Range of variation: In some schools, Exec Ed includes degree and non-degree programs. Some have dedicated facilities, some not. Many are private universities, some state.

Why do we do exec ed? Why does the School want Exec Ed?

Contribute financially to the University
Support the flagship MBA program – as referrals, pipeline, some financial, better teaching
Provide venue for Faculty to try out research outcomes and ideas
Sharpen faculty teaching skills
Improve intellectual capital of the school
Bring new teaching methods from exec ed into MBA

What do faculty want from exec ed? Why do faculty teach in exec ed?

Supplemental compensation
Demonstrate school service, engagement
Engagement with industry, especially in custom programs (spreading faculty IP)
Possible consulting opportunities
Competition with colleague faculty

Internal Challenges regarding faculty & deans

Education regarding the value of exec ed
Confusion with and competition from university alumni/continuing/professional/executive education
Needing active support from office of the dean
Motivating faculty to customize materials for the exec audience
Finding bridges between faculty research and executives (how to make it relevant)
Less ability to integrate content across the program and within teaching (across content areas)
Often not well-skilled at facilitating discussion in programs and being flexible with the outcomes
How do we develop faculty teaching/facilitation skills?

How do we compensate faculty?
Set rate for teaching, faculty directorship, sometimes development
Some must include fringe, some not
Flights – some no longer offer business class

What do we want from faculty?
The ability to perform well in exec ed classrooms – robust teaching & facilitation skills
Given that many cannot do this, how do we complement/supplement our regular faculty?

What do our clients want from exec ed?
Integrated programs – starting with needs assessment, including 360 and coaching, classroom sessions, site visits, action learning and “post-program” follow-up. (can we use leadership research group for follow-up?)
Demonstrate alignment with business strategy and indications for ROI

What are possible ways forward?
Collaborate within the university to find the right complements (if they exist). E.g. Center for Leadership and Strategic Thinking at U Wash will do the coaching, follow-up and assessment. Note that this Center is focused on applied management, more than research.

Work with current, long-term custom clients and open participants (senior programs) to collect data and write up the impacts/outcomes from exec ed.
UNICON collects our ROI stories, collates them into a series of articles to be published in print and on the web.

Hire project-based former CLO’s or former exec head leaders to do the follow-up, coaching, ROI. Let’s share this job description. (Can we train our own staff to do this in the future?)