

Partnerships and the Business of Distance Education

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November 24 2015

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Identifying and Building Sustainable
Partnerships in Online and Distance Education

- *Strategic Rationale for Building Partnerships*
- *Defining the Business Models and Parameters for Successful Partnerships*
- *Managing Partnerships: Past, Present and Future*

Strategic Rationale for Building Partnerships

- Grow existing products and markets
- Expand with new products in existing markets
- Expand into new markets with existing products
- Expand into new markets with new products

Strategic Rationale for Building Partnerships

- Increase the quality of the student experience
- Increase the employability of graduates
- Enable sustainable scalability and increase ROI
- Raise the profile and image

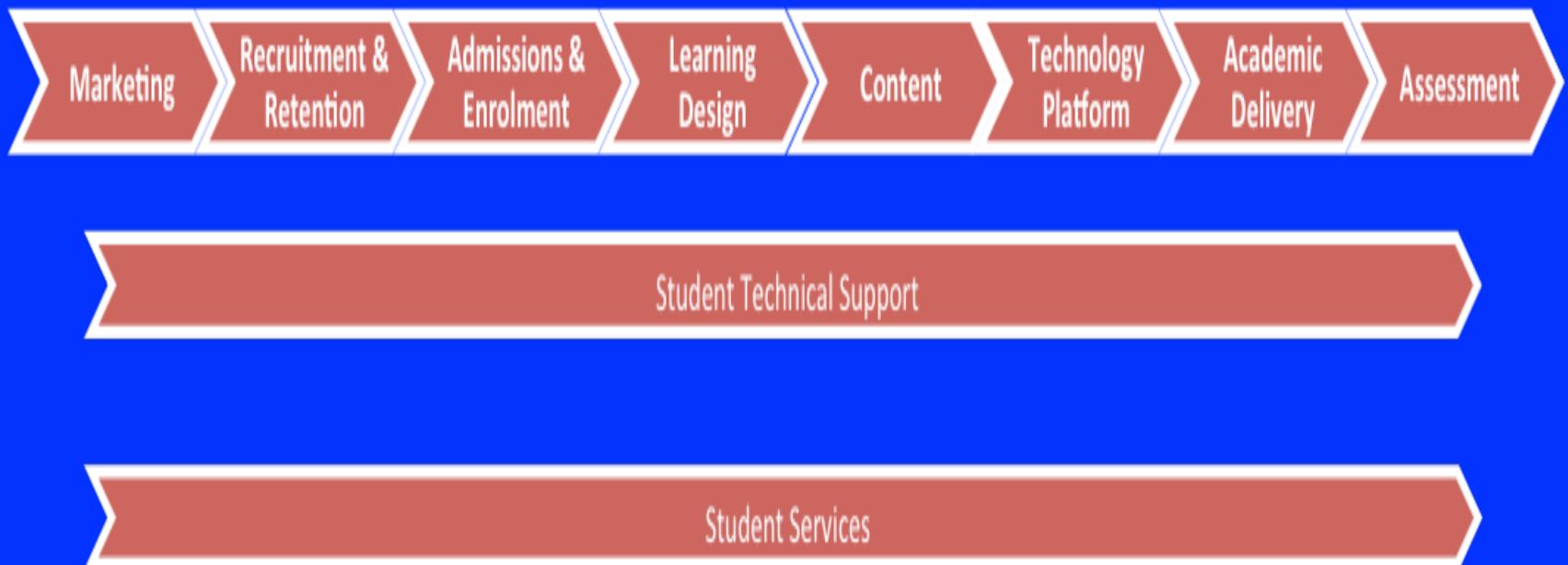
Strategic Rationale for Building Partnerships

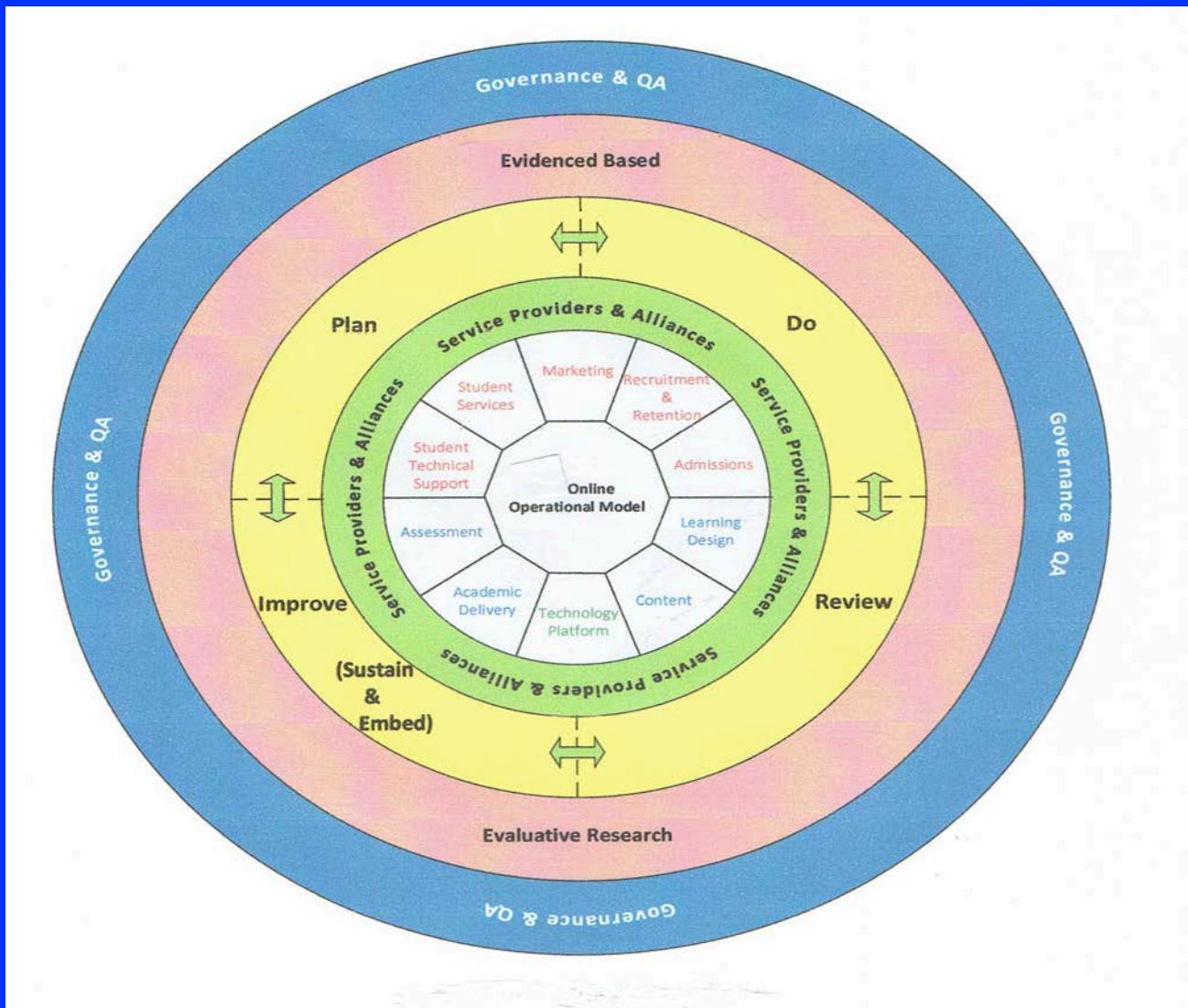
- Minimize competitive risks
- Enable innovation and rate of change in market responses
- Enable innovation and rate of change in teaching and learning practices

Defining the Business Models and Parameters for Successful Partnerships



Online Student Lifecycle Model Ten Core Elements





Managing Partnerships: Past, Present and Future

- Griffith University: Blackboard and QANTM
- Open Universities Australia: Owners, Providers and SEEK
- University of New England: Pearson - “The Third Way”, MOOC’s for credit, and International Pathways Partners
- Emerging Partnerships Opportunities: Academic Partnerships, GLS, LoudCloud, SEEK

Griffith University

- Blackboard : A services provider who became a research and development partner for designing and delivering online education
- QANTM : A Co-operative Multimedia Centre established as a for-profit partnership with Universities, Government and Industry

Open Universities Australia

- Initially concentrated on the marketing and enrolment of single undergraduate subjects and a limited number degrees
- OUA was a formal partnership between 7 Universities
- At its peak it had over 30 higher education and industry providers as partners.

Open Universities Australia

- OUA's business model was to become more involved in the overall student lifecycle
- Provided additional services such as coordinating examinations, tutorial support services, pathways programs, pastoral care

Open Universities Australia

- OUA's itself established a marketing partnership with SEEK
- SEEK eventually sought to become more involved in the overall higher education business and through SEEK Education formed the current partnership with Swinburne for Swinburne Online

University of New England

- Pearsons – “The Third Way” partnership to address the pressures of competition for a regionally based university
- Partnership involved significant integration across many of the student lifecycle components

University of New England

- MOOC's for Credit – Internal voluntary partnerships established for rapid design, development and deployment for MOOC's which could lead to challenge exams for advanced standing

Approaches to Successful Online Partnerships— Key Characteristics

- Clear Alignment with Strategic Plan of Organisation – Statement(s) of Purpose
- Clear contractual obligations and performance metrics across complete online business model components
- Clear Governance and Risk Management Protocols

Approaches to Successful Online Partnerships— Key Characteristics

- Clear communication and change management protocols agreed to by all partners
- Evidence of previous success in partner's ability to deliver
- Appropriate cultural alignment with institution

Domestic and Global Approaches to Partnerships for Online Education

- Partnerships across the student lifecycle – API, SEEK, GLS, LoudCloud,
- Competency based education, RPL agendas, and Industry agendas

Thank You and Questions?