

# Collaboration in Higher Education – Partnering Opportunities

Jan M. Haas, Partner  
www.cfocolleague.com  
jan@cfocolleague.com  
267-278-4650

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## Why Collaborate?

- Closures, Mergers & Acquisitions
- Declining Enrollment
- Tuition Discounting
- Pricing
- Cash Flow
- Doubt about 4 Year Degree
- Weak Outcomes
- Loss of Differentiators

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## Why Collaborate?

- ▣ Closures, Mergers & Acquisitions
  - Mergers and acquisitions from 2010–2017 have doubled the activity that occurred in the prior decade
  - 20 private, nonprofit colleges closed from 2016–17 to 2017–18
- ▣ Declining Enrollment
  - The pool of 18-year-olds is starting to decline—with precipitous declines in certain regions forecast to begin in 2026

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## Why Collaborate?

- ▣ Tuition Discounting
  - NACUBO survey - record high of 52.2% in 2018-19
  - Growing discounts likely contributed to an inflation-adjusted 3.6% drop in revenue from first-time freshmen
- ▣ Pricing
  - Tuition resets
  - Student indebtedness
  - Chronicle of Higher Education article -“most institutions — the overwhelming majority — have zero idea how they earn a living, where the margins are across programs.”

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## Why Collaborate?

- ❑ Cash Flow
  - No Margin, No Mission
- ❑ Doubt about 4-Year Degree
  - 18 to 34-year olds agreeing with statement “Is a 4-year college degree worth the cost” drops from 57% in 2013 to 39% in 2017 (WSJ poll)

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## Why Collaborate?

- ❑ Weak Outcomes
- ❑ Loss of Differentiators
  - Expansion in number of majors
  - Explosion in co-curricular programs & services
  - Mission creep
  - The rise of “best practices”
  - Universities adopting “small college” activities
  - Bland, vague language

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## Why Collaborate?

- Advantages of Collaboration
  - Coming together of diverse stakeholders
  - Pooling of both tangible and information-based resources
  - Sharing of ideas and information
  - Diversification of talents and capabilities
  - Limiting of overlap in services
  - Coordination of existing services
  - Gaining access to skill sets
  - Research and analyses that are broader in scope
  - Unique chance to gain a better understanding of other organizations in the community


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## Why Collaborate?



*“If you have an apple and I have an apple and we exchange these apples then you and I will still each have one apple. But if you have an idea and I have an idea and we exchange these ideas, then each of us will have two ideas.” — George Bernard Shaw*

*1 Corinthians 12:20-25 (ESV)*  
*20 As it is, there are many parts, yet one body. 21 The eye cannot say to the hand, “I have no need of you,” nor again the head to the feet, “I have no need of you.” 22 On the contrary, the parts of the body that seem to be weaker are indispensable, 23 and on those parts of the body that we think less honorable we bestow the greater honor, and our unpresentable parts are treated with greater modesty, 24 which our more presentable parts do not require. But God has so composed the body, giving greater honor to the part that lacked it, 25 that there may be no division in the body, but that the members may have the same care for one another.*

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# Potential Collaboration Opportunities

- Strategic partnerships benefit everyone
- Are you really giving away top company secrets
- Power of partnerships
- Gaps
- Opportunities
- Common Goals



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## Potential Collaboration Opportunities

“Strategic partnerships benefit everyone: businesses, employees and customers. Businesses can broaden their relevance and increase their addressable market; customers benefit from the strengths and offerings each organization brings to the table; and employees can expand their development opportunities by being exposed to new perspectives and expertise. Plus, deepening ties between complementary businesses fosters collaboration and longevity, and allows companies to offer services and solutions that help their customers and other businesses become more successful.”

-President, PayPal Canada, 2017



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<https://www.theglobeandmail.com/report-on-business/careers/leadership-lab/the-power-of-partnerships-why-businesses-are-better-together/article36529258/>

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## Potential Collaboration Opportunities

- ❑ Financial Management: Policies and Procedures
  - Personnel policies
  - Executive compensation packages
  - Long-term contracts or leases
  - Loans or lines of credit
  - Internet use and computer security
  - Capital purchases
  - Disposition of donated stock
  - Insurance requirements and reviews
  - Record retention
  - Gift acceptance

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## Potential Collaboration Opportunities

- ❑ The real question to ask is, are you really giving away top company secrets or just more common bits of information.
- ❑ Retain the unique bits that make your college your college
- ❑ Coca-Cola

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## Potential Collaboration Opportunities

- The Power of Partnerships
  - Identify the gap and opportunity
    - ✓ Greatest success when opportunity drives collaboration
  - Work toward a common goal
  - Lean into each other's strengths
    - ✓ Strategic partnerships enable teams to bring the best of their talent and strengths forward
  - Communication is key

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### Evolution of partnerships in higher education

New services in support of the academic core

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<https://www.p3edu.com/wp-content/uploads/2019/03/The-New-Era-of-Public-Private-Partnership-in-Higher-Education.pdf>

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# Group Purchasing Organizations (GPO)

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# Group Purchasing Organizations (GPO)

	Office supplies		Clinical staffing services
	Business equipment		Linens and uniforms
	Facilities (maintenance, repair, & operations)		Cellular voice and data services
	Information technology		Natural gas and electrical utility services
	Telecom equipment & services		Curtains and draperies
	Administration & human resources support		Document management services
	Housekeeping services		Medications

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## Office of Business and Finance

### Group Purchasing Organizations

Group Purchasing and Intergovernmental Agreements are available through a number of group purchasing organizations. Some require a specific user log in to review the contracts, others allow all users of an institution access to the websites. For additional information please contact Moira Domann (503) 768-7878 or [domann@lclark.edu](mailto:domann@lclark.edu)

**Requires Institutional Log In**

- **Oregon Cooperative Procurement Program (ORCPP) for the State of Oregon** – Contains a wide variety of state contracts including vehicles, furniture, supplies and services. Contract #P26001. [Click here for a list of contracts.](#)
- **Oregon Federal and State Surplus Property Program** – Access to program is through ORCPP.
- **Provista (Novation) Contract** – Provista is the Higher Education group purchasing organization that is associated with Novation, a nationwide health care group purchasing organization. [Click here for a list of suppliers.](#)
- **Oregon Education Technology Consortium** – Member #OR1078. Specializes in technology equipment, supplies and services. [Click here for a list of contracts.](#)
- **E&I Cooperative Purchasing** – [Click here for a list of suppliers.](#) To use a vendor on this contract, you first need to [register on the E&I Site](#)

**Requires Individual Registration**

- **U.S. Communities – Government Purchasing Alliance**. Offers a wide variety of contracts. **Individual registration** can be done online. [Click here for a list of contracts and suppliers.](#)

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## GROUP PURCHASING ORGANIZATIONS

The Council of Independent Colleges in Virginia (CICV) provides its member colleges access to discounted purchasing opportunities through its association with several group purchasing organizations:

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### COALITION FOR COLLEGE COST SAVINGS

CICV is a member of the Coalition for College Cost Savings (CCCS). CCCS is a group purchasing coalition comprised of 33 non-profit higher education member organizations dedicated to helping nearly 900 non-profit higher education institutions improve processes and reduce costs through collaboration. Through this organization, CICV is able to offer its members access to collaborative programs, such as:

**AffinityLTC & Genworth** - AffinityLTC has negotiated a Best in Class employee Long Term Care Insurance benefit that can be offered on a voluntary or employer paid basis at little to no cost to your institution. The Group Long Term Care Insurance program available from Genworth offers Coalition member organizations and their member institutions excellent features and underwriting processes for the campus faculty and staff planning ahead to protect their retirement savings from unexpected health events.

**Blackboard Payments Powered by CashNet** - Whether it's to simplify electronic billing, accept payments all over campus, offer flexible tuition payment plans, or create online storefronts, Blackboard Payments Powered by Cashnet fits your everyday campus needs and gives your students and authorized payers enhanced, flexible payment options.

**CastleBranch.com** (formerly CertifiedBackground.com) - CastleBranch provides almost two-third of colleges and universities nationwide with a wide array of products and services. A true industry leader, CastleBranch offers technology driven background screening solutions for your students and entire workforce, including employees, contractors, vendors, volunteers and more.

**E&I Cooperative Services** - E&I is the member-owned, not-for-profit sourcing cooperative focused on education. Members have access to a diverse portfolio of competitively awarded contracts, electronic procurement platforms and consulting services to help you reduce costs and optimize supply chain efficiencies.

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**Liberty Mutual Tuition Insurance** - A college education is one of life's biggest financial investments, but it is one that often goes unprotected. That's why Liberty Mutual Insurance is proud to offer Tuition Insurance - an affordable type of coverage that protects the thousands of dollars families pay in tuition, and that they could lose in the event of an unexpected health-related withdrawal such as an injury, illness or mental health condition. Based on a school's refund schedule, a student who withdraws mid-semester may be eligible to get only a portion of their tuition refunded, or receive no refund at all. But with Tuition Insurance, Liberty Mutual can reimburse a family up to 100% (of their insured costs), including tuition, room & board, and other fees paid to the school. Available at an affordable rate, Tuition Insurance provides peace of mind to students, families, and school administrators. (\*Coverage not available at all colleges and universities. Policy terms and conditions apply.)

**Nelnet** - Nelnet Business Solutions provides innovative educational services in loan servicing, payment processing, education planning, and asset management. These products and services help students and families plan, prepare, and pay for their education while making the administrative and financial processes more efficient for schools and financial organizations.

**Pan-American Life Insurance Group** - Pan-American Life Insurance Group offers three Accident Insurance Programs discounted exclusively for member institutions: 1) Travel Medical & Accident Coverage Abroad, 2) Intercollegiate Sports, and 3) Mandatory Student, Faculty, and Staff Accident coverages. Program features include customization, risk pooling, network discounts, and coordination with other plans. These easy to administer programs include a dedicated team ready to implement, manage, and coordinate all services. With over 100 years of experience and extensive industry knowledge, we are committed to providing exceptional service and innovative solutions to manage accident risk.

**Paymerang** (formerly AP Advantage) - Through a simple process change, Paymerang facilitates electronic payments between colleges and their vendors, employees and (coming soon) students. Backed by an award-winning software and network, Paymerang provides a complete accounts payable disbursement solution that includes software integration, vendor enrollment, payment processing, and reconciliation. Clients import a single file of payment instructions and Paymerang executes financial transactions and delivers associated customized electronic payment details. The company partners with private colleges national wide to quickly pay electronically without the addition of significant resources, compliance requirements, fraud detection, costs or credit limits that come from using traditional bank programs..

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**MICHIGAN COLLEGIATE TELECOMMUNICATIONS ASSOCIATION (MICTA)**

Originally formed as a professional organization among Michigan's public universities, MICTA provides group purchasing programs, monitors telecommunications and technology legislation and informs its membership of events which may affect them. The current CenturyLink telecommunications agreement used by CICV schools is managed by MICTA. MICTA offers many other group purchasing opportunities in the areas of communications and technology.

**Contact:**  
(888)964-2227  
[micta@mictatech.org](mailto:micta@mictatech.org)

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**VIRGINIA DIVISION OF PURCHASES AND SUPPLY (EVA AND VASCUPP)**

**eVA** is the Commonwealth's procurement system and allows CICV members full access to initiate vendor search reports, advertise proposals and bids, initiate eVA Quick Quotes, utilize state contracts, maintain electronic order tracking, and much more free of charge. CICV schools have a dedicated Account Executive to provide training and assistance with the eVA procurement system.

**Contact:**  
Terri Hudgins  
Account Executive  
DGS - Department of Purchases & Supply  
(757) 407-5315  
[teresa.hudgins@dgs.virginia.gov](mailto:teresa.hudgins@dgs.virginia.gov)

CICV Members can also access the cooperative contracts available through **VASCUPP** (Virginia Association of State College and University Purchasing Professionals).

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**WSCA-NASPO** (WESTERN STATES CONTRACTING ALLIANCE - NATIONAL ASSOCIATION OF STATE PROCUREMENT OFFICIALS)

**WSCA-NASPO** represents a unified, nationally-focused cooperative purchasing program that leverages the collective expertise and experience of WSCA and NASPO, aggregates the demand of all 50 states, the District of Columbia and the five organized territories, and their political subdivisions and other eligible entities, and helps spur innovation and competition in the marketplace.

The 60+ contracts available through WSCA-NASPO benefit countless public entities including states, cities, counties, and higher education institutions. CICV members have been invited to use these contracts through CICV's association with the VA Division of Purchase and Supply.

**Contact:**  
 Paul Stembler, Cooperative Development Coordinator  
 (651)206-3858  
[pstembler@wsca-naspo.org](mailto:pstembler@wsca-naspo.org)

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**OMNIA PARTNERS**

**OMNIA Partners** (company formed after merger of US Communities and National IPA) is the cooperative purchasing organization driving excellence in higher education procurement. Its unmatched breadth of best value contracts from industry-leading suppliers provides the immediate solutions colleges and universities need to meet their strategic goals.

**Contact:**  
 Lisa Sloane  
 Regional Manager, Higher Education--Atlantic  
 (770) 265-0262  
[lisa.sloane@omnipartners.com](mailto:lisa.sloane@omnipartners.com)

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# Examining Partnership Ideas

- Strategic partnerships benefit everyone
- Are you really giving away top company secrets
- Power of partnerships
- Gaps
- Opportunities
- Common Goals

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## Examining Partnership Ideas

- Public-Private Partnerships (P3)
  - A contract between a public agency or nonprofit and a private sector entity
  - Greater flexibility and efficiency
  - Offset risk
  - Time and energy savings

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## Examining Partnership Ideas

- Myths about P3s
  - Myth 1: P3s are only for public institutions
  - Myth 2: P3s are a form of privatization
  - Myth 3: P3s result in a loss of institutional control
  - Myth 4: All P3s involve private financing

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## Examining Partnership Ideas

- Myths about P3s
  - Myth 5: All P3 deals have the same structure
  - Myth 6: P3s are only used to develop student housing
  - Myth 7: P3s can be leveraged to solve all campus infrastructure problems

<https://cab.com/insights/expert-insight/facilities/the-truth-behind-7-common-myths-about-public-private-partnerships/>

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## Examining Partnership Ideas

Spectrum of institutional functions – illustrative view

Media and IT		Business and financial affairs		Facilities food service	Enrollment management	Student affairs	Academic affairs	
				Academic facilities				
				Residential facilities	Marketing and recruitment	Student supports	Advising	
Information systems management		Finance and accounting	Financial aid and student loans	Food services	College relations/development	Student coaching	Course development	Faculty instruction
Document and data storage		Human resources		Energy, power, HVAC				

<https://cdn.ey.com/echannel/parthenon/pdf/perspectives/EY-Parthenon-P3s-business-of-Highered.pdf>

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## Examining Partnership Ideas

### The four types of P3s

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**Operating contract/management agreement**  
Short- to medium-term contract with private firm for operating services
- 

**Ground lease/facility lease**  
Long-term lease with private developer who commits to construct, operate and maintain the project
- 

**Availability payment concession**  
Long-term concession with private developer to construct, operate, maintain and finance the project in exchange for annual payments subject to abatement for nonperformance
- 

**Demand-risk concession**  
Long-term concession with private developer to construct, operate, maintain and finance the project in exchange for rights to collect revenues related to the project

**CFO Colleague** <https://cdn.ey.com/echannel/parthenon/pdf/perspectives/EY-Parthenon-P3s-business-of-Highered.pdf>

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## Examining Partnership Ideas

- ✓ <https://www.insidehighered.com/views/2019/01/28/advice-institutions-embarking-public-private-partnerships-opinion>
- ✓ <https://cdn.ey.com/echannel/parthenon/pdf/perspectives/EY-Parthenon-P3s-business-of-Highered.pdf>
- ✓ <https://www.chronicle.com/article/Public-Private-Partnerships/246240>
- ✓ <https://eab.com/insights/expert-insight/facilities/the-truth-behind-7-common-myths-about-public-private-partnerships/>
- ✓ <https://www.p3edu.com/wp-content/uploads/2019/03/The-New-Era-of-Public-Private-Partnership-in-Higher-Education.pdf>
- ✓ <https://www.educationdive.com/news/5-common-hang-ups-in-higher-ed-public-private-partnerships/554764/>
- ✓ <https://www.educationdive.com/news/plugging-in-colleges-seek-partners-to-help-reach-energy-goals/564868/>
- ✓ <https://www.us.jll.com/en/views/eight-crucial-factors-to-consider-before-embarking-on-a-public-private-partnership>

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## Exploring Town-Gown Relationships

Benefits of a better town-and-gown relationship

- Maximized capital and financial resources
- Attracting and retaining world-class talent
- Driving economic development
- Elevating the level of both learning and life



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## Exploring Town-Gown Relationships

- ❑ Service learning, where students volunteer in a community as part of academic credit.
- ❑ Service provision, where faculty and staff conduct long-term service projects in a community.
- ❑ Faculty involvement, where faculty become part of local initiatives in a coordinated way.
- ❑ Student volunteerism, where students volunteer their time but do not receive academic credit.
- ❑ Community in the classroom, where courses seek to enhance community building.
- ❑ Applied research, where faculty and staff use their research skills to address local problems.



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## Exploring Town-Gown Relationships

- Benefits of a better town-and-gown relationship
  - Maximized capital and financial resources
  - Attracting and retaining world-class talent
  - Driving economic development
  - Elevating the level of both learning and life

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## Ascertaining Benefits

Is your organization ready to begin a collaborative relationship?

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## Ascertaining Benefits

- ❑ A clearly defined vision & purpose for the collaborative effort
- ❑ A firm commitment
- ❑ Time
- ❑ A welcoming organizational culture
- ❑ Adequate funding

*Proverbs 27:17 (ESV)  
Iron sharpens iron, and one man sharpens another.*

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## Ascertaining Benefits

- ❑ Exactly how will collaborating with this partner, as opposed to other potential partners, enable your organization to achieve key goals?
- ❑ What does each party look to gain from the collaboration?
- ❑ Do any or all organizations have a vested interest in the project at hand?
- ❑ Can all organizations reach an agreement regarding the mandate of the collaboration and the purpose of the collaborative initiatives?
- ❑ Do the collaborating organizations have enough in common to work together effectively?
- ❑ Is one of the organizations markedly smaller than the other?
- ❑ Does the organization have a good understanding of whom you serve?

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<https://www.gov.mb.ca/health/primarycare/providers/myhts/docs/collaborationtool.pdf>

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## Ascertaining Benefits

- ❑ Financial analysis (proforma)
- ❑ Establishing goals
- ❑ Determining how to measure success
- ❑ Key dates for measurement of the milestones associated with goals
- ❑ “Sunset” provisions – what will constitute discontinuation

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# Questions

Jan M. Haas, Partner  
www.cfocolleague.com  
jan@cfocolleague.com  
267-278-4650

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