

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?)