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## **AM I SUSTAINABLE?**

AN OVERVIEW OF KEY STEPS TOWARDS  
FINDING A SUSTAINABILITY MODEL

Nancy Maron, BlueSky to BluePrint

Rachael Bower, ATE Central

March 8, 2016

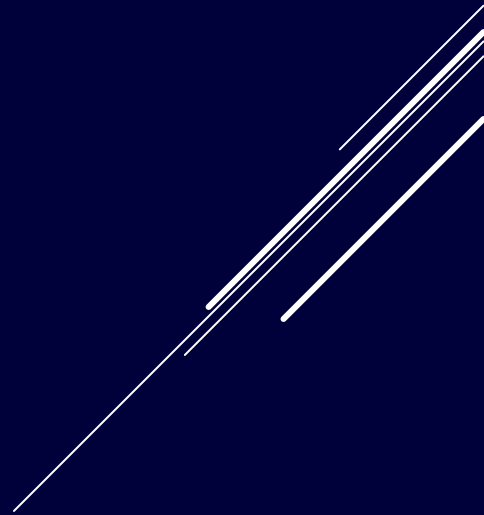
# TODAY'S PRESENTERS



**Nancy L. Maron**  
Founder, BlueSky to BluePrint, LLC




**Rachael Bower**  
University of Wisconsin-Madison  
PI, ATE Central



# POLL QUESTION #1

I would describe myself as:

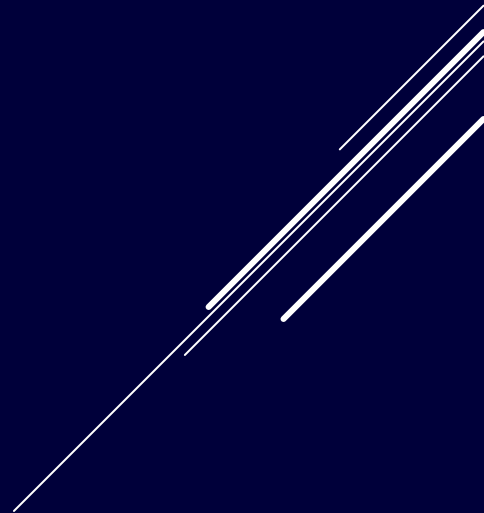
- A. Affiliated with an ATE grant
  - B. Affiliated with a TAACCCT grant
  - C. Not currently funded, but writing an ATE grant
  - D. Other
- 
- A decorative graphic consisting of several parallel white lines of varying lengths, slanted diagonally from the bottom right towards the top right, located in the lower right quadrant of the slide.



<http://atecentral.net/>

## 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

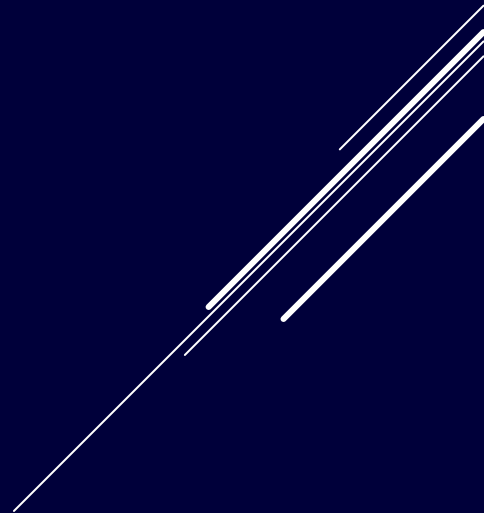




<http://atecentral.net/>

**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* (2011)
- 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.**



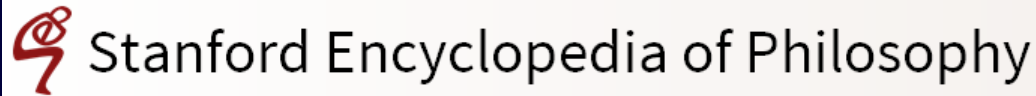
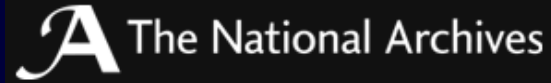
Ithaka S+R is a not-for-profit research and consulting service that helps academic, cultural, and publishing communities thrive in the digital environment.



**PORTICO**

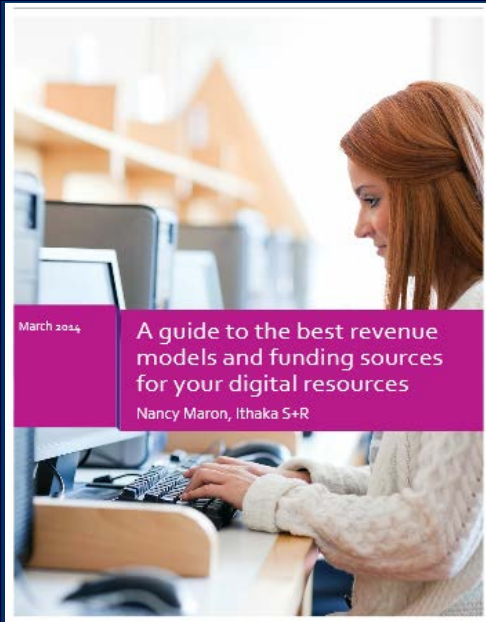
Portico is a not-for-profit preservation service for digital publications, including electronic journals, books, and historical collections.

# CASE STUDIES IN SUSTAINABILITY (20+)





# 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](http://www.sr.ithaka.org/wp-content/uploads/2015/08/Jisc_Report_032614.pdf)



- Strategy, consulting, research and training
- Focus on business models in academic and cultural heritage settings, all disciplines
- Case studies, reports and tools freely available on the Ithaka website, and ours.

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

# BUSINESS MODEL BOOTCAMP

## AUGUST 8-10 -- CHICAGO

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

August 8-10  
@  
Northwestern

- 3-day Intensive workshop
  - Work with teams and individuals from academia, libraries and other settings
  - Develop hypotheses for business strategy and funding model and plans for testing it
- 
- **Apply by 21 April:** [blueskytoblueprint.com](http://blueskytoblueprint.com)


# GOALS OF TODAY'S WEBINAR

- Introduce broader definition of "sustainability"
- Encourage participants to challenge assumptions
- Identify key values that could be leveraged for long-term support




## POLL QUESTION #2

In my opinion, the right time to start thinking about long-range plans including sources of financial support is


- A. As the end of the grant approaches
  - B. Once the grant is funded
  - C. While the proposal is being developed
- 
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# WHEN TO START THINKING ABOUT SUSTAINABILITY

- EARLY (now!)
  - Better to sketch out ideas very early and change them later
  - An on-going process (grant proposal will be outdated fast!)
- 

# POLL QUESTION #3

I would like the work of my project or center to...

- A. Continue as is over the next several years. I could do this forever!
  - B. Grow, develop, and change as needs change over time.
  - C. Wrap up successfully. I am ready to move on!
- 
- A decorative graphic consisting of several parallel white lines of varying lengths, slanted upwards from left to right, located in the bottom right corner of the slide.

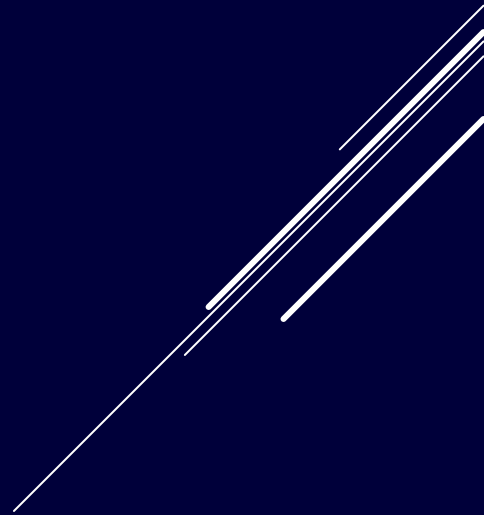
# FIRST...

What do you want to sustain?

Some key outputs?

A new program or service?

Your entire team?







# WHAT NEEDS TO BE SUSTAINED?

TECHNOLOGY?



STAFFING, PROJECT  
MANAGEMENT



PARTNERSHIPS





# WHAT ELSE?

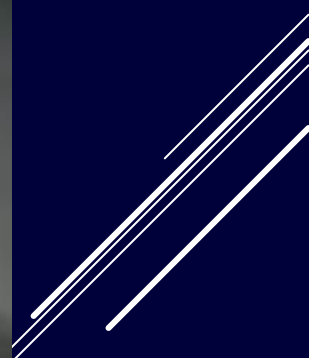
CONTENT?



FACULTY UPTAKE?



STUDENT IMPACT?



# FIRST...

What do you want to sustain?

Some key outputs?

A new program or service?

Your entire team?

Deposit might be fine

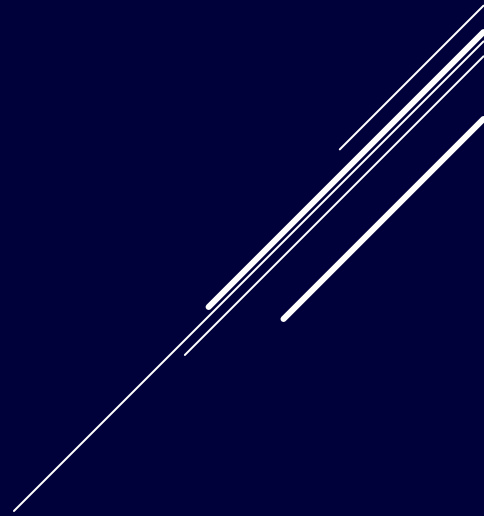
Ongoing grants?

Revenue generation to support  
operating costs



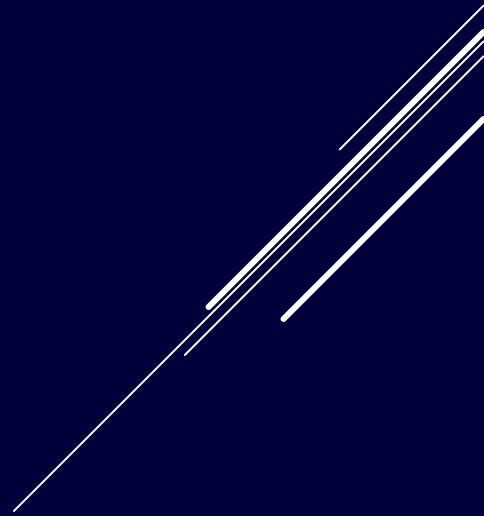


ARE YOU SUSTAINABLE?



# WHO CARES?

- ▶ *No, Really!*
- ▶ *Who are the people who benefit most from your work?*



# YOUR AUDIENCE AND KEY STAKEHOLDERS


- ▶ Direct beneficiaries
- ▶ Indirect beneficiaries



Photo credit Alper Çuğun via Flickr.

# POLL QUESTION #4

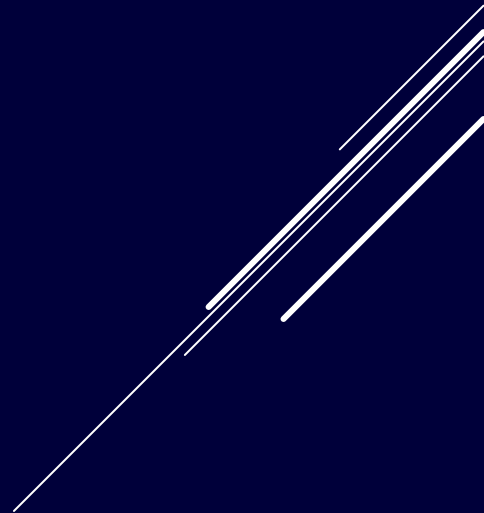
To understand our audience, we

- A. Conduct annual surveys
  - B. Frequently speak with them to get informal feedback
  - C. Take excellent guesses
  - D. Other
- 
- A decorative graphic consisting of several parallel white lines of varying lengths and orientations, located in the bottom right corner of the slide.



# IF YOU WERE AT RISK TO DISAPPEAR...

- ▶ *Would they fight to keep you?*
- ▶ *If not, how to get there?*
- ▶ *(Are there other alternatives out there that they prefer?)*





# THE ENVIRONMENT

- ▶ *What other initiatives may be serving a similar purpose?*
- ▶ *How do you compare?*
- ▶ *More important, how do your beneficiaries think you compare?*



Photo credit: Stiller Beobachter via Flickr.

# YOUR VALUE TO YOUR USERS

- ▶ *VALUE PROPOSITION*
- ▶ *What is so valuable that people will **advocate** for it?*
- ▶ *What is so valuable that people will... **pay** for it?*
- ▶ *What is so valuable that people will **donate their time and effort** to making it a success?*




Photo credit: Hans Splinter. Chicken Transport. Via Flickr

# TRANSLATING VALUE TO FUNDING MODEL



# POLL QUESTION #5

When I start to think about revenue generating activities, I...

- A. turn quickly back to drafting the next grant proposal
  - B. don't waste any time thinking about it; it would never work for us
  - C. think there could be something worth exploring there
- 

# 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
	Host institution support	YES

# POLL QUESTION #6

Of the following options, the one we are most likely to consider would be...

- A. Content sales or licensing
- B. Technology sales or licensing
- C. Corporate sponsorships
- D. Membership or similar participation model
- E. Other?



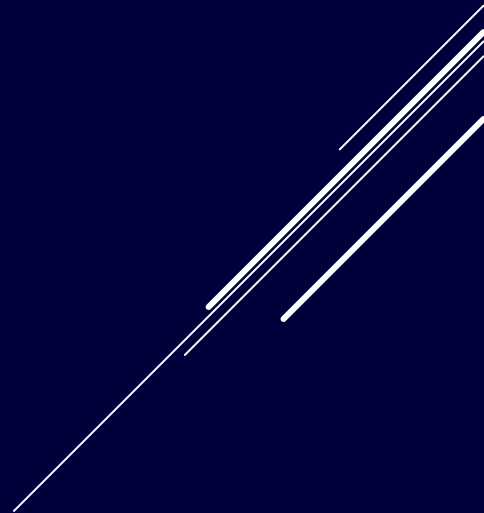
# KEY STEPS TO SUSTAINABILITY

- **Define your long-range goals** for the project/center. **What do you really want to sustain?**



# KEY STEPS TO SUSTAINABILITY

- **Define your long-range goals** for the project/center.
- **Carefully assess all elements you will need to continue delivering value**



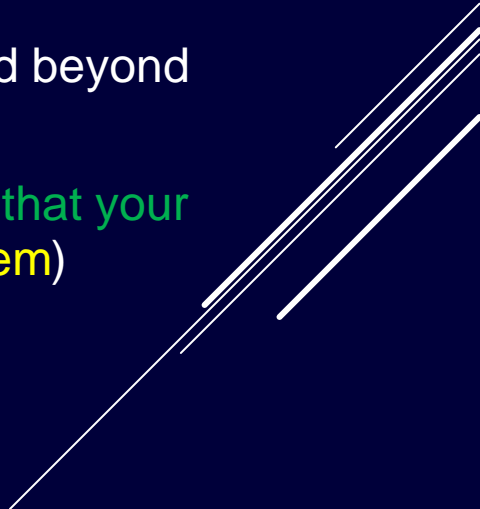


# KEY STEPS TO SUSTAINABILITY

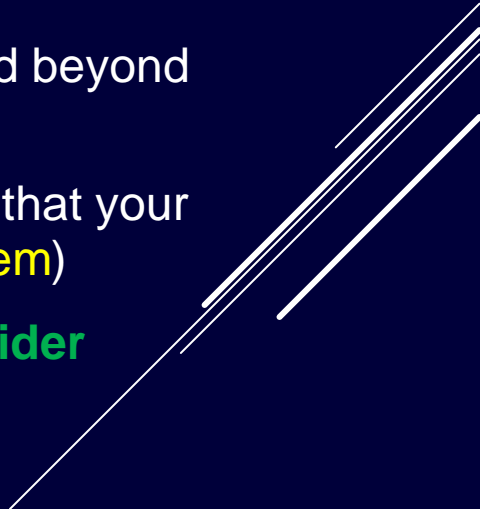
- **Define your long-range goals** for the project/center.
- Carefully assess all elements you will need to continue delivering value
- **Develop a budget**– What will it cost during the grant and beyond to keep up the activities you think are most important?



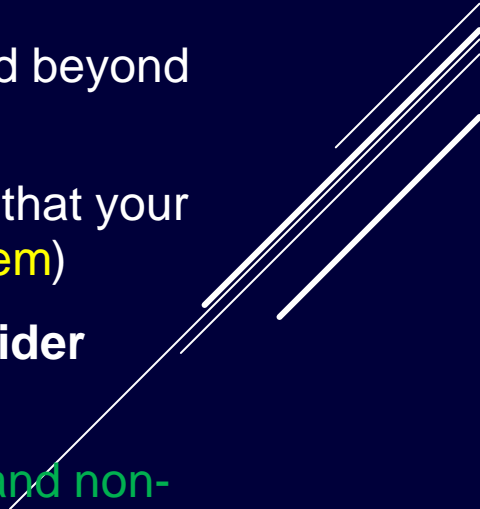
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  - **Assess the value to direct and indirect beneficiaries** that your project or center offers. (**Define assumptions and test them**)
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  - **Assess the role your project or center plays in the wider landscape** (**Define assumptions and test them**)
- 

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- **Define your long-range goals** for the project/center.
  - Carefully assess all elements you will need to continue delivering value
  - **Develop a budget**– What will it cost during the grant and beyond to keep up the activities you think are most important?
  - **Assess the value to direct and indirect beneficiaries** that your project or center offers. (**Define assumptions and test them**)
  - **Assess the role your project or center plays in the wider landscape** (**Define assumptions and test them**)
  - **Determine all possible sources of support** (financial and non-financial) (**Define assumptions and test them**)
- 

## FRAMEWORK FOR POST-GRANT SUSTAINABILITY PLANNING

Instructions: Use this template to answer the questions and clearly identify the goals and activities you want your project to engage in for the future. Each project will have different needs, so please feel free to modify the column headers so that they best suit your case.

IMPACT GOAL						
	Technical Requirements	Content	Access & Discovery	Audience & Impact	Staffing of Enterprise	Your Category
<b>Set Sustainability Goals</b> To achieve desired impact, what must be sustained? What is needed to achieve goals in the long term?	<h3 style="color: red;">Set Quantifiable Goals</h3>					
<b>Identify Activities</b> What ongoing activities will be needed to accomplish the goals above?	<h3 style="color: red;">Identify Activities</h3>					
<b>Determine Costs</b> What resources will be required to support these activities?	<h3 style="color: red;">Determine Costs</h3>					
<b>Build Funding Model Plan</b> Where will project obtain resources needed to cover costs?	<h3 style="color: red;">Build Funding Model</h3>					

# WEBINARS 2016: [atecentral.net/sustainability](http://atecentral.net/sustainability)

**Tuesday, April 5 at 1pm Eastern**

## **Funding Beyond the Grant:**

Finding the Best-Fit Funding Model for Your Project or Center

Guest speakers: Deidre Sullivan & Celeste Carter

**Tuesday, April 19 at 1pm Eastern**

## **Know your Audience, the Rest Will Follow:**

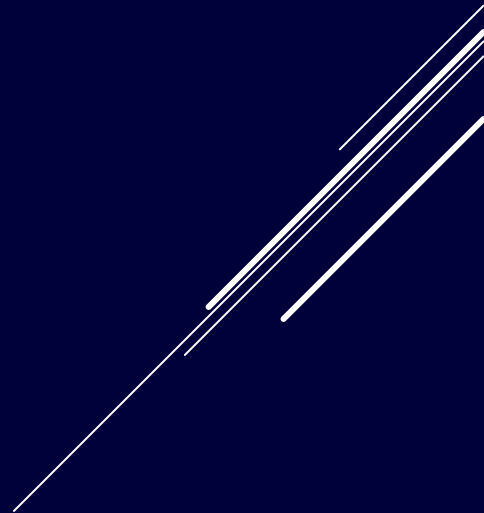
A Deeper Dive into Audience Assessment

**Tuesday, May 3 at 1pm Eastern**

## **The Funding Environment:**

From Funder Mandates to Industry Partnerships

Guest speaker: Michael Lesiecki



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- 3-day Intensive workshop
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THANK YOU

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