Four Models of Program Management

Design, Roles, Challenges, Opportunities and Innovation

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Executive Education Programs
Kellogg Executive Programs
Team Structure

Associate Dean

- Open Enrollment
  - Academic Directors-Faculty

- Assistant Dean of Administration
  - 12 Program Managers

- Director of Custom Programs
  - Academic Directors-Faculty

- Director of Marketing
  - Business Office
    - Administrative Support Staff
      - Web/Media Staff
      - Building Scheduling Staff
Job Descriptions

Academic Directors:
• Full-time faculty, deans, adjuncts
• Assigned by dean and/or director of custom programs
• Client Relations and follow-up, if custom
• Program design, faculty selection and scheduling

Program Managers:
• Assigned by availability, seniority, previous programs, target number of days
• Program delivery, logistics, faculty needs, materials, participant contact (client contact), tuition payment, budget and quality control, evaluation and follow-up
• Senior program managers-based on seniority, mastery, recommendations. Additional responsibilities include: recruiting, training new staff, scheduling/tracking programs, performance management, interdepartmental collaboration, regular updates with assistant dean

Front Office Support Staff:
• Support as needed, no regularly assigned teams
• Duplication, administration, processing evaluations, mailings, support long and custom programs, answer phones, permissions, etc.
Challenges/Benefits of Team Structure
Current Staff Tenure: 2 PMs 10+ years
5 PMs 5-8 yrs
5 PMs less than 2 yrs

Challenges
- Flat organization
- Limited mobility within Exec Ed
- Repetitive Tasks
- Work Group/not team
- Independence vs interdependance
- Process/procedural conventions & guidelines
- Agreement on meeting standards of quality
- Erratic pace - intense vs quiet
- Repeated training of support staff to accommodate each PM
- Variation of expectations and roles of each academic director

Benefits
- Single point of contact for participant
- Relationship with clients and participants
- Continued relationship with academic director of specific programs
- Strong group support
- Flexibility of time
- Stability of position
- Clear and consistent expectations for PM processes allows for easy substitute coverage
- Exciting environment which combines academia and business
- Global perspective
- Intellectual stimulation
“...The rate at which individuals learn may become the only sustainable competitive advantage....”

....Ray Stata, “Organizational Learning-The Key to Management Innovation

Some Learning Opportunities at Kellogg

- Participation in Unicon

- Collaborative visits from other schools to learn about their organizations and best practices

- Kellogg Learning Organization –
  - Monthly all staff-meetings instituted to feature speakers from throughout the Kellogg School & Northwestern University
  - Interactive presentations on diverse topic (see list attached)
<table>
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<th>Learning Topics</th>
<th>Presenters</th>
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| Marketing and PR                                    | Asst. Dean/Chief Marketing Office  
  Dir. of Publications/Web Content                      |
| Office of the Dean                                  | Dean, Kellogg School of Management                                        |
| Finance                                             | Dean/ Director of Finance and Planning  
  Dir. of Finance, Executive Programs                     |
| Faculty Hiring/Tenure/Promotion                      | Sr. Assoc. Dean: Faculty/Research  
  Sr. Assoc. Dean, Curriculum/Teaching                        |
| Admissions/Placement-Input/Output                    | Dean/ Dir. of Career Management  
  Dir. of Admissions and Financial Aid                      |
| Faculty Presentation: Extraordinary Leadership & Extraordinary Organizations | Assoc. Prof of Management and Organization                             |
| Downtown Managers’ Program                          | Assoc. Dean/Dir. of the Managers’ Program                                 |
| Information Technology                              | Asst Dean, Information, Technology, KIS                                   |
| HR Benefits, Insurance, Retirement                  | Dir. of Benefits, HR                                                      |
| Development and Alumni Relations                    | Assoc. Dean of Development /Alumni Relations  
  Assoc Director, Alumni Clubs  
  Dir. of Centennial Celebration                           |
| Kellogg Centennial Celebrations                     |                                                                            |
| Student Affairs                                     | Asst. Dean and Dir. of Student Life  
  Director, Registration and Student Record Systems       |
| Registration and Student Records                    |                                                                            |
| Institute for Entrepreneurial Practice              | Assoc. Director Levy Inst. For Entrepreneurial Practice  
  Dir, Levy Inst. For Entrepreneurial Practice             |
| Green Team Initiatives for 2008                      | Green Team                                                                 |
| Kellogg Cases:                                      |                                                                            |
| How are they written?                               | Director of Publication Initiatives                                      |
| How are they used?                                  | Faculty and author of case                                                 |
| History of Northwestern                             | University Archivist                                                      |
| Marketing Presentation of our new exec ed advertising campaign plus insights gathered from focus group research | Our Advertising agency plus Marketing Department                        |
| ROI on Exec Ed                                      | Asst. Dean, Director of Student Affairs, PT MBA  
  Asst. Dean of Integrated Programs & Experiential Learning. |
| Exec Ed Strategy and Future Direction               | Associate Dean of Exec Ed                                                 |
| Social Networking                                   | Senior Project Manager-Technology                                         |
Top Management
- Setting strategy
- Organizational issues
- Policies/procedures
- Staffing/Deployment

General Management and Strategy
- Associate Director
  - Program Manager

Finance
- Associate Director
  - Program Manager

Leadership
- Associate Director
  - Program Manager

Sales & Marketing
- Associate Director
  - Program Manager

Operations
- Associate Director
  - Operations team
**Curriculum Design**
- Associate Director
- Creates proposals, presentations (CUSTOM)
- Point of contact with faculty director and teaching faculty
- Point of contact for client (CUSTOM)
- Market research

**Strategic Marketing**
- Associate Director
- Works with faculty on brochure/web content
- Marketing plans
- Company visits
- Promotions

**Programming Planning and Prep**
- Associate Director
- Program Manager
- Client relations (CUSTOM)
- Scheduling
- Respond to inquiries
- Pre-program communication with participants
- Program materials and copyrights
- A/V and catering arrangements
- Collect outstanding tuition payments

**Program Delivery**
- Program Manager
- Primary on site point of contact for faculty
- Primary on site point of contact for participants

**Post-Program**
- Associate Director
- Primary on site point of contact for participants
- Share and discuss participant/client feedback with faculty
- Post-program communication with participants
- Follow up on referrals
- Process program related invoices
BENEFITS OF MODEL

- Single point of contact for participant from inquiry through program follow up
- Flexible division of responsibilities within portfolio team
- Program staff have in depth knowledge of programs for cross-selling opportunities
- Program staff build network of industry contacts and companies for repeat business
- Program staff develop strong working relationships with faculty through repeat collaboration
- Mix of stability of open enrollment and variety of custom programs
CHALLENGES

- Flat organization
- Knowledge sharing/best practices across portfolios
- Cross-selling across portfolios
- Monotony of working on same programs
- Maintaining balance between portfolios
- Emphasizing big picture focus
- Silo effect*
LEARNING ACTIVITIES & EFFORTS

- Staff encouraged to take Executive Education courses
- Staff encouraged to attend external courses and seminars
- Conduct detailed program reviews for peer review
- Collaborative sessions with other schools
Staff Growth - Headcount

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<th>Year</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
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<td>16</td>
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Start-up Mode

- Executive Director
  - Director of Custom Programs
  - Director of Open Enrollment Programs
  - Marketing
  - Coordinators
Team Structure Custom Program
Client, Faculty, Staff

- Design Team
- Client
- Program Director
- Senior Coordinator
- Coordinator
- Logistics
- Faculty
- Director
- Teaching Faculty
- Staff
Benefits/ Challenges Team Structure

- Benefits
- Team Structure
- Portfolio of Programs
- Balanced Delivery Timeline
- Supportive Infrastructure

- Challenges
- New Organizational Design
- Learning across teams
- Stable/Repetitive tasks
Key Challenges for Whole Department

- Limited Faculty Capacity
- Few Classroom Spaces
- Globalizing Exec Ed Offerings (away from MIT)
- The Economy
Program Managers
3 vertical levels (Junior/Plain/Senior) – 9 horizontal levels (5 trainees)
Experience: HR experts; consultants
Responsibilities: Client relations, program design; faculty contact; program evaluation and follow-up

Executive Coordinators
2 vertical levels (Junior/Senior) – 9 horizontal levels
Experience: no experience; secretaries; administrative staff
Responsibilities: Budget control; logistics; contact with participants during the program; class evaluation and follow-up
Example International Open Enrolment Program Team: STC

- **International Partner's team**
  - Program Support
    - HR: Faculty Agenda
    - Marketing
    - Admin: Material design and preparation
    - Admin: Logistics
  - 14 Faculty internal and/or external

- **Open Enrolment Programs Director:** Silene

- **Program Manager International:** Rosangela

- **Head Executive Coordinator International:** Nivia

- **Executive Coordinator:** Isabel

- **Associate Dean for Executive Education:** Antonio
Knowledge Management Activities

- Program evaluation “How could we do, to do it better?”
- Virtual Library of Education Solutions
- Communities of practices
- Coaching of newcomers
Challenges

- Work Group/not team;
- Fragmented tasks;
- Too many points of contacts within the school (task dependency);
- Participation at different projects at the same time;
- Informality in registration of the programs details (tacit);
- No power over faculty – access to class material on time;
- High turn over;
- Little vertical mobility.

Benefits

- Strong group support
- Systemic view of the program
- Direct contact with clients and participants
- Positive influence on client return
- Strong knowledge of programs dynamics
- Learning environment
- Horizontal mobility
Group Exercise

- Please introduce yourself to three people sitting close to you (Group of 4 total)

- Read the four questions below and choose one to discuss with your group (10 minutes)

- Bring your discussions points to the larger group discussion
Questions to Consider

1. How can organizations best promote transfer of knowledge among the program management team as well as other executive education and university staff?

2. How can an organization be structured to provide optimal flexibility to best meet client needs and best make use of individual staff members’ strengths?

3. What is the impact of the organizational structure on opportunities for professional development and career advancement?

4. What role does structure play in an organization’s approach to customer service?