Success University: A Media Conglomerate

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The University as Media Conglomerate

• Several different product lines
  – some serve as primary goods, offered to retail consumers
  – some serve as secondary goods, used as inputs into other production processes
• Multiple distribution channels
• Profit maximized by repurposing content for use in many products & distribution through many channels
Knowledge Products as Primary Goods

- Research pubs from u & club presses
  - market: scholars, grad students

- Undergrad & grad courses
  - market: registered students

- Knowledge architectures
  - market: students & potential students, for curriculum
  - market: public, for syllabi on web

- Electronic games
  - market: K-12 schools, public by subscription
Knowledge Products as Secondary Goods

• Research data
  – input into research publications
  – input into courses
  – input into further research

• Knowledge architectures
  – input into courses
  – input into curriculum design

• Courses
  – input into electronic games
  – input into student research
Knowledge "Bundles"

- There are opportunities to acquire knowledge in bundles
  - eg, combination of knowledge units formerly referred to as "degrees" (BA, MA, PhD)
  - specialized training + lifelong access to knowledge repository
  - subscriptions to electronic games that themselves provide access points into knowledge repository
Distribution Channels as Profit Centers

- **Traditional publishing** – books, journals, research reports, print & electronic
- **Curriculum** – mass medium for dissemination of content to large portion of public, self-selected
- **Web-based electronic games** – for subscription by K-12 schools & public
- **University as ISP** – students & former students pay for access to club knowledge base (electronic library)
The Repurposing of Knowledge

- Research results -> scholarly publication
  -> further research
- Scholarly pub -> courses
  -> games
  -> knowledge architectures
Knowledge Clubs

• Groups of universities share knowledge repositories, access of which is limited to individuals within these communities
• Faculty & students have access
• Alumni can buy access through ISP
• Public can buy access through ISP after participating in some type of class
• Clubs organized by rank, subject matter, geography
Employment

• Faculty produce work for hire
  – all work products owned by university
  – publications must be offered first to u press
    • then to others within knowledge club
    • only then to publisher outside of this club
  – 12-month contracts keep all work in univ hands
  – but combo of access to knowledge club plus preferential publication makes this alluring
Students

• Universities that participate in knowledge clubs are highly sought after by students, who know that once they are in the club they will have lifelong access
Product Planning

• Decision-making for knowledge production & distribution handled by a team of reps from various disciplines + top administrators

• Decision-making for suite of products and modes of distribution treated together to maximize interdisciplinary and inter-product synergies

• Decision-making within universities coordinated with others within its knowledge club
Electronic Games I

• Electronic games have made a big difference to the university conglomerate
• Reach K-12 market by incorporating knowledge into games
• Games also designed to serve as browsers into knowledge repository – accessing knowledge when various points in the game require it
Electronic Games II

• Universities earn fees from games by:
  – subscriptions from schools & school districts
  – subscriptions from individuals
  – selling of "cheat sheets" – "how to" training manuals that are themselves ed products

• Artists employed to work on games also have significant impact on research through visualization of data