

The weights are primarily based on input Tina provided during the interview, with her comments highlighted in red text (along with our logical insights and independent research).

**1. Collaboration Potential (20%):** Tina identified collaboration potential and global profile impact as her two primary objectives for UVA's globalization efforts in South Africa. I think it is fair to give these two categories the leading weights (at 20% respectively).

- **UWC Collaboration (Score: 8/10):** UWC offers strong collaboration opportunities due to its established infrastructure and networks. There is already goodwill and mutual interest between both parties. Additionally, UWC has approached negotiations with a more **“collaborative rather than transactional”** perspective, avoiding terminology like **“tenant.”**
- **UVA Entity (Score: 7/10):** While establishing an independent UVA entity offers limited short-term collaboration potential, as it would take significant time to build relationships and credibility from scratch, it presents substantial (and higher) long-term upside → building a larger number of partnerships in the future. **The scope of collaborative potential** is much greater with the UVA Entity.

## 2. Global Profile Impact (20%)

- **UWC Collaboration (Score: 4/10):** UVA benefits from UWC's reputation and local credibility but may face challenges in establishing its own visibility beyond the local community. UWC's efforts to **make the relationship exclusive (in the humanities capacity)** could limit UVA's ability to create a large footprint across all of South Africa. Additionally, while UWC is well-respected, it is not the highest-ranked university in South Africa. By working so closely with UWC, UVA is attaching itself to that name, and thereby considerably reducing the upside it has in becoming a major global name in SA.
- **UVA Entity (Score: 7/10):** Establishing its own entity provides UVA with greater flexibility to collaborate with more institutions without the constraints of an exclusivity clause. This approach opens the door to partnerships with higher-ranked institutions like Stellenbosch University (SU) and the University of Cape Town (UCT), among others. However, the downside of not leveraging the credibility of an existing university is that UVA currently has little to no reputation in the region, making it harder to gain traction/get our foot in the door. Examples like **Harvard's failed EMBA program** illustrate how even world-renowned U.S. institutions can struggle abroad. If Harvard faced such challenges, where does that leave UVA? Nonetheless, the upside is significantly higher under an independent entity, warranting a 7/10 for the prospect of a **unique UVA footprint**.

**3. Speed of Implementation (12%):** Tina emphasized that it's in UVA's best interest to "strike while the iron is hot," as she currently has strong support—both financial and moral—from UVA's administration. This support is evident in the recent creation of her position and the initial expectation that she establish multiple offices simultaneously. However, Tina is concerned that *if immediate results are not achieved, excitement and momentum may wane, potentially leading to a loss of funding and institutional backing.*

- **UWC Collaboration (Score: 10/10):** Leveraging UWC's existing systems—such as legal, insurance, tax, and operational infrastructure—ensures an expedited and seamless implementation process. Negotiations with UWC are already underway, and there is strong mutual interest from both parties to move forward. No alternative offers the same speed and convenience as collaborating with UWC.
- **UVA Entity (Score: 2/10):** Establishing an independent UVA entity faces significant legal and logistical challenges, resulting in a much longer timeline. Implementation is unlikely to be completed within a year and could extend to three years or more.

**4. Cost Efficiency (10%):** Tina warned about the risk of a considerable financial investment due to the *instability in SA* → though right now things look good, still a possibility: history of political violence, economic swings, outbreaks → for this reason, UVA administration is incredibly cautious about overspending

- **UWC Collaboration (Score: 8/10):** Lower costs due to shared resources and reduced administrative burden.
- **UVA Entity (Score: 3/10):** Higher initial setup and operational costs.

**5. Autonomy (10%):** In the past, Tina has noted that partnering with an institution could mean that efforts in South Africa are hindered by the slow, bureaucratic processes of a large university. This implies that all decisions must be approved by the institution's administration, which may face delays due to individuals being on vacation, busy with other work, or otherwise unavailable. Tina experienced such delays during her first effort to globalize a university abroad, where she ultimately switched from a partnership model to creating an independent entity. This was the primary reason Tina was initially opposed to the UWC partnership. However, she later changed her stance in favor of speed, cost-effectiveness, and collaborative potential. All to say, autonomy matters: you have to navigate UWC rules+policies and get UWC approval for large decisions.

- **UWC Collaboration (Score: 2/10)**
- **UVA Entity (Score: 10/10):**

**6. Local Community Impact (8%):** In the interview, Tina was asked about her ideal scenario regarding this effort in South Africa. She responded by saying it is *“an opportunity to do what other institutions have failed to do”*—to step beyond UVA’s vested interests, respond deeply to the needs of the local community, and make a difference. Our team agrees with Tina and sees this as an angle to differentiate from the failures of the past, which is why we have ranked it so highly, even beyond some of explicit objectives for setting up operations in South Africa to begin with.

- **UWC Collaboration (Score: 8/10):** UWC’s established presence and local networks provide a strong foundation to engage with and positively impact the surrounding communities. Leveraging their local expertise ensures that UVA’s efforts are grounded in addressing real, immediate needs. However, operating under UWC might limit the flexibility for UVA to design and implement independent community-oriented initiatives.
- **UVA Entity (Score: 5/10):** Creating an independent UVA entity offers the potential for greater long-term impact because we host more community events and tailor them to our desire (following the theme of punching above our weight). However, building trust and relationships with local communities would require considerable time. The lack of an established presence in the region could delay meaningful engagement. Furthermore, an over-zealous and overly ambitious approach has been the downfall of many failed international offices in the past (e.g., Harvard’s expensive but unsuccessful EMBA classrooms). Tina’s differentiator from these failed attempts would be focusing on the local community—something that independent entities have historically struggled to achieve.

## **7. Study Abroad Opportunities (7%)**

- **UWC Collaboration (Score: 5/10):** Partnering with UWC provides a strong foundation for study abroad programs, including January term, summer term, and semester-long opportunities. UWC’s existing academic infrastructure and local credibility make it easier to launch these programs quickly and effectively. However, UVA would need to operate within UWC’s framework, limiting the ability to create fully independent or highly customized experiences for UVA students. Additionally, UWC does not have strong STEM departments, so the study abroad programs would likely be humanities-specific.
- **UVA Entity (Score: 7/10):** Establishing an independent UVA office, while not creating a new institution, provides flexibility to design and run unique study abroad programs tailored to UVA’s academic priorities. For instance, UVA could partner with a variety of institutions that excel in specific subjects (e.g., one for a History study abroad program, another for Systems Engineering). However, without the built-in resources and local network of UWC, launching robust programs could take more time and effort to establish partnerships. Overall, while it may require significant work, the opportunity to build out a broader South Africa study abroad program is greater with an independent entity.

## 8. Alumni and Career Services Potential (5%)

- **UWC Collaboration (Score: 5/10):** Moderate potential for alumni engagement, dependent on UWC's priorities.
- **UVA Entity (Score: 7/10):** Greater control to tailor alumni engagement and career services. Once again, more work to do so.

## 9. Risks (4%)

- **UWC Collaboration (Score: 6/10):** Moderate risk due to dependency on UWC for decision-making, which could cause delays or misalignment. However, we can weather the storm of South African instability, shall such an event occur.
- **UVA Entity (Score: 3/10):** Higher risk due to the complexity and uncertainty of establishing a new entity. More affected by SA instability.

*Lower score = more risks*

## 10. Revenue-Generating Opportunities (4%)

- **UWC Collaboration (Score: 4/10):** Partnering with UWC provides limited revenue-generating opportunities. While UWC's infrastructure allows for reduced operational costs, the revenue potential is constrained by the partnership model, where programs/certifications are likely to be co-branded and tied to UWC's financial policies. UVA would have less control over pricing, program structure, and monetization.
- **UVA Entity (Score: 7/10):** An independent UVA office offers greater flexibility to design and manage revenue-generating programs, such as certifications (i.e., leadership), specialized study abroad opportunities, collaborations with local organizations. By setting its own pricing and parameters, UVA can maximize profitability. However, achieving these outcomes would require a significant initial investment = higher risk.

**Thesis:** Choose an independent entity if your goal is to maximize upside, broaden the scope of impact, and you are willing to invest considerable time, resources, and effort with the understanding that there is a possibility of no return. It's an entrepreneurial perspective that gives you more autonomy: a high-risk, high-reward approach.

Choose UWC if you prefer a conservative investment. UWC is the better option if your primary goal is not to generate significant revenue or optimize UVA's global reach and profile, but rather to set realistic expectations, ensure a high likelihood of success, and make a meaningful difference in the local community in the Western Cape.

Given the trend of downsizing globalization efforts by other universities, we recommend taking the conservative route with UWC. Nearly every institution that has attempted an overly ambitious approach has faced significant challenges or outright failure. Capitalize on the positive momentum and interest in globalization from the UVA administration while it is still here, and don't waste the opportunity.