NUTN Conference
Partnering & Collaboration
June 10, 2008

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WHAT DEFINES A PARTNERSHIP?

- Shared goals
- Shared risk and reward
- Shared problem solving
## Sustainable International Initiatives

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<th>Key Elements</th>
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The “Right” Partner

• Identifying
• Qualifying
• Importance of Rhythm and putting “Skin in the Game”
• Strategic Fit
  – Resources available?
  – Compatibility business models – do they have a model?
• Quality
• Marketing
The “Right” Product

- What you want to “push” vs. what the market wants to “pull”
- Having the right partner is crucial
- Solving the price point dilemma
Legal Problems

- Liability Insurance
- Indemnification
- Copyright
- Venue
Cultural

Translation means more than just language

Localization
Managing, if not synchronizing expectations
Intellectual property
Liability
Protecting your brand
Language
Resource Disparity

- Resources to travel among other expenses
- Cost of high band width
- Marketing capability
- Price Point
Steps You Can Take

• Nurture and develop internal capacity to manage partnerships
• Adopt a business planning model that asks tough questions
• “Court” your legal and risk mgt departments
• Plan to manage financials across normal operating cycles
• Distinguish upfront, sunk costs early and be prepared to accept some degree of same
• Avoid being a “colonialist” by offer programming reciprocity
• Make sure to have an appropriate accounting infrastructure
<table>
<thead>
<tr>
<th>Year</th>
<th>LIU</th>
<th>UCI</th>
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<tbody>
<tr>
<td>2004</td>
<td>$293,651</td>
<td>X</td>
</tr>
<tr>
<td>2005</td>
<td>$333,236</td>
<td>$14,999</td>
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<tr>
<td>2006</td>
<td>$358,668</td>
<td>$54,115</td>
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<td>2007</td>
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<td>$614,552</td>
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<td>2008 (est.)</td>
<td>$743,000</td>
<td>$541,056</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$2,705,769</strong></td>
<td><strong>$1,224,722</strong></td>
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</table>
TYPES OF UNIVERSITY ON-LINE PARTNERSHIPS

- Vendor/service supplier
- Co-development
- Marketing
- Testing/evaluation
- Consortium
- Investor
WHAT DEFINES A PARTNERSHIP?

- Shared goals
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- Shared problem solving
LESSON 1

Have a strategic purpose for a partnership.
LESSON 2

Be open to partnerships, even when you don’t have a strategic goal.
LESSON 3

Determine the realistic value of contributions of all partners, and identify gaps.
Partnership Responsibilities

EXTENSION

- Market Assessment
- Content & Instruction
- Delivery System
- Develop Curriculum
- Instructional Design
- Academic Support
- Technical Support
- Evaluation

PARTNER

- Development Funds
- Marketing
LESSON 4

Define and quantify risk and create a balance between risk assumption and contributed value.
LESSON 5

Have an exit strategy and create *a priori* criteria for success and failure.
LESSON 6

Develop a due diligence process that continues after the contract is signed.
LESSON 7

Don’t be mad when your partner competes with you.
LESSON 8

Use your own “paper” when possible (which means you have to have your own paper).

A. Easy Termination
B. No Exclusives
C. Use of Escrows
D. Arrange for “Back-End” Payments
E. Use of Name
F. Own IP, but Liberalize License
G. Use of Standards
LESSON 9

Make your contract officer your best friend - (they have problems too).
LESSON 10

Establish a rhythm of interaction with your partner.