident about demand
- Differing levels of risk tolerance / entrepreneurship

Benefits:

- Protects the more risk adverse partner
- Incentivizes the more entrepreneurial partner



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But....

It takes more than responsibilities and models
make a thriving partnership.

Don't forget the relationship!



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The Tippy Boat



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What keeps a partnership afloat?

- Open, clear communication
- Commitment to fairness
- Flexibility – responsiveness
- Understanding each others' measures of success



What keeps a partnership afloat?

- Common vision
- Shared values
- Trust
- Positive personal relationships



Charter for Success*

- Written – but not legally binding
- Jointly developed
- Includes values, roles, vision for success, contingencies, dispute resolution

*source: The Partnership Charter, by David Gage



Right partner
Right model
Right relationship

