

CHALLENGE 1 - BUSINESS MODEL

FACUTY/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 pay 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 faculty 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 related 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 identified in programs after delivery
- Use faculty as mentors of projects that help quantify ROI
- 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 faculty 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 executive providers (eg exchange program)
- Allow faculty to use executive 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 from 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 from 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
 - Develop partnerships with for profit consulting groups
 - 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 ventures 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 education center and faculty dean, and corporations as customers.
- Get new faculty actual business experience and _____ credibility 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
 - Give percentage back as “finder’s fee”
 - 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.
 - Same for custom... XX # of program dates/year
 - Offer coaching (virtual) sessions in between
- University providers enter into an era of sharing vs. competing with one another
 - 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 education customers meet/mentor UG students when on campus
 - Older generation can learn from younger in terms of social networking and technology.
- Expand executive education 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 executive education providers with degree program students
- Offer executive education 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 executive education providers
 - College credit for executive education courses could lead to an advanced degree. Combine "credits" from different schools to create an international business degree from executive education
 - Institutionalize an executive education credit system that is viewed stronger than CEUs
- Government require advertisers to publicize executive education training for tax breaks
 - Provide executive education 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 HR 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 us – 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.
 - 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.
 - Show better ROI by using universities vs. private contractors.
 - Have remote staff in satellite locations.
 - 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.
 - Outsource all program mgmt.
 - Outsource sales & marketing.
- Don’t try to do everything.
 - Have key account managers specialized in specific industries.
 - Partner them with appropriate faculty
 - 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
 - Have real works prospects for students in return
 - Have MBA students do market analysis for Exec Ed
- Eliminate margin requirements. Any contribution (above breakeven) is acceptable.
 - 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.)
 - Allocate funding to enhance Exec Ed facilities such as a conference center.
 - Allocate funds for high profile guest speakers to augment faculty sessions.
 - 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
 - Have faculty all teach as part of their on-load, no excess compensation
 - Pay faculty purely based on performance
- Change procurement mentality for buying Exec Ed
 - Tax breaks for Exec Ed @ institutions
 - Create investment mentality
- Share resources with Business school to level out peaks and valleys
- Figure value of IP (intellectual property)
 - How to monetize it? Pay faculty on a sliding scale, like commissions, for the more useful and relevant they create
 - 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)
 - Negotiate better terms with central university if delivery majority of revenue to University
 - Establish shareholder relationship to allow more independence of ExecEd.
- Create profit share model with faculty to encourage better development.
 - Add profit sharing with admin.
 - 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 inflates price.
- Admit to the world that your operation loses money, if that is the case.
 - Fold units that lose money.
- Overhead is a consistent problem; share information with other schools and analyze data
 - More partnerships between schools in order to globally serve the corporate client
- Establish value-based pricing models, instead of per diem rates
 - 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
 - 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
 - Use students as consultants
 - Sell stock in Exec Ed internally/externally
- Be flexible
- Listen to the client
 - Listen to the research
 - Adapt.
- Develop robust, web-based materials—readings, presentations, videocasts, etc. for all programs
 - Use a web-based social learning tool such as linked-in
- Spin-off university-based Exec Ed shops into private utilities
 - 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.
 - Exec Ed employs professors of practice
 - Exec Ed leads institutes
 - 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
 - Empower client-facing staff to build programs
- Eliminate fix cost of facilities
 - Outsource catering services
 - Do better job on maintenance (building and equipment)
- Build Exec Ed Center
 - Build international Exec Ed Center
 - Redo classrooms and make more modern
 - Build Exec Ed residence
 - 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
 - Rent out to corporate clients, govt., etc.
- International Exec Ed facilities for all UNICON universities to use.
 - DC center.
- Learn to say “no” to unrealistic expectations