Welcome

Outline of Presentation

- Introductions
- UNICON: Your Professional Resource
- The Executive Education Marketplace
  - What we offer the market
  - What the market offers us
  - What’s new
- The Executive Education Business
  - How it’s evolving
  - Choices for schools
Introductions

- Name
- School
- Current position
- Your background and path to university based executive education

http://www.youtube.com/watch?v=iVBYslz43V4&feature=related
YOUR PROFESSIONAL RESOURCE
Who We Are

- The International University Consortium for Executive Education
- Worldwide – 101 Members
- Non-degree Programs / Services
- A Volunteer Organization
How We Work

- Values
  - Collaboration
  - Knowledge
  - Service

- Mission
  - Help members serve clients

- Vision
  - An international leader in knowledge and service

Refer to UNICON Directory
Structure

- **Board**: 6 year terms
  - Chairman / Vice Chair / Former Chair

- **Committees**
  - Benchmarking
  - Board Continuity
  - Communications
  - Conference Support
  - Finance
  - Membership
  - Research
Services

- Conferences & Networking
  - Peer counsel, “what are you doing about wi-fi?”

- Benchmarking and Research
  - Annual industry survey now conducted by third party
  - Upcoming organization structure survey
  - Increased investment in research

- Webinars: routinely scheduled

- Advocacy: ‘voice of the industry’

https://www.uniconexed.org
Get Involved!

- Participate in conferences
  - Intellectual stimulation and learning
  - Build network
  - Benchmarking
  - Actionable takeaways

- Join a committee—exercise influence

- Regularly consult UNICON Website for conference proceedings, industry articles, webinars and updates
THE EXECUTIVE EDUCATION MARKETPLACE
What Do We Offer to the Market?
The Business School Value Proposition

- Broad research-based content: true and tested
- Purpose-built learning environment: “recreate the sense of the possible”
- Professional educators: build capability rather than dependence
- Access to a full university: the right expertise
What Does the Market Offer Us?
Typical B-School Objectives

- To enhance and expand relationships in business, government, non-profit communities.
- To enhance reputation.
- To disseminate new research findings.
- To identify student opportunities.
- To provide faculty development and income.
- To make a financial contribution.
What’s New in the Executive Education Market

- What do clients expect; how have their needs changed?
  - Directors/Team Development Conferences ‘08; research study ’09

- How culpable are we?
  - Team Development Conference ’09

- Is ROI dead?
  - Research study ’10

- What can I tell my dean?
  - White Paper ’11

- How can I expand my faculty resources?
  - Faculty development study ‘12

- What’s the impact of on-line and MOOC on our category?
  - Forthcoming research study ‘13
Discussion

- What does your school offer to the market in relation to the business school value proposition?
- What is unique about your school?
- Why does your school participate in executive education?
THE EXECUTIVE EDUCATION
BUSINESS
The Evolving Executive Education Business

- How is the market changing?
  - Corporate investments in management development
  - Open enrollment/custom program mix

- How do we deal with a high fixed cost model?
  - Economies of scale (efficiency)
  - Learning curve economies (effectiveness)
  - New business models

- How do we grow?
  - Innovation
  - eLearning
  - Global
Executive Education Capabilities and Choices
Where Does Your School Fit?

- Open Enrollment: Program Types Offered: Custom
- Research: Institution Orientation: Teaching
- Low: Exec Ed Degree of Independence from rest of B-School: High
- Senior Tenured: Teaching Faculty: Adjunct
- Part of Normal Teaching Requirement: Faculty Compensation For Exec Ed Teaching: All Above Contract
Executive Education Capabilities and Choices
Where Does Your School Fit?

- **Senior Exec**
- **Participant Mix**
- **Junior Exec/Middle Manager**
- **Global**
- **Company Mix**
- **Regional**
- **Large**
- **Mid Mkt/Small Cap**
- **Public**
- **Private**
- **Wide Industry Range**
- **Targeted Industry Focus**
- **High Involvement**
- **Faculty Involvement** (program design, administration, etc.)
- **Low Involvement**
- **Faculty Driven**
- **New Program Development**
- **Market Driven**
- **EE Operated**
- **Residential and Teaching Facilities**
- **Not Provided**
Executive Education Capabilities and Choices
Core Competencies

Product Leadership
- Best in-class programs
- World-class faculty
- Superior customer value
  - relevant content
  - high pay back

Customer Intimacy
- Business strategy / mix
- Building and defending brand equity
- Customer share versus market share
- Anticipating customer needs

Operational Excellence
- Quality / effective systems
- Economies of scale
- Reengineering processes

Operations

Faculty

Senior Staff
Executive Education Capabilities and Choices
Creating Value for your Institution

Value Protection
Value Extraction
Value Creation

Brand Asset Management
Running the Business: Structure & Process
Top Line Growth

What/What Not
Execution
Betting on People & Ideas
Reflection and Self-Assessment

- How do you see the executive education business at your institution?
  - Where are you on the continuum?
  - What is your core competence?
  - How do you create value for your institution?

- How do the answers to those questions relate to your immediate job challenges?

- What would you like to learn here?
http://www.youtube.com/watch?v=kO8x8eoU3L4
THANK YOU