

## Networking & Collaborative Partnership – Internal and External

1. Medical/Business School program partnership
2. Law/Business School
3. Alumni engagement/multiple purposes
4. “Weatherhead 100”
5. University-wide partnering possibilities
6. ExEd working with EMBA students
7. Increase ExEd visibility with students
8. MBA & ExEd Directors meet regularly
9. Partnering with athletic coaches (rowing, golf, etc.)
10. Experiential learning with faculty from around the university
11. Procurement classes for everyone in university
  - Digital storytelling (collaboration with the School of Arts)
  - Master chefs/participants cooking together
  - Learning Journey programs
  - Art & leadership (Museum visit)

### External

- Desire for more international partnerships between schools
- Private company training programs
- Recertification programs
- Professional development programs

### Ideas

- Form alliances (airline model)
- Marketing a competitor’s school (research shows it works)
- Joint branding (LCOR-HBS/Stanford)

## Identifying, Vetting and On-Boarding New Faculty

1. Ask all faculty
2. Faculty pitch new ideas for programs
3. Speed dating – on what they love to do
4. Develop matrix of capabilities and strategy for getting faculty into matrix
5. “Mail shot” to outside professional services firms for outside faculty
6. Literature search
7. Referrals from professional services firms
8. Read your university press releases
9. Referrals from existing faculty  
*(On-boarding):*
10. Improvisation/delivery skills
11. Clarify power, roles and responsibilities
12. Demonstrate cost-benefit of EE
13. Provide learning opportunities
14. Keep track of faculty’s preferences/pet peeves
15. Look for partners in an Exec Ed faculty exchange with other schools
16. Find ways for your current faculty to work together – New collaborations/co-teaching/culture of team.
17. Pair seasoned/non-seasoned faculty
18. Contracting
19. Orient to difference – MBA’s/Exec’s
20. Role models – senior faculty/experience
21. Mentor for faculty direction within EE
22. Have coffee – get to know your faculty
23. 10 faculty with consultancy background
24. Annual faculty workshop – trends, client needs
25. Invite faculty to sit in
26. Have Dean talk about financial contribution to school
27. Regional faculty development workshops
28. Get faculty to be director/orchestrator
29. Run a “mini-teach” – show framework/takeaways
30. Watch them teach their MBA classes
31. A UNICON-endorsed standard for Exec Ed teaching (exemplars)
32. Bring top executives to talk to faculty – language, engagement
33. Find problem-solving opportunities for faculty with clients (Faculty ⇔ Client)
34. Publication opportunities specifically for faculty engaged in Exec Ed
35. Faculty appreciation/thank you event
36. Exec Ed teaching award (branded?)

37. Per program client-appreciation award for faculty
38. Visibility of impact within program (ROI, promotions)
39. Coaching & honest feedback
40. Videotape faculty teaching
41. Real-time, in the moment feedback – small marginal gains
42. Look for examples of Exec Ed making faculty better teachers
43. Connect to your school's mission statement – purpose
44. When things go wrong – focus on the fit/situation
45. Frame on pulling knowledge out of heads – not 'teaching'
46. Persuade/look for clients to help faculty with research opportunities
47. Help faculty in ways valuable to them and the school (e.g. set up site visits, speakers)
48. KPI for EE staff to build faculty relationships
49. Coke Zero/Red Bull/chisel-tip markers
50. Look in other schools for faculty
51. Look for your faculty who are open to other disciplines/perspectives
52. "Lunch & Learn" – Bite-sized entry level to the market
53. Learning about new faculty research & how it can apply to real problems
54. Consult with UNICON colleagues
55. Consult with partner schools
56. Find faculty champions
57. Document and publish their experience
58. Assist faculty to understand market demand
59. Learn who your faculty know/have worked with
60. Do a listening tour with your department chairs for rising stars

## Marketing Strategies that Work

Of the channels (web, social media, online ads) – What is working?

- With **social media** – talk to participants, provoke emotions, and be inspirational.
  - o Are you talking to a participant, or a decision maker?
- Hub Spot is a great tool for social media
- Content generation is a challenge!
- Photos and cartoons get “likes”
- LinkedIn is powerful
- LinkedIn users are more engaged
- LinkedIn groups – topic-focused (HR, ‘friends of’)
- **Getting Content:**
- Hire writers to interview faculty for 1 hour
- **Bottom Line – What Works?**
- Direct mail still works!
- Re-targeting ads
  - o Can be costly
- Experiment
- Adroll.com is a great tool
- Sweepstakes was a good way to measure ROI
  - o Campaigns launched on Facebook & Twitter, but LinkedIn helped drive traffic
- Social media campaign inviting people to go to a food truck and share photos on social media
- 80% of budget spent on digital marketing – specifically online ads
- For others, ad words were not successful
- If you have tons of traffic but no conversions, it could be: ad language, content on landing page, etc.
- Do you need an Exec Ed hashtag?
- Take photos in the program and then post to social media
- With SEO, you have to stay on top of changes with Google, Bing, etc.
- For O.E. target the end user from lead -> clicks on ad -> registered.
- Talk to your customers – they come in every week
- Are “friends of” groups more engaged?
  - o Send surveys to find out
- Relationship Management Marketing: identifying who we want to work with
- High profile leads that catch our eye – reach out to them directly
- Build long-term relationships – if they don’t need something today, they will know where you are when they do.
- It’s about mindset
- Talk about the number of past clients from their organization
- Does marketing focus/budget turn toward O.E. or custom?

- Custom is more about branding
  - O.E. takes more time to fill individual programs
- 
- Webinars, promoted on social media, for free are good samples of full programs
    - o Creating the problem (or knowledge gap) that the program solves
    - o For others, webinar didn't convert
    - o Webinars show who we are, what we do, and why we are different.
    - o Should webinars be transcribed? = case by case
  - How do you get more participants within organization with which we have relationships/who have less budget?
    - o Online programs
      - HBX: Online program for non-business grads (younger audiences)
      - HBX Live: Virtual classroom with 60 screens
    - o Online programs – don't cannibalize your existing O.E.

---

Gender: difference in participants?

- Launching programs just for women?
- Women come to other programs later
- Female military officers is a good niche
- Direct mail works for new customers – social media works for existing customers
- Print ads are targeted
- Print works very well in India
- Focus groups work to find out how participants got to you.

## Custom Program Design and Business Development

- Design custom program then sell it
- Build brand
- Value proposition on pain point → Biz outcomes → Price it
- Partner with consultants
- Leverage sector strengths → “Find a vertical”
- “Coach” faculty to sell
- Partner with other schools
- Get targets to speak and/or host visits
- Intro custom to open pax
- Get university/school leadership to sell
  - o Have them attend program
  - o Letter to trustees
- Leverage partnerships
- **Design:**
- Deliver & Implement
- Proposal planning party
- Hire professionals → coach faculty
- Develop replacement faculty
- MORE PRE & POST
- CO DESIGN & DELIVER w/ CORP universities

## Operational & Technical Practices that Make Work Easier

- **Technology:**
- Paperless
  - o Less hauling/weight
  - o Lower cost
  - o Marketing
  - o Tablet
  - o Kindle
  - o Program Websites
  - o Loan tablets and MacBook Air
  - o Landing page for custom programs
  - o Upload materials on thumb drive/USB
  - o “Stormboard”/electronic post-its
  - o Binders – to make less bulky
  - o QR Codes
    - “Stay Connected”
    - Code links to “brochure”
    - Offer discount for future programs
  - o CRM
  - o Tribal (company) / SITS
    - ERS – Room registration program
  - o C-Vent
  - o MS Dynamics
    - Track Open Enrollment
    - Lead → Invoicing
  - o “Territorio” from Tech de Monterey
  - o Blackboard (not effective)
  - o Moodle – open source
- Evaluations: Paper vs. Online
  - o Online: more typed out details
  - o Better response rate
  - o “ticket” for certificate
  - o Qualtrix
  - o Evaluations 6 months out
  - o International groups
    - Difficulty to translate
  - o Follow up surveys – 30 days/60 days out
  - o Deck given out after receiving evaluations
  - o Surveys are for customers

- How to do the “ask” to do the eval?
  - Get time from faculty
  - Put names on evals
  - Endorsed by faculty
- Evals on Thursday/Friday?
- Staff introducing the need for evals
- “Journey Mapping” / Customer journey mapping
- “Huddle”
- “One Note”
- Staffing
  - Job rotation – knowing different areas
- Resourcing
  - Centralization/Localization
    - Allocation of program managers
  - 70 days/yr (Kellogg)
  - 1 program/manager/mth
  - Program managers on the road
  - “Lead” program manager – prep work
  - “Shift” program managers
  - Hiring fit and keeping motivated
  - Events background/coordination background
  - Waiters/waitresses
  - Dean who recognizes the value of program coordinators
  - Hospitality experience
  - Flex work
    - Technology enabled
    - IM
    - Blue jeans
    - Video conferencing
    - Link
  - PMs can work at home 1 day/week – NO THURSDAY
  - Monthly PM mandated lunch (paid for)
  - Daily check in/call in
    - 9:15am – for 15 minutes
  - Monday – shortcut day
  - Tuesday - sales/marketing
  - Wednesday - PM/Experience Team
  - Thursday – Operations

## New Program Ideas & Program Development Strategies

How do you get new ideas for programs?

- Locking MBA students and have them design the program
- Pilot through short program
- Look globally at needs
- Program development strategies
  - o Survey clients HR
  - o Collect 9 people
  - o Take information from 7 – take to potential clients
  - o Social media space
  - o Faculty think tank
  - o Faculty from outside the Business School
  - o Round table with select clients (5-10) & faculty
  - o Think experience not program
  - o Set of experiences
  - o Leverage to give back to community – Junior high and high schools
  - o Revers student-faculty roles
  - o Monitoring digital conversations – Broadtrends and HR
  - o “Star Alliance”
    - New program on program development
  - o Pair guru with 5-8 execs as a learning lab
  - o Ask participants
  - o Focus group → pilot program
  - o Faculty research
  - o Follow up on emails and requests
  - o Partner with people with insight to current challenges before they articulate them
  - o Industry associations
  - o Bridge the content need and the experience
  - o How you get into the insight
    - A) 30 secs.
      - Visual
      - Audio
      - Kinesthetic
      - Numeric

B) Yes