**CHALLENGE 1 - BUSINESS MODEL**

**FACULTY/STAFF**

- Create a Separate Executive Faculty Loaded with former Executive Practitioners
- Partner them with regular faculty to deliver tools and applications
- Strive towards full service model: “needs assessment implementation/delivery, follow-up and post-assessment
- Use non-tenure faculty or some of that work
- Develop a specific follow-up initiative to measure individual executives follow-up on their action plans articulated at the end of program
- Hire IRAQ vets for implementation
- Inadequate faculty play tied into percent of profit of programs, bonuses for good evals and additional programs. Allow schools to offer more affordable and flexible programming
- All schools cut prices for Executive Education programs 15% across the board to stimulate (elastic?) demand
- Collect data regarding metrics at each school including net % contribution
- Have a team of consultants working with the faculty
- Place some faculty on a temp basis with consulting firms and with regular clients – so they see that the real challenges are in the companies
- Broaden Executive Education faculty officially beyond business school – integrate industry – specific or culturally specific faculty in all programs
- Use faculty from University – not just business school and teach them how to ‘teach’ senior executives
- Create a junior faculty league tenth cheaper rates room to learn – work with clients to develop interactive training ground
- Hire non-faculty who can do follow-up coaching and “measuring impact” after program
- Tell company that we will only do programs if they, the company do measurement
- Bring retired executives to act as in house ?????
- Develop webinars/video seminar using the above
- Hire industry experts as exec ed staff
- Create a shared service model for the logistical delivery part, so focus is on client engagement
- DEAN’S find opportunities for the Dean to participate at key clients – Board of Directors
- Clients can “bid” for Dean’s time – contributions go toward funding exec ed programs
- Provide exec ed to University administrators
- Provide exec ed to faculty
- Have each faculty member build an exec ed product for off the shelf capability
- Each faculty members should have to “pitch” their new product ideas to exec ed Advisory Committee and to pitch in front of a client
- Open ????? of faculty
- Exec Ed for faculty on new technology Exec Ed on You tube
• Exec ed on facebook
• Integrated faculty from multiple schools for online courses
• Get faculty profiles to learn areas of expertise
• Team teaching across functions
• Bring faculty and admins together to see how to sell their ideas
• Team selling
• Prohibit all faculty from consulting without prior approval from the Dean
• Make faculty “sales agents” of exec ed
• Require the Dean to require that faculty actively support Exec Ed
• Create a level playing field between faculty /admin
• Create better faculty incentives for them to excel in exec ed programs, base tenure decision on their performance, create a model that will have faculty teach each other how to become better teachers as well as compete to become better exec ed teachers
• Incentivize faculty for “team play” (with other faculty, programs, staff, etc)
• Develop volunteer faculty
• Fine faculty who consult with your school clients
• Destroy Duke by not allowing faculty to act on mercenaries
• Require all faulty to sell and execute
• Place all staff members on commission, including faculty
• Tie faculty longevity at school to client evaluations (for custom programs) and staff
• Fix faculty pay to performance in class

How to measure?

• Discontinue faculty tenure
• Take over other faculties
• Faculty – train the trainers using retired execs
• Develop a program where retired execs become the mentors of younger execs
• Utilize subject matter experts to bring real world comparent into course
• Tie faculty responsibility into customize to their performance reviews
• Make faculty service part of their compensate
• Influence direction of Dean hiring – need more strategists and economists
• Work with faculty from other schools
• Require all new Deans to win design and deliver a custom program before they critique your performance
• Require new Deans to participate
• Faculty paid at business rates
• Faculty/staff teams for “brain writing” new programs
• Hire professional faculty as CRM and program designs
• Buy-off faculty teaching loads
• Give faculty rewards points for exec ed teaching that they can trade for other non-tenure relatd work
• Flexible faculty scope/size – more adjuncts
• Utilize pool of qualified consultants
• Use exec ed as a ??? for faculty recruitment, development, and ????
• Use more client teaching resources
• Enable resources through e-learning
• Leverage partner resources – SME’s technology
• Swap more faculty teaching hours for industry-based SME presentation
• Position faculty as available to advise on implementation of solution indentified in programs after delivery
• Use faculty as mentors of projects that help quantify RO1
• Design custom programs targeting needs within specific industries – for example, biotech, pharma, technology, professional services
• Faculty or other educators who are experts in these industries
• Staff teams organized around industries
• Remunerate faculty on a new basis
• Finder’s fee for custom
• Per participant for open enrollment
• Link faculty compensation with results achieved
• Incent faculty
• Exec Ed raises funding from centers, funds research in exchange for faculty involvement
• Get a virtuous cycle going – client companies offer research opportunities - $ goes to research – faculty interest increase – faculty convince companies to do more research projects – faculty closer to practice – better able to win custom business
• Promote that faculty travel to client just as easily for those clients reducing travel costs for programs
• Increase faulty capacity by partnering with other Exec ed providers
• Develop a consortium ??? independent consultants to supplement tenured faculty
• Private organizations as well
• Require faculty to teach at least one exec ???? a year to develop capacity med ??? clients to test us out for free
• Make this part of service, ie; not paid, just part of their jobs
• Faculty to present their current research as a breakfast or lunch series for corporations or alums
• Have faculty sell programs
• Give incentives to faculty to sell programs
• Give incentives to faculty to provide leads for Exec staff to sell
• Use faculty groups to provide ideas for custom client proposals
• Keep faculty out of the process until design phase
• Pay bonus to faculty who generate ideas that lead to program
• Have faculty also market the program
• Share faculty with other exec ed providers (eg exchange program)
• Allow faculty to use exec ed classes as research pilots so they will run classes at lower fees more faculty will be interested in teaching
• Offer applied research to custom clients
• Provide cross department faculty forums to discuss and create new programs
• Once you IO market needs
• Engage your customers to provide ideas through a advisory board
• Create a special task force (2 year terms) made up of corp talent management people
• Have team be guinea pigs on new program ideas

PARTNERSHIPS

• Build relationships with companies based on their willingness to make significant contributions to a capital campaign.
• Tie executive education to those “friend of the school” companies = make executive education the “value added” part of the generous contribution.
• Publicize those companies who take “leadership roles” with a publicized televised award show (i.e. the Executive Education Grammy’s!!)
• From contract base to relationship.
• Partner with a strategy consulting firm.
• Partner with several strategy consultant firms in different areas of knowledge.
• Partner with consulting firms in different countries.
• Partner with those multinationals to train their key suppliers or channels.
• Partner with companies to offer executive education to their key client base.
• Partner with consulting firm.
• Partner with executive recruitment firms.
• Strengthen and form partnerships with academic institutions in key geographical locations for better global reach
• Focus on specific areas as a school – not general management for all industries.
• Facebook pages for each “cohort.” Twitter to gain followers.
• Collaborate across Universities/Countries and approach companies together for needs assessment to demonstrate “flexibility.”
• Group of schools collaborate and proactively decide to approach specific companies of interest.
• Buy schools in target. Buy schools in target markets (markets)
• Just partner with other schools – not buy them.
• Partner with schools form different countries.
• Create academic partnerships cross-country for local delivery of content.
• Create global consortium of approved faculty.
• Form partnerships with professional organizations to be educator of choice
• Could be within professions – Legal, Medical, etc.
• Engage with faculty form those schools
• Very small core full time staff and lots of partners, consultants, temps, contractors, etc...
• Off-load admin/logistics work to clients
• In exchange for reduced faculty daily rate for off-site deliveries?
• Charge for logistic services only, event coordination.
• Run client LMS & Portals for them
• Blend virtual, custom, & OE
  o Develop partnerships with for profit consulting groups
  o Employ retired executives on a per diem basis to teach, develop, etc...
• Partner with for-profit consultants to provide greater range of services
• Learning exchange pairs – faculty member with senior partner consultant
• Create innovative, just-in-time partnerships (review than fixed/formal once)
• Develop massive seamless joint virtues for faculty, delivery, staff etc. and this truly penetrate this market (Unicon members have a tiny share of wallet for “management development”
• Create Programs with other universities to accommodate diverse locations of clients and to access expertise.
• Identify service providers to fill skill gaps of university.
• Establish cartels for advertising. Advertise the industry.
• Partner with consulting firms to expand product range.
• Create teams to develop programs that are comprised of staff, faculty, subject matter experts form industry.
• Consider co-school arrangements to share faculty.
• Have vendor/supplier recruit for a new program. (i.e. non university-based organization that want s to partner with us)
• Offer finder’s fees ______________ for locating new leads or new business.
• Pay percentage of program fee for each registration brought in by vendor/supplier.
• Provide forums with companies on campus in which executives and faculty convene to discuss company needs and the changing landscape
• Develop seminars based on these needs
• Establish a cooperative model with executive educations center and faculty dean, and corporations as customers.
• Get new faculty actual business experience and ____________ creditability by working in companies.
• Develop more partnerships with other Universities to provide programs
• Partner with ____________ firms and increase number of programs you can offer

MARKETING & SALES

• Focus UNICON on marketing value of university-based EE experience
  o Give percentage back as “finder’s fee”
  o Take finders-fees, let faculty do the rest.
• Create subscription model that allows clients to send XX # of participants to OEs throughout the year. Provides flexibility to client and ensures revenue for school.
  o Same for custom... XX # of program dates/year
  o Offer coaching (virtual) sessions in between
• University providers enter into an era of sharing vs. competing with one another
  o PR campaign attacking consultancies and training groups.
• Invest in large scale marketing to differentiate services.
• Collaboration across the school to get scale and cost efficiencies as well as consistent branding.
  • Involve other departments beyond business schools.
• Have executive educations customers meet/mentor UG students when on campus
  • Older generation can learn from younger in terms of social networking and technology.
• Expand executive educations to envelope continuing education more
  • Go Global! But stay local.
• Define what we do.
  • Build into new segments.
  • Expand into different, integrated businesses: online, coaching, conferences, etc.
• Engage exec ed ppts with degreed program students
• Offer exec ed programs 50% to companies that recruit mba grads
  • Offer same to key EMBA sponsor
• Differentiate products and solutions.
  • Be trained on how to listen to customer.
  • Industry specific programs.
• Develop specialized industry-based research centers by working in partnership/collaboration with other university departments
  • Add a level of mba participation by creating short-term internships tied to custom program objective
• Executive Education PBS Channel.
• Executive Education commercial.
• Focus on companies that use our faculty for consulting business.
  • Focus on companies that use our competitors’ faculty and offer complementary custom solution.
  • Find all ways companies engage with our universities and then offer executive education also.
• Talk with our alumni in companies
• Require the government to only support programs from institutions
  • Accreditation for exec ed providers
  • College credit for exec ed courses could lead to an advanced degree. Combine “credits” from different schools to create an international business degree from exec ed
  • Institutionalize an exec ed credit system that is viewed stronger than CEUs
• Government require advertisers to publicize exec ed training for tax breaks
  • Provide exec ed for future & current politicians
  • Use Obama as our mascot for the industry
• Choose the price policy to result based
• Payment on results achieved payments extended over time as results achieved
• Deal with line managers just not H/R or training
• Adapt to customer expectations
  • Provide valuable memories – ROI
  • Create a fee-based service to measure the ROI of our own programs
  • Engage “objective partner to measure u – and call it “impact” instead of ROI
• Need more sales people – well engaged & customer oriented
  • Need diversity in sales force
  • Correct sales people with program designed or train them in program design
• Have dean’s top 100 development projects
- Bring business to US
- Encourage alumni to sponsor senders to exec ed
- Have mbas, embas sit through an exec ed course as a graduation requirement so they see the value of exec ed and can sell it to their current/future organizations

- Prepare a series of high level high impact publications on acrimonious topics
  - Delivered/marketed to past participants prospects, alumni-base

- Develop a series of communities of practices to attract senior decision makers in different fields
  - Leverage marketing capabilities of other schools within the union

- Unbrand exec ed
  - Create a shared database with all sessions for a “code-share” exec ed model. Schools buy-in contributed to a pot for advertising – profit is shared among members. Branding is cultivated by follow-up by each school for degree programs

- Improve customer service
  - Become the Nordstrom of exec ed – yes, we can do that.
  - Do better jobs in follow up
  - Get national rep for customer service if even of marketing is ranked

- Challenge the rankers
  - Create an industry provided ranking unit clear criteria
  - Help clients find us by better defining what we do & don’t do
  - Who is good at what?

- Have everyone sell within business school
  - Faculty required to sell for tenure

- Establish rep offices in emerging movers
  - Free lance sales force

- Place all staff members on commission including faculty
  - Tie faculty longevity at school to client evaluations (for custom programs) and staff

- Hire professional faculty as CRM & program designs
  - Buy-off faculty teaching loads
  - Give faculty “reward points” for exec ed teaching that they can trade for other non-tenure related work

- Remunerate faculty on a new basis
  - Finder’s fee for custom
  - Per participants for open enrollment

- Share faculty with other executive education providers

- Use faculty process & provide ideas for custom client proposals
  - Keep faculty out of the process creative design phase
  - Pay bonus to faculty who generate ideas that lead to program
  - Have faculty also market the program

- Provide cross-department faculty forums to discuss changes and create new programs
  - Once you id market needs
  - Engage your customers & procreate ideas through a business advisory board
  - Create a special task force (2 year terms) made up of corporate talent management people. Have team be guinea pigs on new program ideas

- Offer other services such as conference organizer, event organizer, etc
  - Outsource to corporate universities
  - Become event planners
  - Work in partnership with existing event planners but brand it the university
• Work w/ development office
  • Hire event management people
    • Take out exec ed show to their annual meetings
    • Create engagement sessions
  • Figure out various ways to measure ROI on exec ed
    • Write articles about it
    • Sell it as a capability
  • Lobby for one of your faculty to be a spoken person in a national television news program
  • Create an exec ed cable network with pay per view access to programs. Programs can be downloaded to iPods
    • Expand to offer a series for purchase can this expand to basic courses
    • Audio tape all programs/sell as podcasts @ $29.95 (plus p&m)
  • Develop one compelling “sales” presentation like consultants use—just change few items each time
    • Have a team of consultants selling your school in different locations
    • Form formal/informal partnerships w/ consultants for delivery
    • Hire consultants to teach us how to present/sell our ideas/offers
  • Homecoming day for exec ed participants
    • Make relationships reciprocal
    • Connect career centers to custom clients; clients benefit when students hired
    • One stop service from new hires to re-training or upgrading of existing staff
    • A day in the life of a university exec ed provides & a day in the life of a corporate executive => trade jobs for a day
  • Pay for performance
    • Ask participants, instead of ranking on a typical evaluation scale, to rank faculty with dollar signs
    • Create a zagat guide for faculty from b-schools worldwide
    • Introduce an incentive system for high performers
  • Credits for exec ed allow for true lifelong learning
    • Commission to people who bring us business
  • Have alum sell our services to their corporations
    • Organize alumni function on a regular basis
  • Subscription based sales for custom, online, & blended programs
  • Require all faculty to sell & execute
  • Discontinue faculty tenure
  • Take over their faculties
  • Position faculty as available to advise on implementation of solutions identified in programs after delivery
    • Use faculty as mentors of projects that help quantify ROI
  • Design custom programs targeting needs within specific industries i.e. biotech, pharma, technology, professional services
    • Faculty or other educators who are experts in these industries
    • Staff teams organized around industries
Delivery Models/Content

- Curriculum
  - Add design & development person to enhance proposal writing
- Change teaching learning to experiencing it
  - Help build learning outcomes for corp clients
  - Action learning projects?
- Program/content
  - Provide tiered menu of program management services for clients wishing to take some program logistics/admin in-house
  - Identify tiered “faculty” depending on service level, e.g., phds vs. consultants
- Learning experiences that address the “whole person”:
  - Intellectual/cognitive
  - Physical
  - Emotional
  - spiritual
  - unlock the power within individuals
    - coaching
    - emotional intelligence
    - innovation
- Spread program duration out – e.g. change week-long to 2x2 days + 1 day spread over several months to enable client/customer to put learning into practice
- Become a one-stop shop in a niche market with full range of vertical programs for function, industry, etc.
- Help clients build strategic partnerships when there may be synergies or common goals (i.e. related supply chains, common leadership development needs)
  - Create mentoring relationships across industries (non-competing clients)
- Provide full-service talent management resources to clientele
  - Provide both on-site & virtual resources
  - Provide assessments, competency models, talent development plan framework & process, performance management process, programs – including objective, coaching, etc, and more traditional exec ed
- Bring global perspectives to regional clients – not vice versa (regional perspectives to global clients)
- Provide “real” custom solutions
- Move everything online; virtual
  - Develop new models to support blended approaches
  - Build core & customize on-line content big time
- Delivery models
  - More working across university divisional preferable
• Develop system of individual coaches to “sell” university type exec ed program for finder’s fee & providing of coaching services
• Get out of generalized exec ed specialize

Staff and Staffing
• Train all staff in key messaging and PR and then send them on the cocktail circuit.
• Give tenure to senior admin staff.
  o Get rid of tenure for everyone including faculty.
• Level of talent- how well does Exec Ed Staff understand business as business practitioners rather than learning and HR focus.
• Develop staff model that resembles sales organization based on industry sectors or functional delivery
• Review staffing levels to support our organization
• Faculty and support staff at schools to be required to take part in volunteer activities—philanthropy, sports, business and arts
• Establish a formal training process for junior/newcomers to the industry (to onboard them)
• Faculty and staff to do executive mobility programs comparable to industry
• Ensure staff is part of the ideas and influence centers in their geography vis-à-vis business/health and government.
• Hire your clients.
• Fire all staff and use only independent contractors.
  o Show better ROI by using universities vs. private contractors.
  o Have remote staff in spotlight locations.
  o Have ExecEd hubs based on region & industry
• Add coaching staff to team train on how to “sell” the school.
• Reduce # of program operations staff in favor of client engagement skilled staff.
  o Outsource all program mgmt.
  o Outsource sales & marketing.
• Don’t try to do everything.
  o Have key account managers specialized in specific industries.
  o Partner them with appropriate faculty
  o Use other university resources and faculty

Finance
• Centralize certain operations between productions, business office in business school to increase margins
• Have executives learn alongside MBA students—fixed cost of program is already covered. Execs learn and coach MBA students to open ideas and promote new thinking
  o Have real works prospects for students in return
  o Have MBA students do market analysis for Exec Ed
• Eliminate margin requirements. Any contribution (above breakeven) is acceptable.
  o Allow EE to refund all profit to re-invest.
• Retain earning every other year to invest in Exec Ed business (e.g. market, staff, sales, etc.)
  o Allocate funding to enhance Exec Ed facilities such as a conference center.
  o Allocate funds for high profile guest speakers to augment faculty sessions.
  o Have Dean’s office support same aspects of EE expenses
• Provide bonus system for all staff when they close deals.
• Eliminate all fixed costs or nearly all- to the business is a variable cost
  o Have faculty all teach as part of their on-load, no excess compensation
  o Pay faculty purely based on performance
• Change procurement mentality for buying Exec Ed
  o Tax breaks for Exec Ed @ institutions
  o Create investment mentality
• Share resources with Business school to level out peaks and valleys
• Figure value of IP (intellectual property)
  o How to monetize it? Pay faculty on a sliding scale, like commissions, for the more useful and relevant they create
  o Contract set rate for faculty whether they are the best or worst.
• Retain margin from school to invest in Exec Ed
• Return to school should not be a set margin, rather percentage based, determined on revenue per program (custom)
  o Negotiate better teams with central university if delivery majority of revenue to University
  o Establish shareholder relationship to allow more independence of ExecEd.
• Create profit share model with faculty to encourage better development.
  o Add profit sharing with admin.
  o Set up program price as a percentage of performance improvement gains or reductions experienced by company as a result of the programs
• Determine how to get out of Univ. required pricing “add on” that overly inflate price.
• Admit to the world that your operation loses money, if that is the case.
  o Fold units that lose money.
• Overhead is a consistent problem; share information with other schools and analyze data
  o More partnerships between schools in order to globally serve the corporate client
• Establish value-based pricing models, instead of per diem rates
  o Create a structure for pricing CRM in complex custom initiatives

Business Model
• Develop consortium models that are industry specific (legal, biotech, pharma, technology) that allow spread of costs among multiple clients
  o Make consortium global so that the corporate partners also further their global understanding and capabilities.
• Spin off Exec Ed as a for profit consulting group, i.e. Monitor
  o Use students as consultants
  o Sell stock in Exec Ed internally/externally
• Be flexible
• Listen to the client
  o Listen to the research
  o Adapt.
• Develop robust, web-based materials—readings, presentations, videocasts, etc. for all programs
  o Use a web-based social learning tool such as linked-in
• Spin-off university-based Exec Ed shops into private utilities
  o Build broad ranging consortias- i.e. among Big 10 Schools
• Business school structure and reward system that encourages faculty who are closer to practice, faculty members participate in Exec Ed.
  o Exec Ed employs professors of practice
  o Exec Ed leads institutes
  o Build curriculum around solving client problems
• Quick response from a person (faculty or Sr. staff) who understands corporate learning and can generate program design ideas in conversation
  o Empower client-facing staff to build programs
• Eliminate fix cost of facilities
  o Outsource catering services
  o Do better job on maintenance (building and equipment)
• Build Exec Ed Center
  o Build international Exec Ed Center
  o Redo classrooms and make more modern
  o Build Exec Ed residence
  o Partner with your city’s convention bureau to lease their facilities or for them to lease yours as a source of revenue.
• Rent out facilities to corporate universities
  o Rent out to corporate clients, govt., etc.
• International Exec Ed facilities for all UNICON universities to use.
  o DC center.
• Learn to say “no” to unrealistic expectations