

Four Models of Program Management

Design, Roles, Challenges, Opportunities and Innovation

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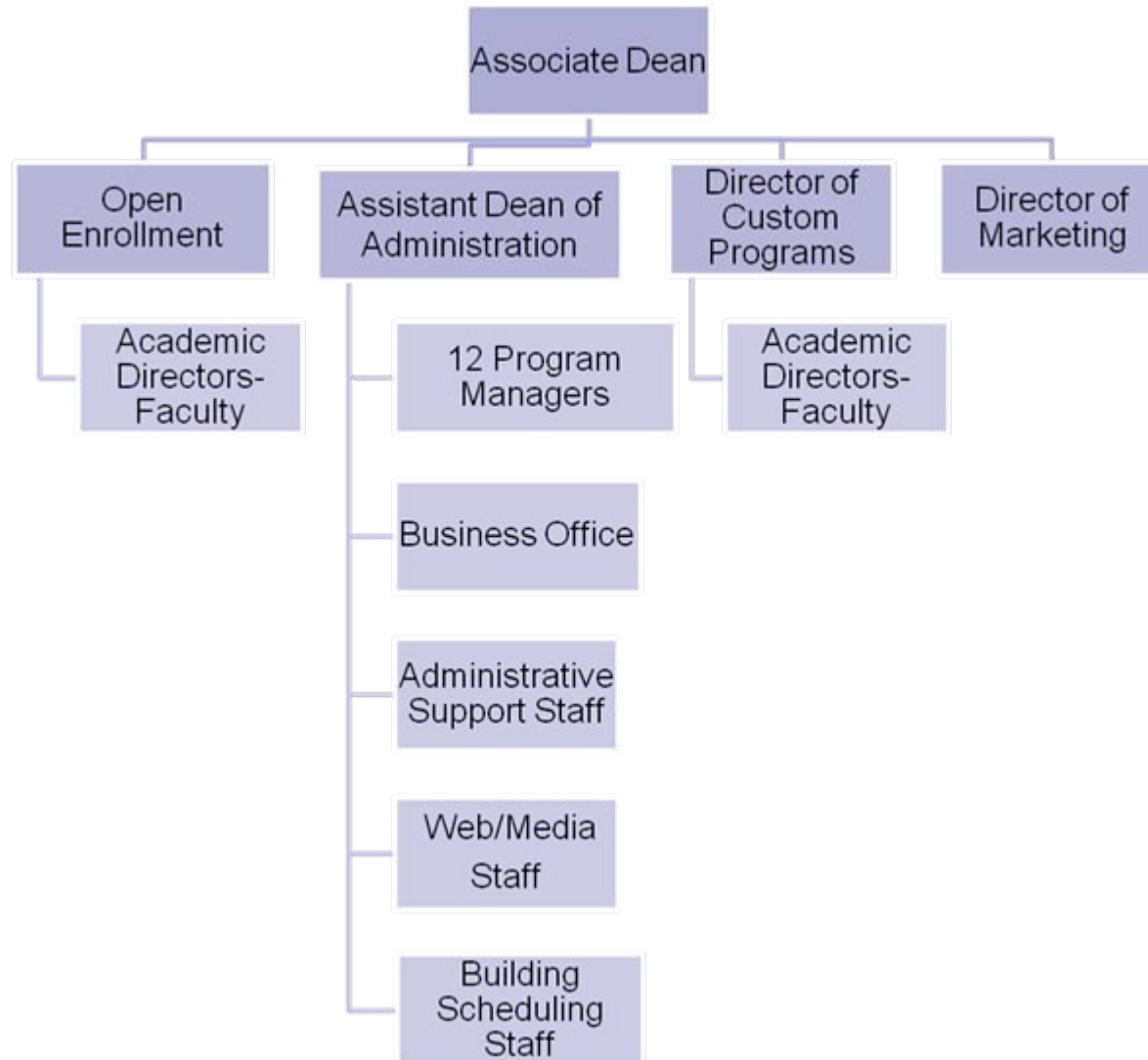
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Executive Education Programs

Kellogg Executive Programs Team Structure



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 interdependence
- Process/procedural conventions & guidelines
- Agreement on meeting standards of quality
- Erratic pace - intense vs quiet
- Repeated training of support staff to accomodate 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)

Learning Organization Topics Presented at All Staff Meetings

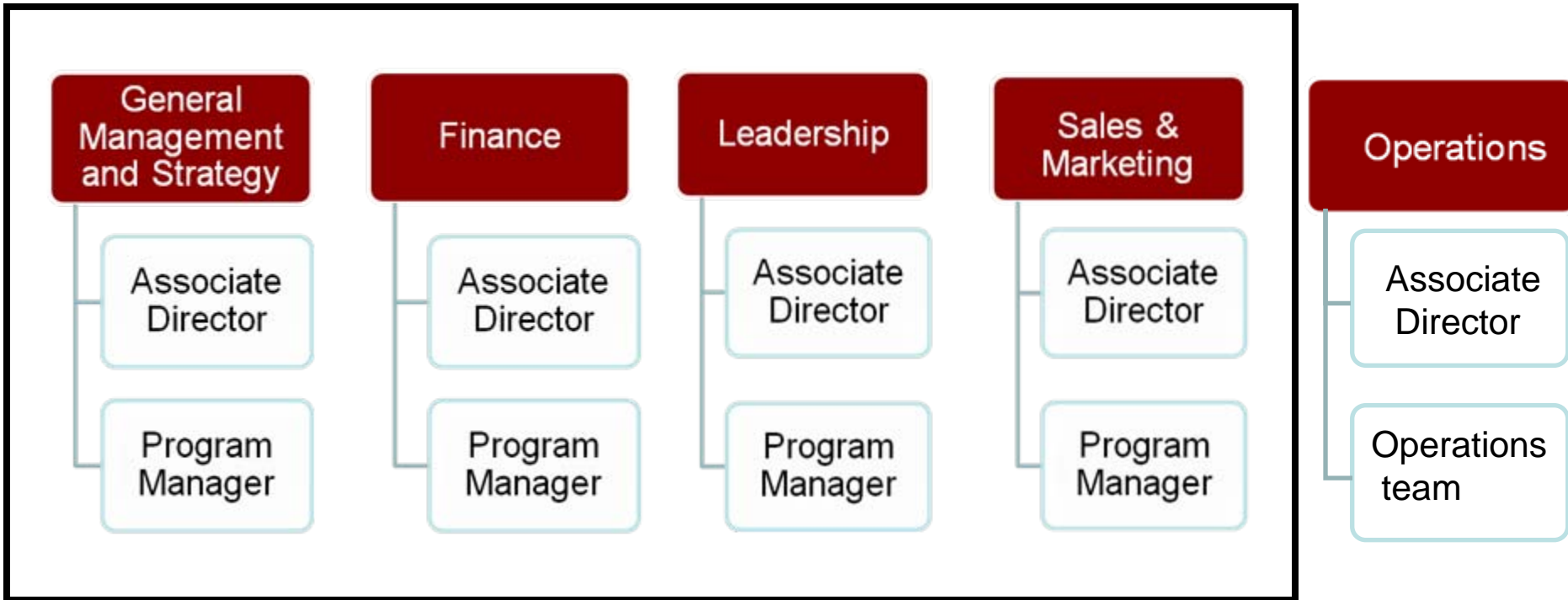
Learning Topics	Presenters
Marketing and PR	Asst. Dean/ Chief Marketing Office Dir. of Publications/Web Content
Office of the Dean	Dean, Kellogg School of Management
Finance	Dean / Director of Finance and Planning Dir. of Finance, Executive Programs
Faculty Hiring/Tenure/Promotion	Sr. Assoc. Dean: Faculty/Research Sr. Assoc. Dean, Curriculum/Teaching
Admissions/Placement-Input/Output	Dean / Dir. of Career Management Dir. of Admissions and Financial Aid
Faculty Presentation: <i>Extraordinary Leadership & Extraordinary Organizations</i>	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 Kellogg Centennial Celebrations	Assoc. Dean of Development /Alumni Relations Assoc Director, Alumni Clubs Dir. of Centennial Celebration
Student Affairs Registration and Student Records	Asst. Dean and Dir. of Student Life Director, Registration and Student Record Systems
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: <i>How are they written?</i> <i>How are they used?</i>	Director of Publication Initiatives 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 How Corporations can utilize relationships with universities	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

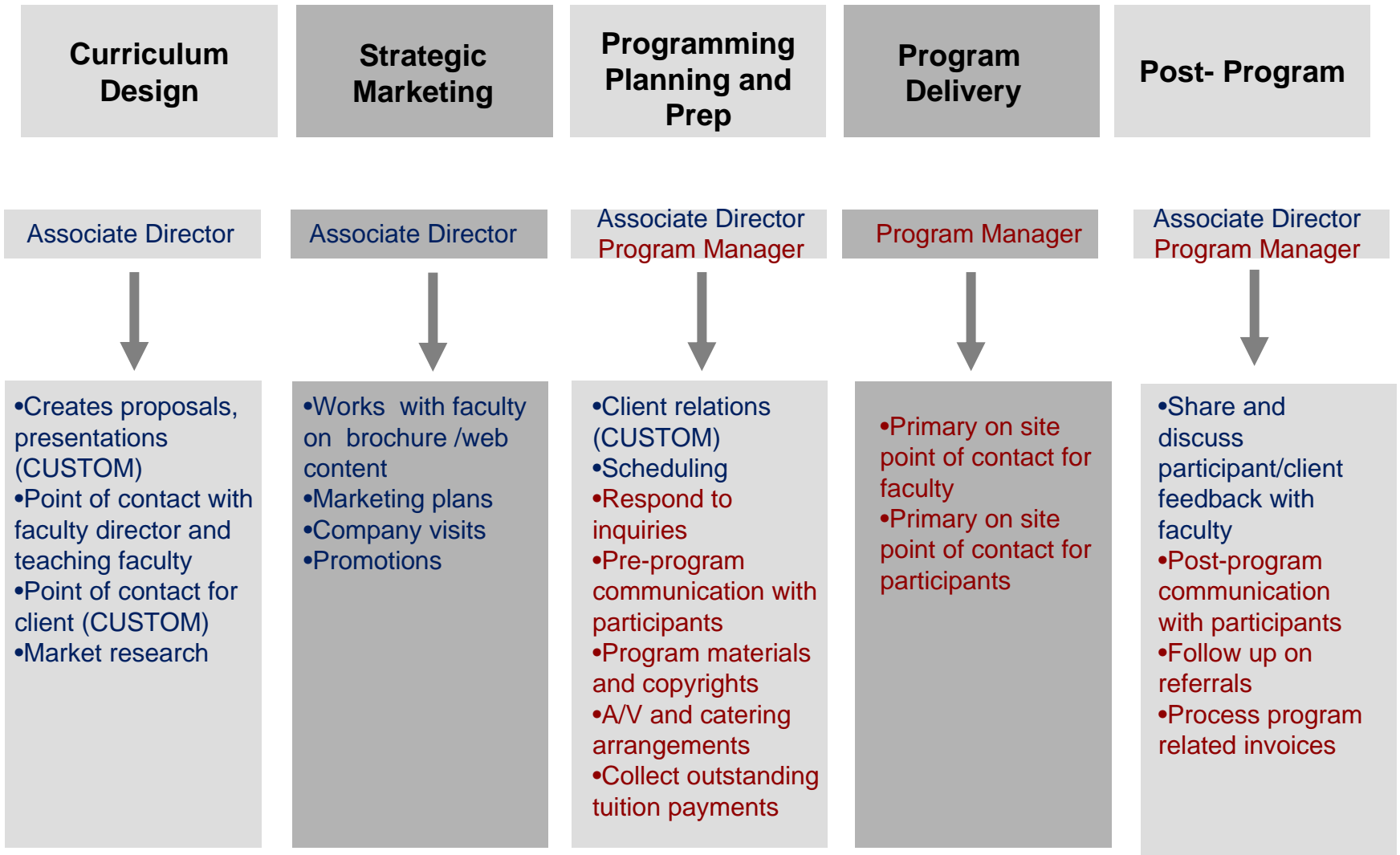
University of Chicago Booth School of Business

Executive Education
Program Management
December 4, 2008

Top Management

- Setting strategy
- Organizational issues
- Policies/procedures
- Staffing/Deployment





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***

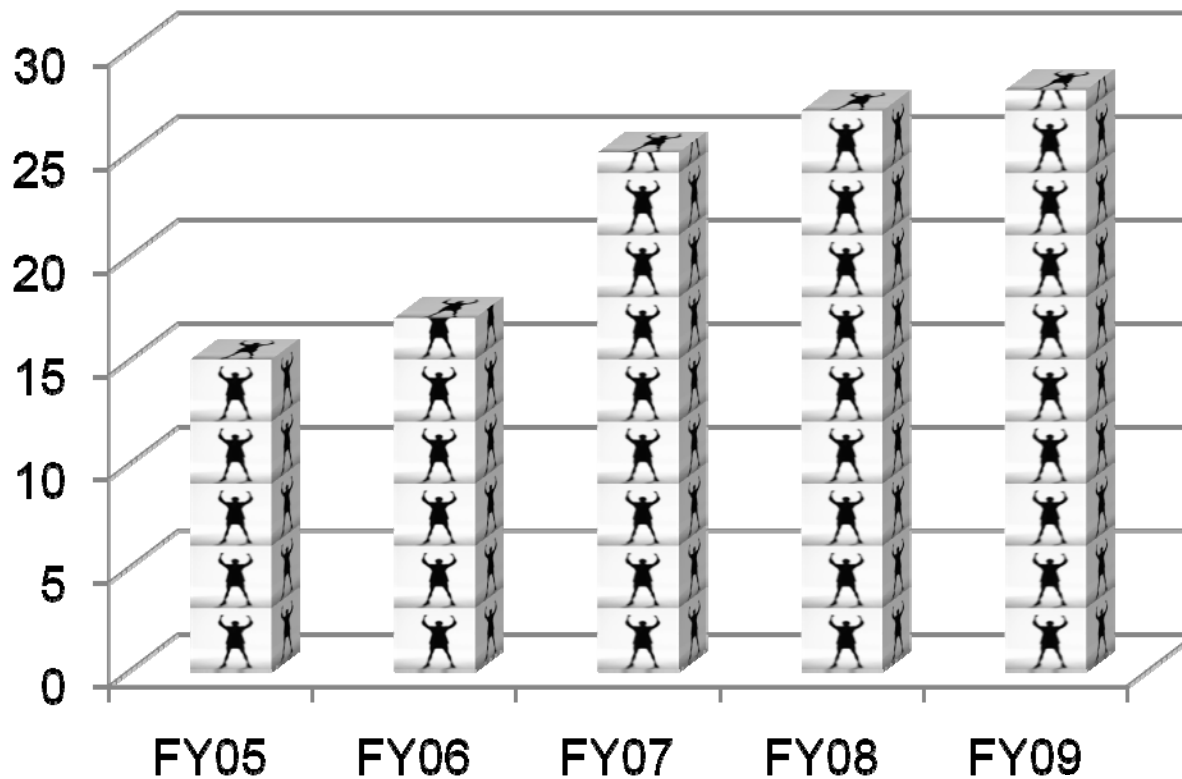
LEARNING ACTIVITIES & EFFORTS

- ❖ **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**

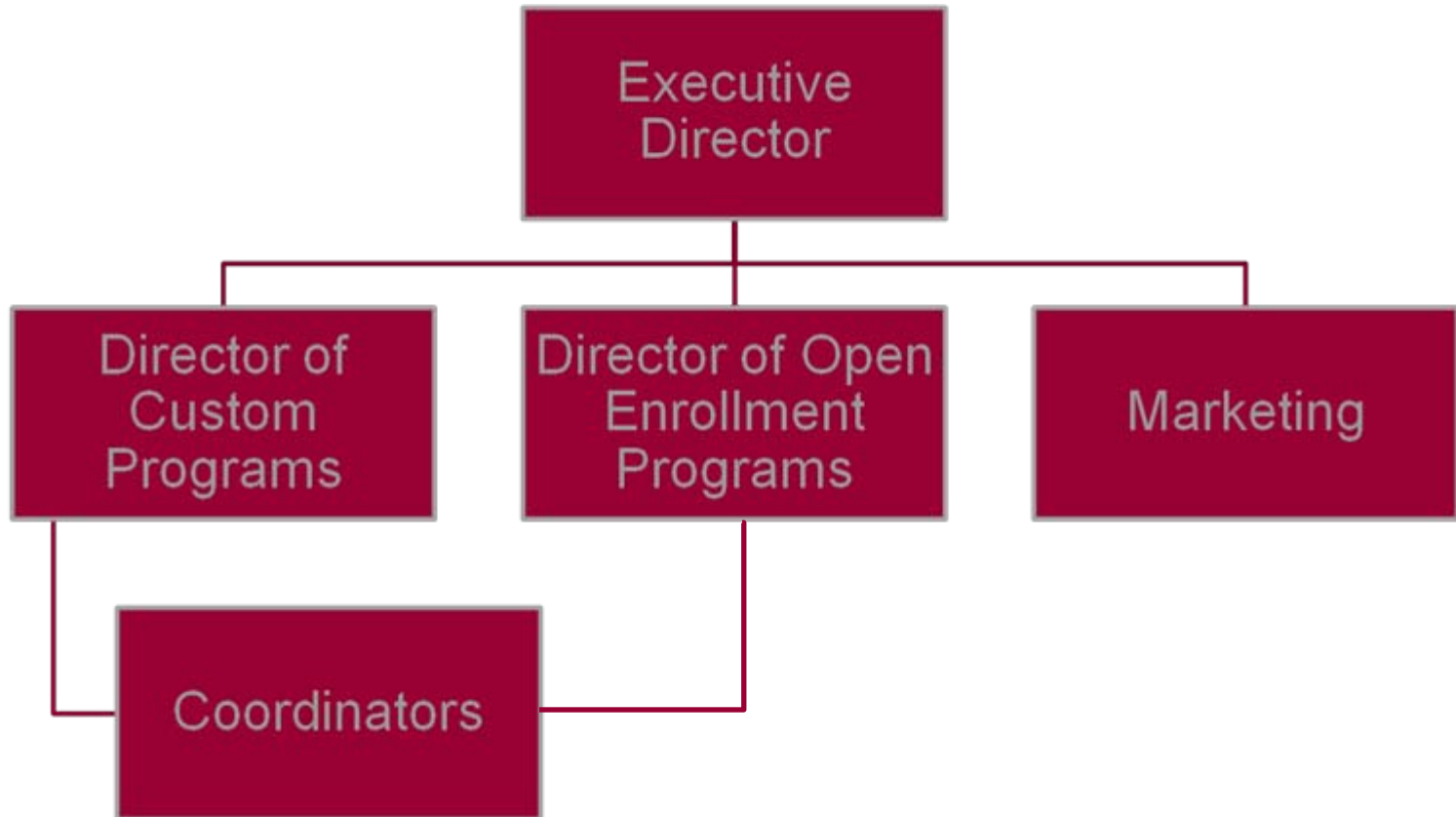


MIT Sloan Executive Education

Staff Growth - Headcount



Start-up Mode

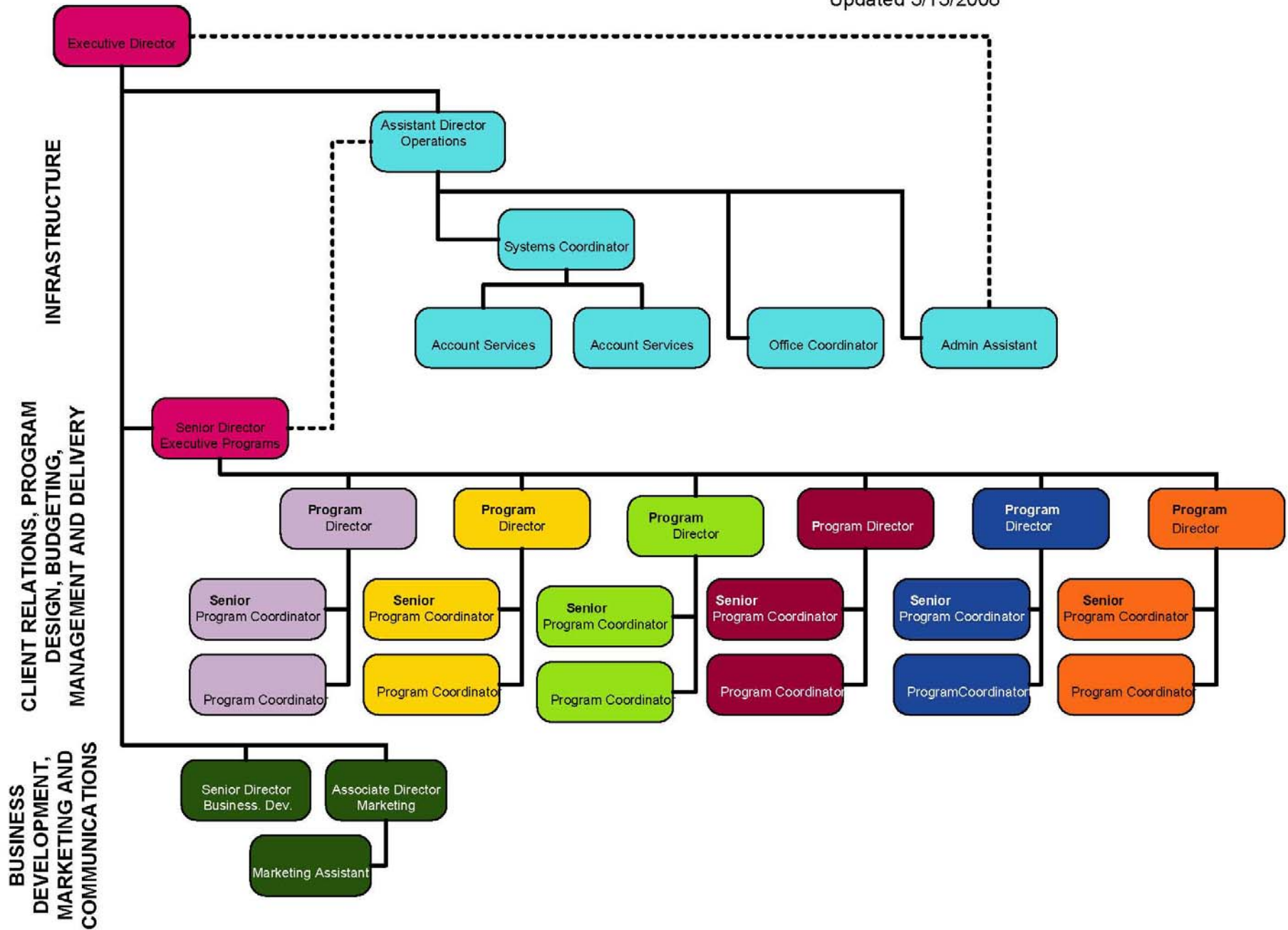


Transition

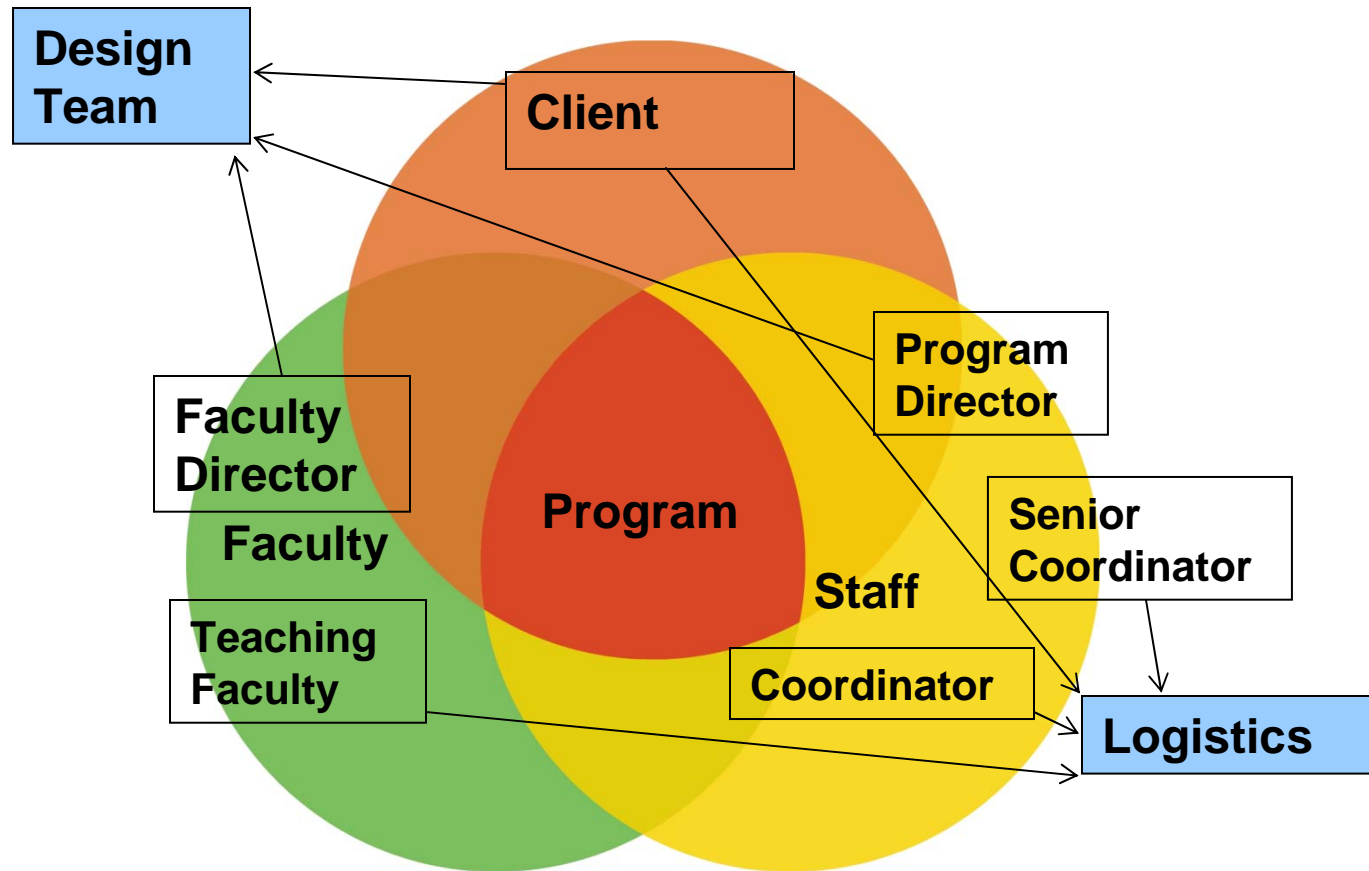


MIT Sloan Executive Education Org Chart

Updated 5/15/2008



Team Structure Custom Program Client, Faculty, Staff



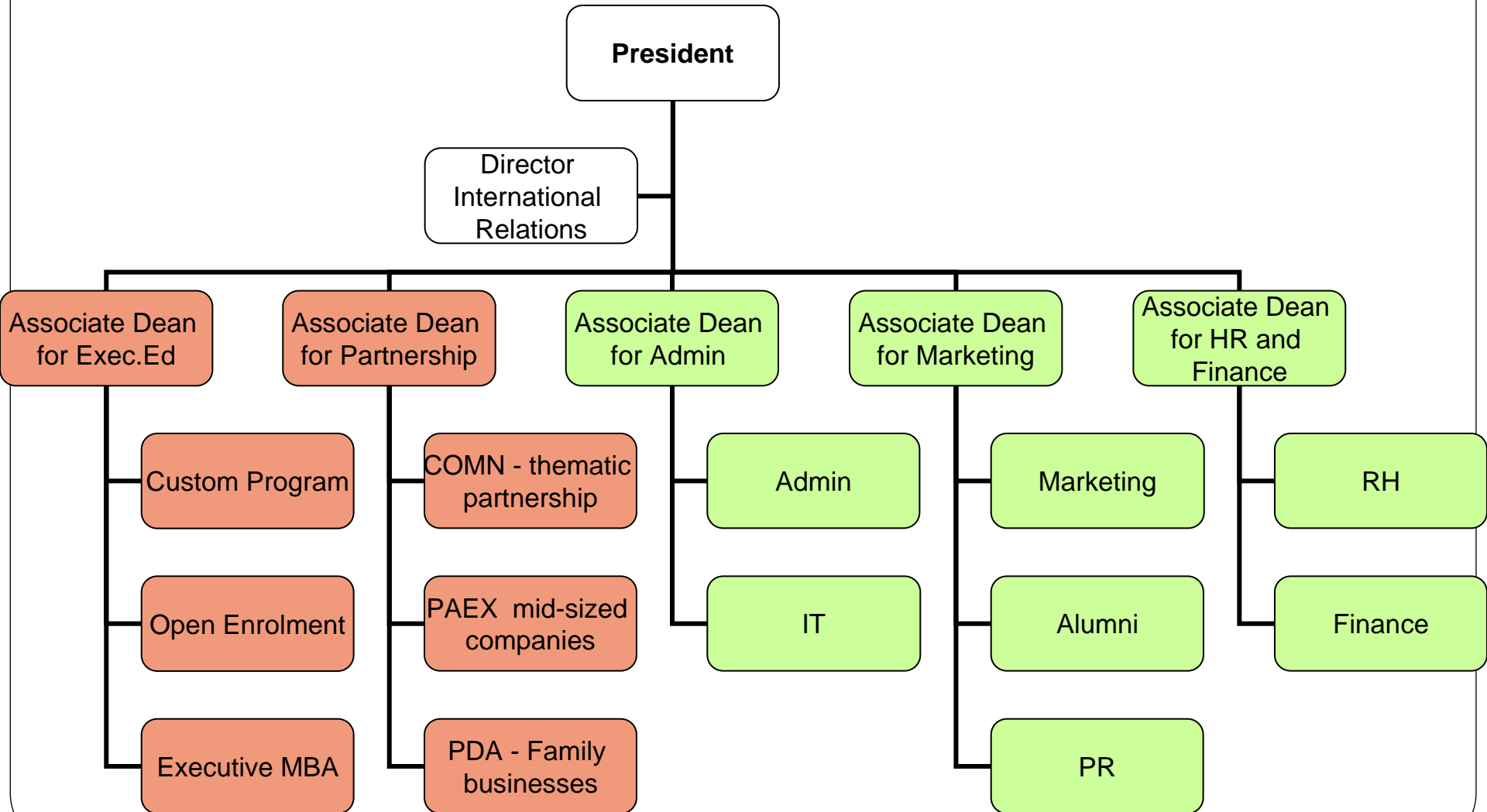
Benefits/ Challenges Team Structure

- **Benefits**
 - Team Structure
 - Portfolio of Programs
 - Balanced Delivery Timeline
 - Supportive Infrastructure
- **Challenges**
 - New Organizational Design
 - Learning across teams
 - Stable/Repetitive tasks

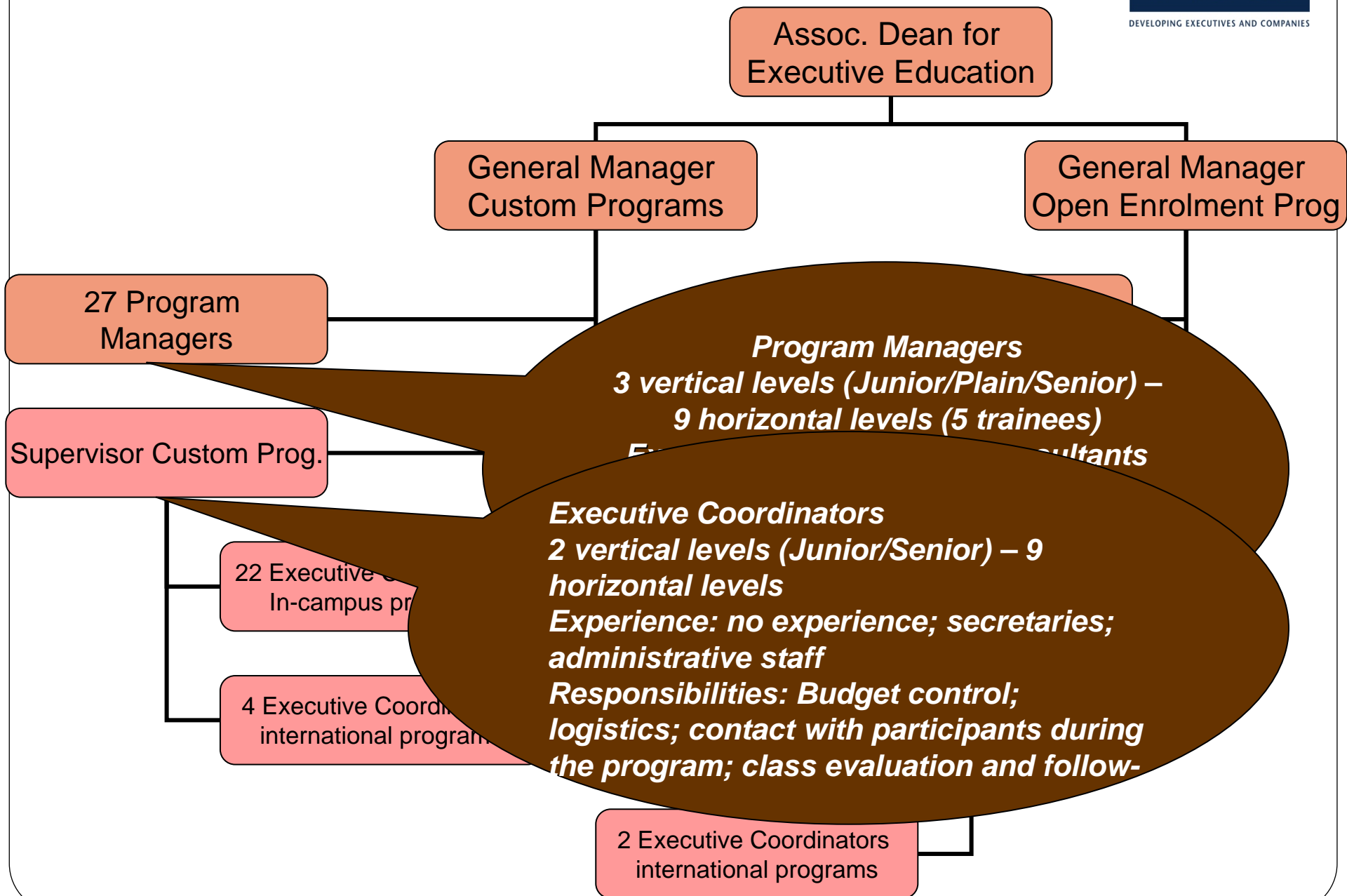
Key Challenges for Whole Department

- Limited Faculty Capacity
- Few Classroom Spaces
- Globalizing Exec Ed Offerings (away from MIT)
- The Economy

FDC's Organizational Chart



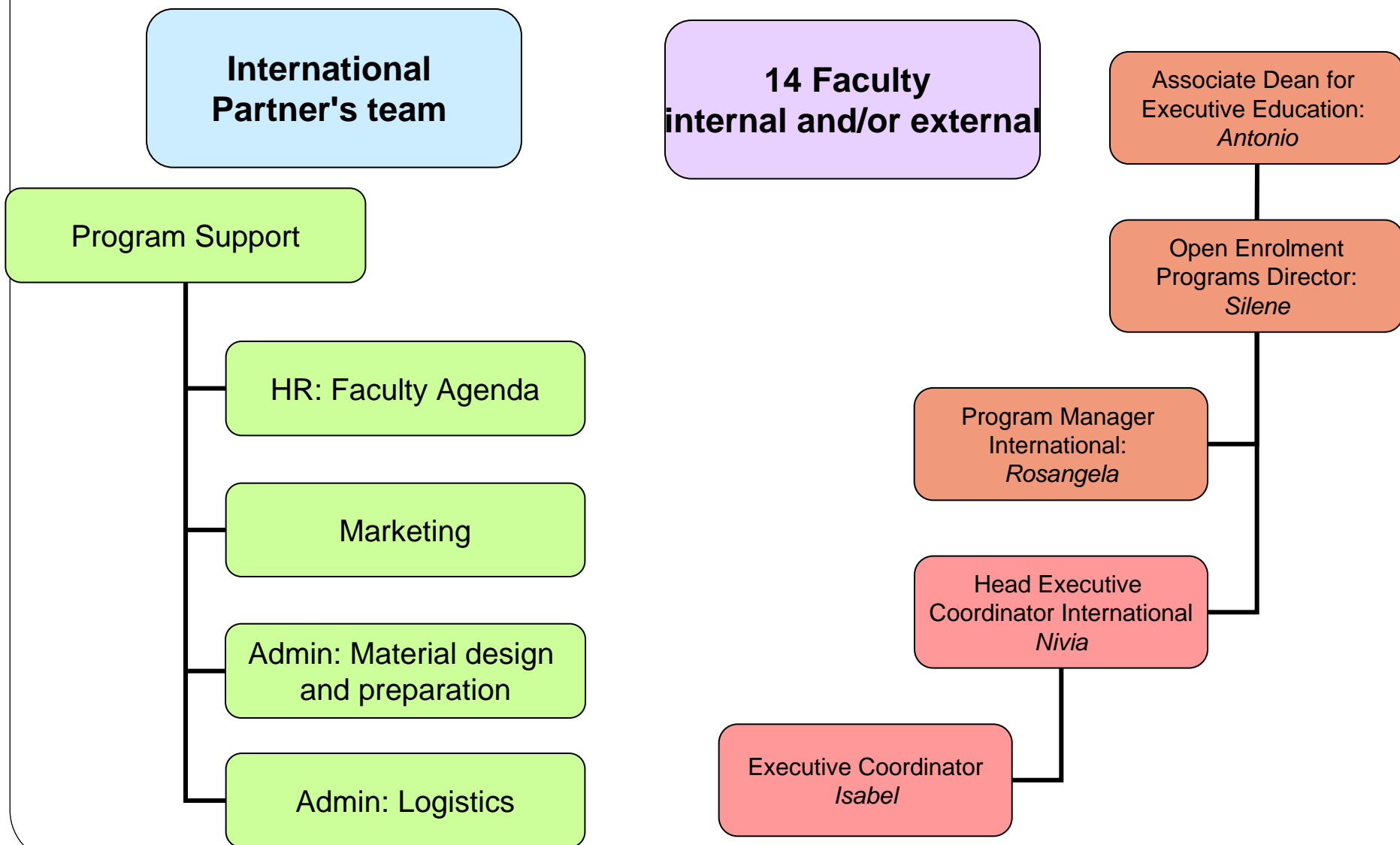
FDC Executive Education Structure



Program Managers
3 vertical levels (Junior/Plain/Senior) –
9 horizontal levels (5 trainees)
Experienced Consultants

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-

Example International Open Enrolment Program Team: STC



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 / Benefits Team Structure

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 organizations approach to customer service?