

SHOW ME THE MONEY:

IS REVENUE GENERATION POSSIBLE FOR ATE PROJECTS AND CENTERS?

[CLICK HERE TO WATCH THE WEBINAR RECORDING](#)

Rachael Bower, ATE Central

Nancy Maron, BlueSky to BluePrint

Casey O'Brien, National CyberWatch Center

March 28, 2017

TODAY'S PRESENTERS



Nancy L. Maron

Founder, BlueSky to BluePrint, LLC



Rachael Bower

University of Wisconsin-Madison

PI, ATE Central

TODAY'S GUEST SPEAKER



Casey O'Brien

Executive Director and PI, National CyberWatch Center
Prince George's Community College, MD

POLL QUESTION #1

I would describe myself as:

- A. Affiliated with an ATE grant
- B. Affiliated with a TAACCCT grant
- C. Not currently funded, but writing an ATE grant
- D. Other

ATE: Advanced Technological Education

- NSF Funding – focus on technician education; professional development; community colleges
- Approximately 266 projects & centers currently funded
- Not just a funding program; a real community
- Variety of cross-cutting support for community members

Primary Purpose: Amplify the Impact of ATE

- Information Hub and Portal
- Resource Collection
- Services and Tools
- Outreach and Dissemination

SUSTAINABILITY SUPPORT

- ATE Central: community driven
- *ATE Community Needs Survey* (annual)
- Significant need: sustainability support
- Workshops + webinars

I T H A K A

ITHAKA is a not-for-profit organization that helps the academic community use digital technologies to preserve the scholarly record and to advance research and teaching in sustainable ways.



JSTOR is a not-for-profit digital library of academic journals, books, and primary sources.



Ithaka S+R is a not-for-profit research and consulting service that helps academic, cultural, and publishing communities thrive in the digital environment.



PORTICO

Portico is a not-for-profit preservation service for digital publications, including electronic journals, books, and historical collections.



- Strategy, consulting, research and training
- Applying strategy to innovative initiatives in academic and cultural organizations
- Case studies, reports and tools freely available on the Ithaka website and ours

[HTTP://BLUESKYTOBLUEPRINT.COM/](http://blueskytoblueprint.com/)

THINK LIKE AN ENTREPRENEUR:

SUSTAINABILITY STRATEGIES FOR ATE PROJECTS AND CENTERS

WEBINAR SERIES

JANUARY – MARCH 2017

This series of three live webinars offers participants a framework for thinking strategically about increasing the impact of their work. Each session will feature a leader of a current ATE Center, who will share both the “big picture” of how they approach their work, as well as the nuts-and bolts- of how they arrived at the tactics that work for them.

THINK LIKE AN ENTREPRENEUR:

SUSTAINABILITY STRATEGIES FOR ATE PROJECTS AND CENTERS

Recording @
ATE Central

JANUARY 24: Who is Our Audience? Structuring Successful Partnerships **GUEST SPEAKER: Kevin Cooper**

Recording @
ATE Central

FEBRUARY 28 Home Sweet Home: The benefits and challenges of Institutional support **GUEST SPEAKER: Ann Beheler**

TODAY

MARCH 28 Show Me the Money: Is revenue generation possible for ATE projects and centers? **GUEST SPEAKER: Casey O'Brien**

GOALS OF TODAY'S WEBINAR

- Introduce role of revenue generation in sustainability
- Present a framework for identifying ways to benefit from the value your project/center has created
- Offer the perspective of an experienced practitioner on best practices for revenue generation

TODAY'S GUEST SPEAKER



Casey O'Brien

Executive Director and PI, National CyberWatch Center
Prince George's Community College, MD

About National CyberWatch

:// NSF ATE National Cybersecurity Center

:// Four successive ATE grants since 2005

::// National voice for community colleges in cybersecurity
education & workforce development

Programs & Resources

:// Community College Cyber Summit (3CS)

:// Complete cloud-based lab solution

:// Curriculum

:// Digital Press

Programs & Resources (con't)

- :// Innovations in Cybersecurity Education
- :// National Cybersecurity Student Association
- :// Research & Assessment
- :// World-class competitions

The Challenge

:// Move beyond a singular focus on knowledge

:// Demonstrate the tangible impact of decisions and actions to effective performance

:// Demonstrate which skills made the difference

The Challenge (con't)

::// Demonstrate new approaches to:

:: Testing to improve prediction

:: Learning to improve knowledge

:: Practice using simulation to improve skill

:: Technology designed to lower skill requirements for

effective performance

How to Solve These Challenges?

::// Accelerated learning programs

::// Practice-based education

::// 1st Curriculum Standards for Cybersecurity Education

::// Rapid deployment of customizable and adaptive curriculum

::// Formative credentialing solutions

Contact Information

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:// Executive Director & Principal Investigator

:// National CyberWatch @ Prince George's CC

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POLL QUESTION #2

To what extent does your project or center depend on generating funds aside from your NSF grant?

- A. We do not seek additional sources of revenue today.
- B. We receive some additional revenue, but it is a small portion of our budget today.
- C. We generate substantial revenue through our work with our project/center.
- D. Other

SUSTAINABILITY IS . . .

the ability to generate or gain access to the resources—financial or otherwise—needed to protect and increase the value of the content or service for those who use it.

A **sustainability plan** is an evidence-based strategy for identifying and securing these ongoing sources of support for your project or center, over time.

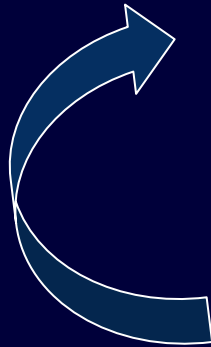


First, there is...



A reliable, recurring cycle of investment and value

EXTERNAL FACTORS

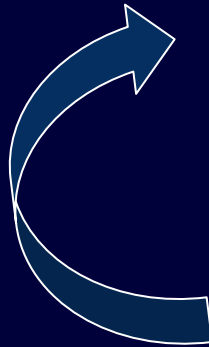


INTERNAL FACTORS



A reliable, recurring cycle of investment and value

EXTERNAL FACTORS



GOALS

ACTIVITIES

COSTS /RESOURCES

FUNDING SOURCES

INTERNAL FACTORS



GENERATING FUNDS – DO WE HAVE TO?

Depends on what direct costs you must cover today and in the future.

May provide some needed flexibility to invest in new programs.

Can be a buffer when other sources of funding are less certain

Resources Needed

Project Management

IT Development

Content Creation

Event Planning

Outreach and Promotion

Legal Guidance

Financial Guidance

Office/Classroom Space

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Project Management
IT Development
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Event Planning
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Legal Guidance
Financial Guidance
Office/Classroom Space

From...?		
Direct Payment	In-kind support	Volunteer Labor
X		
X		
		X
		X
		X
	X	
	X	
	X	

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Strategy to generate revenue

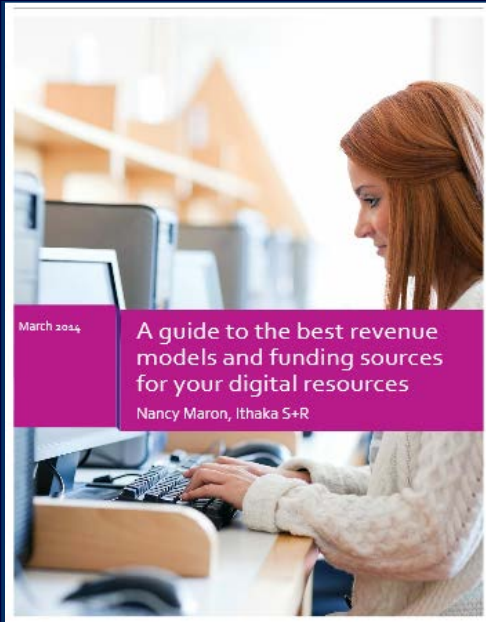


Focus on host, partners, stakeholders



Strategy to drive audience, incentivize volunteers

BEST REVENUE MODELS...

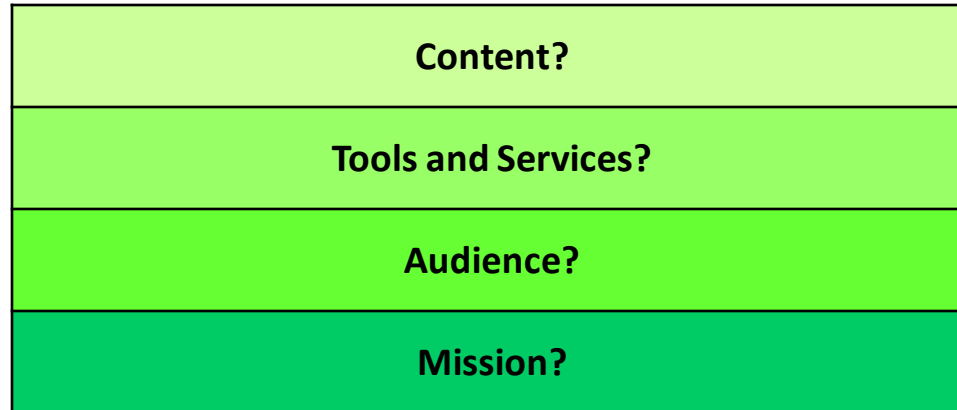


Includes briefs on each model with real-world examples and tips on how to decide if the model is right for you.

Available at: http://www.sr.ithaka.org/wp-content/uploads/2015/08/Jisc_Report_032614.pdf

Value Assessment Framework

Which sources of value might you be able to leverage?



CONTENT



Value Assessment Framework

Access to Content

Key questions

- Is the content or event unique or difficult to find elsewhere?
- Is there an audience—institutions or individuals—of sufficient size and with sufficient ability to pay for access to the content? Or for specific formats or higher-quality rendering of free content?
- Does the content require continuous updating?

Value Assessment Framework

Access to Content

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- Is the content or event unique or difficult to find elsewhere?
- Is there an audience—institutions or individuals—of sufficient size and with sufficient ability to pay for access to the content? Or for specific formats or higher-quality rendering of free content?
- Does the content require continuous updating?

Potential models

- Subscription
- Purchase / Perpetual Access
- Pay-per-Use / Pay-per-View
 - Licensing Content
- Charge for Added Value

Value Assessment Framework

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Examples

Online databases, journals

NCC's textbook, Robotics kits, Competitions & events

ScienceDirect

National Archives, numerous museums and library special collections

Stanford Encyclopedia of Philosophy and premium formatted PDFs

TOOLS and SERVICES



"Tools" by John Griffith via Flickr

Value Assessment Framework

Tools and Services

Key questions

- Are the tools and features valuable enough to pay for?
- Is there an audience of contributors or authors with sufficient funding resources to pay for services?
- Does the project staff have expertise that can be 'farmed out' to others without distracting from project's core mission?

Value Assessment Framework

Tools and Services

Key questions

- Are the tools and features valuable enough to pay for?
- Is there an audience of contributors or authors with sufficient funding resources to pay for the service?
- Does the project staff have expertise that can be 'farmed out' to others without distracting from project's core mission?

Potential models

- Charge for Added Value:
Specific Tools, Added
Functionality
 - Contributor Pays
- Licensing / Customizing
Software
- Consulting Services

Value Assessment Framework

Tools and Services

Key questions

- Are the tools and features valuable enough to pay for?
- Is there an audience of contributors or authors with sufficient funding resources to pay for publishing (OA)?
- Does the project staff have expertise that can be 'farmed out' to others without distracting from project's core mission?

Potential models

- Charge for Added Value: Specific Tools, Added Functionality
- Contributor Pays
- Licensing / Customizing Software
- Consulting Services

Examples

SurveyMonkey

Online lab infrastructure
(pay for access) (NCC)

Webinar Services (MATEC)

eBird's kiosks

AUDIENCE



© 2013 Wade Brooks

Livin on a Prayer, Wade Brooks via flickr (audience from Bon Jovi concert in Raleigh, Nov 2013)

Value Assessment Framework

Audience

Key questions

- Is the project likely to be of interest to specific industries or companies?
- Is the audience large enough to be appealing?
- Does the audience have specific attributes valuable to sponsors?
- Can you measure and translate the size and qualities of your audience?

Value Assessment Framework

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Potential models

- **Advertising**
- **Corporate Sponsorships**

Value Assessment Framework

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- Is the project likely to be of interest to specific industries or companies?
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Potential models

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Examples

INA

MATE – corp sponsorships
at student competitions

NCC – Companies pay for access to
student performance-based
“scouting reports” from competitions

MISSION



Skylab 1, NASA Johnson via Flickr

Value Assessment Framework

Mission Value

Key questions

- Is there a pool of like-minded individuals/orgs who would support the resource financially?
- Do you have the organizational infrastructure to accept donations?
- Does the project help its host institution attract faculty, students, staff? Does it leverage institutional assets such as faculty interest or library special collections?

Value Assessment Framework

Mission Value

Key questions

- Is there a pool of like-minded individuals/orgs who would support the resource financially?
- Do you have the organizational infrastructure to accept donations?
- Does the project help its host institution attract faculty, students, staff? Does it leverage institutional assets such as faculty interest or library special collections?

Potential models

- **Membership Model**
- **Philanthropy:**
 - **Grants, Donations, Endowments**
- **Host Institution Support**

Value Assessment Framework

Mission Value

Key questions

- Is there a pool of like-minded individuals/orgs who would support the resource financially?
- Do you have the organizational infrastructure to accept donations?
- Does the project help its host institution attract faculty, students, staff? Does it leverage institutional assets such as faculty interest or library special collections?

Potential models

- **Membership Model**
- **Philanthropy:**
- **Grants, Donations, Endowments**
- **Host Institution Support**

Examples

Student Memberships @ NCC

All NSF grantees
Stanford Encyclopedia of Philosophy
(Endowment)

National Convergence Technology Center
SEP, Bentham Project,
many others

VALUE ASSESSMENT FRAMEWORK

Leverage the value of	Revenue Model
CONTENT	Subscription
	Purchase or pay per use
	Licensing content
	Freemium (added formats?)
TOOLS & SERVICES	Freemium (added features?)
	Licensing, customizing software
	Consulting and other services
	Publishing platform, or other software/service
AUDIENCE	Advertising
	Corporate sponsorships
MISSION	Membership
	Philanthropy (donations, grants, endowments)

VALUE ASSESSMENT FRAMEWORK

Leverage the value of	Revenue Model	Compatible with OA?
CONTENT	Subscription	NO
	Purchase or pay per use	NO
	Licensing content	YES
	Freemium (added formats?)	YES
TOOLS & SERVICES	Freemium (added features?)	YES
	Licensing, customizing software	YES
	Consulting and other services	YES
	Publishing platform, or other software/service	YES
AUDIENCE	Advertising	YES
	Corporate sponsorships	YES
MISSION	Membership	YES
	Philanthropy (donations, grants, endowments)	YES

POLL QUESTION #3

My main challenge in seeking revenue sources is ...

- A. I'm not sure which are likely to work
- B. My institution has rules that make this difficult
- C. My funder has rules that make this difficult
- D. We don't have a mechanism in place to accept payments
- E. Other

Questions?

Q+A with Casey O'Brien

National CyberWatch Center

YOUR NEXT STEPS

FIRST STEPS

1. Develop list of options
2. Research other ATE projects/centers who have tried something similar
3. Test the waters: What would need to be true for this to work?

TESTING THE WATERS

- Identify your assumptions

eg, SPONSORSHIP: Local business will want access to our competition attendees; be willing to pay us for this privilege.

- Develop first-pass budget cost/revenue for what this will deliver

What will it cost me to put this program together?

What are current rates in my field (among similar offerings) for this?

- Start testing

Develop a pitch; visit several local businesses; talk with them about the offering.

- Refine projections

WEBINAR SERIES 2017

All webinars are archived at

ATE CENTRAL

<https://atecentral.net/sustainability>

PLEASE TAKE A MOMENT TO
COMPLETE OUR SURVEY...

THANK YOU

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Rachael Bower bower@scout.wisc.edu

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