

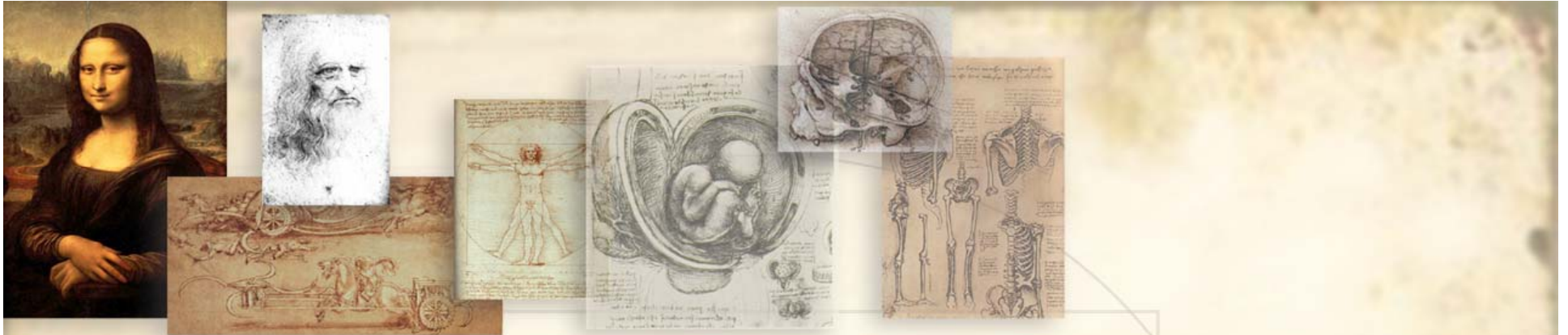
NUTN Conference  
Partnering &  
Collaboration  
June 10, 2008

**Gary W. Matkin**  
**Dean, Continuing Education**  
**UC Irvine**



# WHAT DEFINES A PARTNERSHIP?

- Shared goals
- Shared risk and reward
- Shared problem solving



# Sustainable International Initiatives

## *Key Elements*

The “Right” Partner

The “Right” Product

## *Problems*

Legal

Cultural

Resource Disparity

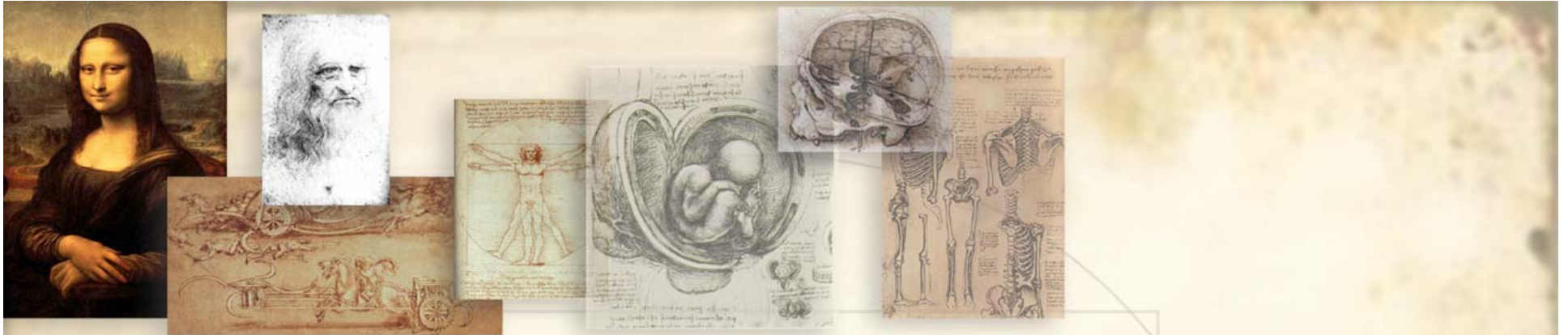
## *Mitigating Actions*

People

Business Planning

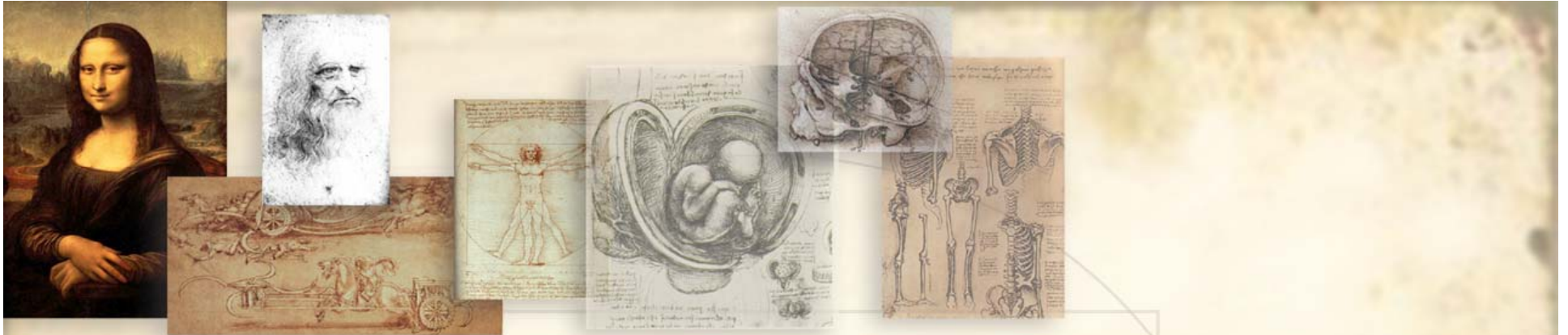
Financial Planning

Reciprocity



# 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



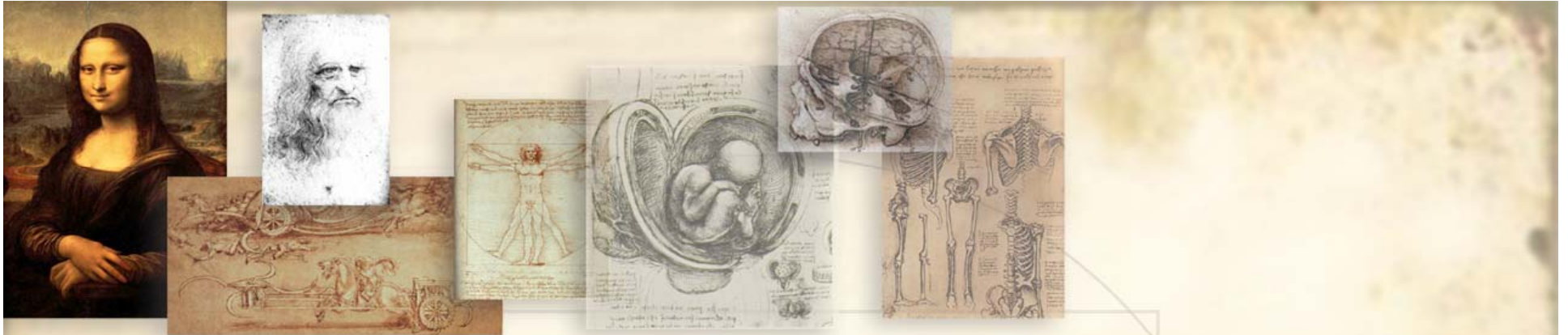
## The “Right” Product

- 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

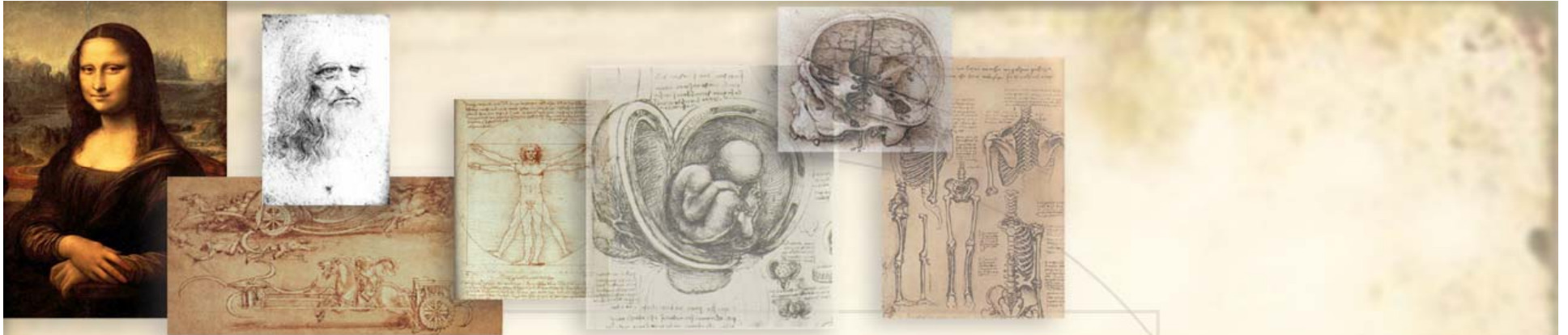
Managing, if not synchronizing expectations

Intellectual property

Liability

Protecting your brand

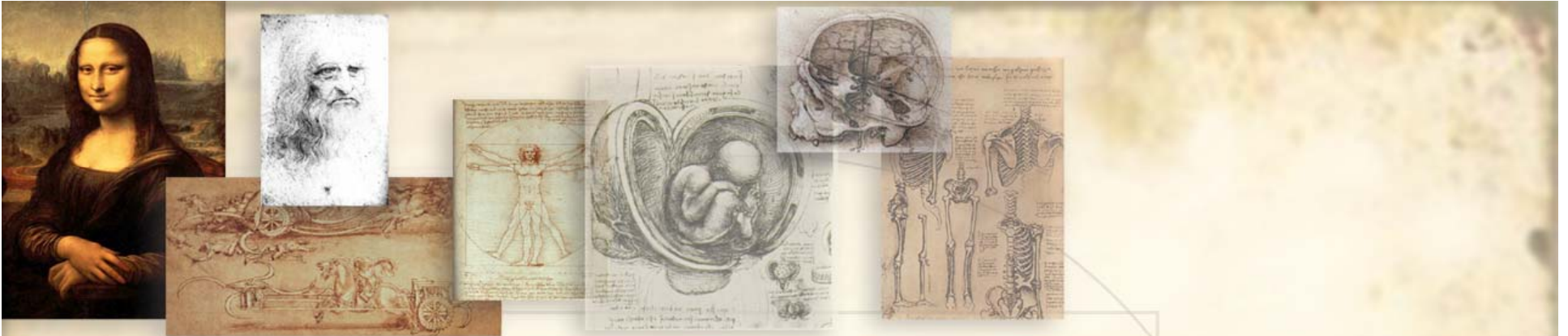
Language



# 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 **OO** 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 **OO** accept some degree of same
- Avoid being a “colonialist” by offer programming reciprocity
- Make sure to have an appropriate accounting infrastructure



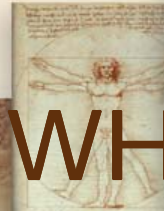
## LIU/UCI Summary of Income Received

Received by			
LIU		UCI	
2004	\$293,651	2004	X
2005	\$333,236	2005	\$14,999
2006	\$358,668	2006	\$54,115
2007	\$977,214	2007	\$614,552
2008 (est.)	\$743,000	2008 (est.)	\$541,056
<b>TOTAL</b>	<b>\$2,705,769</b>	<b>TOTAL</b>	<b>\$1,224,722</b>



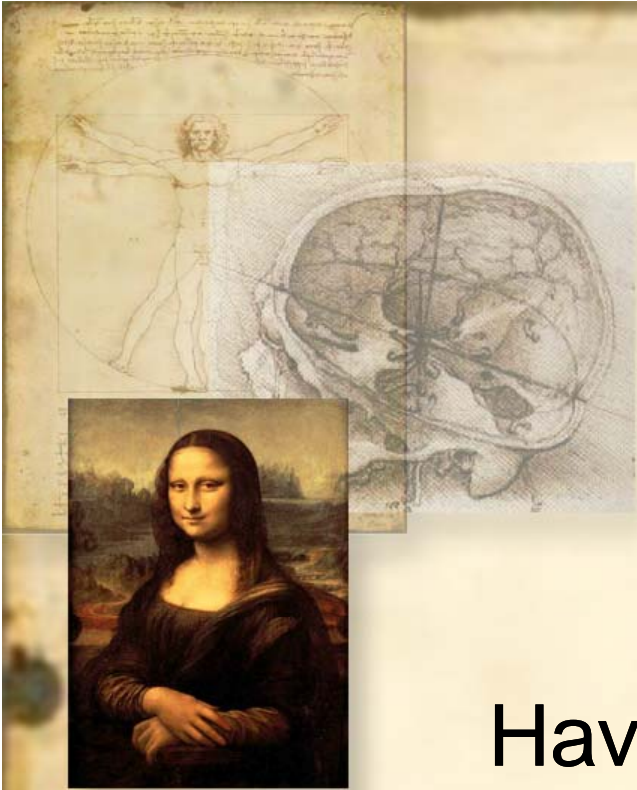
# TYPES OF UNIVERSITY ON-LINE PARTNERSHIPS

- Vendor/service supplier
- Co-development
- Marketing
- Testing/evaluation
- Consortium
- Investor



# WHAT DEFINES A PARTNERSHIP?

- Shared goals
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# 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**

**PARTNER**

Market Assessment

Content & Instruction

Delivery Sy

Delivery System

Delivery System

Development Funds

Develop Curriculum

Marketing

Instructional Design

Academic Support

Technical Support

Evaluation

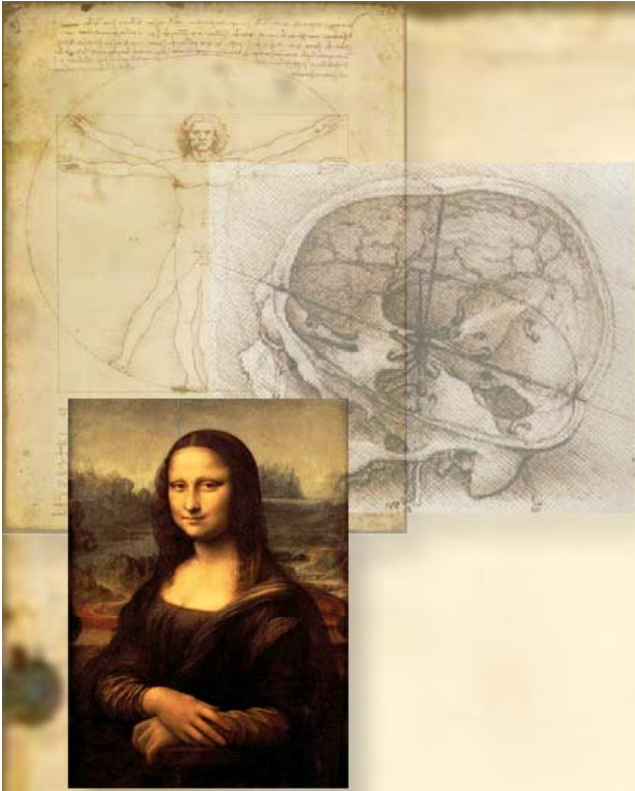






## LESSON 4

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

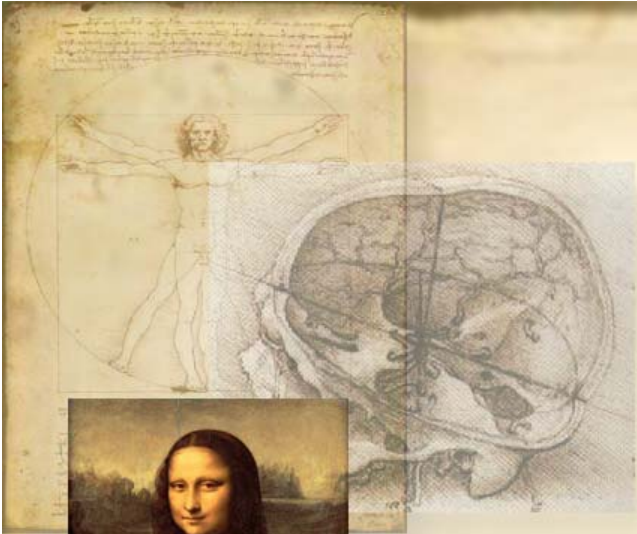
Use your own “paper” when possible (which means you have to have your own paper).

- 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.