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CONSORTIUM FOR UNIVERSITY-BASED
EXECUTIVE EDUCATION

Changing Organizational Models of Executive Education

Research Report Webinar

Marie Eiter and Toby Woll

UNICON Antitrust/Competition Statement

Antitrust/Competition law describes a variety of laws aimed at preserving fair, honest, and vigorous competition in the marketplace.

It is based upon the theory that such competition ultimately leads to lower prices, increased supply, and continued improvements in goods and services, thereby ultimately benefiting the customer.

Therefore, antitrust/competition laws, for example, prohibit agreements between competitors to fix prices and also limit monopolies.

UNICON believes that vigorous competition is essential for driving innovation, improvements, and efficiencies in all industries, including the executive education industry, and believes the services it provides to Members foster that competition.

Please refer to the UNICON Policy Guide for antitrust policy details.



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- Use the orange arrow at the top left of the Go-to-Meeting window to open all of your controls.

Click the orange arrow

The screenshot shows a Windows desktop with a forest background. A GoToWebinar window is open, displaying audio settings. An orange arrow points to the top-left corner of the window, where a small orange arrow icon is located. The window content includes: 'File View Help' menu, 'Audio' section with 'Audio Mode' options (Use Telephone, Use Mic & Speakers), a 'MUTED' status indicator, a volume level bar, a 'Questions' section with a text input field and a 'Send' button, and a footer with 'Start Holding your Own Web Events with GoToWebinar' and 'Webinar ID: 977-124-241'.



- Expect to see an open window on the presenter's slides and hear audio.
- If you have a question during the presentation, simply type it into the box labeled "Questions" and press the "Send" button. The presenter will answer questions following the presentation as time permits.
- We record each webinar; expect an e-mail with download links for the recording and the presentation slides in the coming days.



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What does the market want from you?

- Short, intense learning
- Anytime, anywhere
- Skill-building for complex, volatile environment
- Transfer of learning
- Assessment services
- Relevant and customized content for organization & industry
- Coaching, mentoring, consulting
- Peer-to-peer learning

Executive Education departments are
struggling, and

It's NOT a question of willingness...

The organizational model of universities is:

- **faculty-driven**
- **highly decentralized decision-making**
- **discipline research-oriented**
- **focused on individual, learners preparing to enter the workforce**

Universities are profoundly stable and immutable organizations...

(Marion Fourcade)

“When form does not change, function does not change.”

(Louis Sullivan)

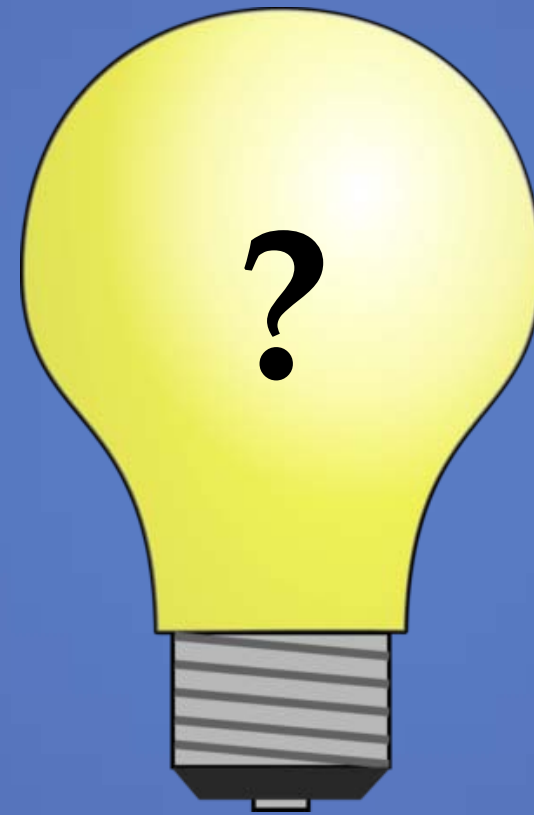
The University is an Inhibitor of Change

But... university model doesn't match what executive education market wants!



Incongruity → Tension ...

Does this tension feel familiar?



Question and comments welcome

Research Focus: Six UNICON members with Alternative Organizational Structures

Examined: Motivations
 Staffing
 Financial and decision-making systems
 Governance
 Benefits and risks
 Critical Success Factors

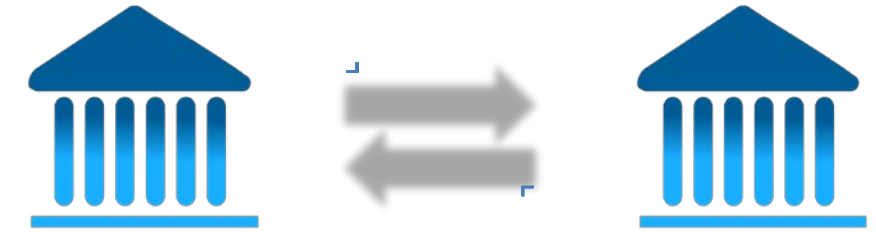
“There is certain relief in change, even though it be from bad to worse! As I have often found in traveling in a stagecoach, that it is often a comfort to shift one's position, and be bruised in a new place.”

Washington Irving (1824)

Three Categories: Six Models

- Complementary Asset Models

- Merging: Hult/Ashridge
- Pairing: AIM+UWA



- Single Institution Models

- Focused: FDC
- University-wide, centralized: ITESM



- Outsource Models

- Handing-off: FT/IE CLA
- Partnering: EMERITUS



Are you working on any of these or other models?



Question and comments welcome

These are Strategic Choices

- Do more of what we do best
- Find a partner for what we do less well



Single Institution Model: Deeper Dive

University-wide, Centralized



- Goals
- New structure
- Hurdles
- Outcomes – benefits and risks
- CSF

.....Do more of what we do best



Outsource Model: Deeper Dive

Partnering



- Complementary opportunities
- Reaching agreement
- Who does what
- Outcomes – benefits and risks
- CSF

..... Find a partner for what we do less well

Summary of the Three Ts

- **Time**
- **Trust**
- **Top management involvement**

What does this iceberg look like?



Our hope is to inspire exploration and discussions among UNICON members.

Questions? Comments?

The full report, *Changing Organizational Models of Executive Education*, available.

Marie Eiter (meiter@mit.edu)

Jennifer Stine (jenniferkstine@gmail.com)

Toby Woll (twoll@mit.edu)