Fund Raising 2.0: new boundaries for University Lifelong Learning

Patricio MONTESINOS
Centro de Formación Permanente
Universitat Politècnica de València
pmontesi@upv.es

Angela Paola López Triana
Facultad de Contaduría Pública
St. Thomas University. Bogotá, Colombia.
aplopezt@gmail.com

Fund Raising and Lifelong Learning are two 3rd mission activities that are intimal related. Lifelong Learning is a matter of fact one of the most fundamental activities Universities are facing the last 30 years. And Fund Raising arises as one of the most powerful tool that can be used to generate new spaces of collaboration among Universities, other Institutions, the Industry and the Society. But traditional fundraising (to ask money for University social activity) has been disappeared from the usual arena. This Fund Raising 1.0 orientation has evolved to other more sophisticated way of reaching funds, based on 3 different strategies: to be more efficient (internal fund raising), to valorise resources under use and to valorise the institutional relational capital. Combinations of the tree strategies have created the Fund Raising 2.0 approach. In this paper, this innovative way of developing new LLL projects will be described and some case studies will be shared.

To describe the win-win relations possible to develop form the Fund Raising 2.0 point of view, we have opted the Canvas Business Model. The Canvas business model, created by Alexander Osterwalder, describes in a logical manner the way in which organizations create, deliver, and capture value. The process of designing the business model is part of the institutional’ s business strategy, therefore it is of vital importance structure this type of resources to know how a University operates in order to know the strengths and weaknesses that can operate. This conceptual model, made by the team of Osterwalder, sought to carry out a diagram called “canvas”, made up of 9 building blocks to get to know the intention that the organization, to which you applied the model, review the different ways of being profitable in your University. It is worth mentioning that all business model will provide an added value to any institution who makes use of them, because from the same, there will be greater concept and vision of the organization through a systemic approach that encompasses all aspects of the organisation. Formal descriptions of the business become the building blocks for its activities. Osterwalder proposes a single reference model based on the similarities of a wide range of business model conceptualizations. With his business model design template, an enterprise can easily describe their value proposals, who are the customer, identify the access channels and the emotional relation able to be established and the way of generating incomes from all that. These 5 elements of the model are emotional and several times are the unique approach made when a new idea or ideas are developed. The more rational part of the model is the second one: critical activities, critical resources needed to supply the identified value proposal, who could be the partners (if any) and … the cost of all that.

Fund Raising 2.0 supposed to identify new value proposals inside the Universities that can be used to generate new institutional opportunities. The proposal develop in this paper focuses the work in 3 different dimensions any institution is able to identify for generating value with same resources: to improve the internal efficiency (internal fund raising), to valorize underused resources and to valorize the institutional relational capital. Internal efficiency can be developed adapting new competences in 3: individual, group and relational competences for efficiency. Lean tools and the competences needed to use that tools are the most effective way to solve this first part. Identify underused resources is the second line that will be developed in this paper. Expensive resources and new potential customers is perhaps the forgotten strength of any University. And the combination of underuse resources with relational capital is the second line that will be exposed in the paper with a couple of case studies. The new business opportunities UPV has developed with a Hospital (LA FE) and a multinational company that operates in the waste line management, PROACTIVA.