



The First Fifty Years – (1972 – 2022)

A Brief History



UNICON

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Table of Contents

The First Fifty Years – (1972 – 2022).....	3
In the Beginning.....	4
The Early Years - A Chilly Start.....	4
The Turning Point.....	5
Surviving the 1980s.....	6
Going International and the First Chairman of the Board.....	6
The 90s and Beyond.....	7
Recollections of the Decade of Change.....	7
Summary of the Early Years.....	8
Committee Structure.....	10
The Growth of International Membership.....	11
Working through Crisis.....	13
Engagement: Leadership Academy-Coffee Breaks-Spotlight	14
Progressive Partnership	15
UNICON Launches New Website.....	16
The Next 50 Years.....	17
Appendix A - UNICON Emeritus Members.....	19
Appendix B - UNICON Chairs from 1988 to 2021.....	22
Appendix C - UNICON Administration.....	23
Appendix D - The UNICON Leadership Academy-Post Pandemic.....	25
Appendix E – UNICON Coffee Breaks.....	26
Appendix F - A Rare Find - 1991 Conference.....	27
Appendix G - UNICON Crisis Survey.....	28
Appendix H - UNICON Conferences Throughout the World - 2000 – 2009.....	29
Appendix I - UNICON Conferences Throughout the World - 2010 – 2019.....	34
Appendix J - UNICON Conferences Throughout the World - 2020 – 2021.....	54
Appendix K - PR Article of Beijing Conference.....	57
Appendix L - List of UNICON Meetings – 1972.....	61
Appendix M - Acknowledgments	64
Appendix N - About the Author	64

UNICON

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In the Beginning

From its initial inception of a small group of executive education directors getting together to discuss issues related to their business, the name UNICON (University Consortium for Executive Education) comprises a membership now regarded as the global reference for executive education. Everyone with an interest in Executive Education/Executive Development looks to UNICON as their most vital and important resource.

Since the beginning, UNICON's aspiration for members is to be the most relevant, most successful, and most sought-after learning partners for organizations that want to improve their leadership performance. Through their ongoing participation in UNICON, the leaders, managers, and staff of its member organizations gain new knowledge, broader perspectives, and additional capabilities for enhancing the effectiveness of their operations as well as a domestic and global network of colleagues. They stay at the forefront of their business and together help create the future of the Executive Education industry.

The Early Years - A Chilly Start

In the USA, the 1970s was an era of rising prices and rising unemployment; the periods of poor economic growth could all be explained due to the cost-push inflation of high oil prices. At the beginning of the decade, the post-World War II economic boom began to wane due to increased international competition, the expense of the Vietnam War, and the decline of manufacturing jobs. As a result, companies started to tighten expenses. This resulted, among other things, in a drop in executive education enrollments.

Dean O. Bowman, Director of Management Programs at the University of Michigan's business school, saw the trend of decreasing enrollments for their programs. So, he began calling his fellow directors to see what they were experiencing. Finally, after many calls, he suggested a meeting of U.S. business schools offering executive education programs at the University of Michigan.

The meeting convened on a cold, blustery week in January 1972 in Ann Arbor, Michigan. The session was to talk about the current trend in lower enrollments and executive education industry in general. The gathering was attended by representatives of eight schools (the University of Michigan, University of Southern California, Indiana, Penn State, University of Virginia, Ohio State, Pittsburgh, and Northwestern). The meeting was loosely structured with informal presentations from a number of schools. After the meeting, two actions were agreed. The first - set a meeting date for next year, and the second is to please not repeat the location at the University of Michigan during the month of January in Michigan.



The first meeting of what would become UNICON was held on the University of Michigan campus, hosted by Dean O. Bowman, Ph.D. Before taking on the role of Director of Management Programs at the Graduate School of Business Administration in 1970, he was a Professor of Business Economics

A strong supporter of the Michigan meeting was John Peterson, Director of Executive Education at the University of Southern California. One reason the group (which had not yet given itself a name) decided to meet again in 1973 was that John offered to host the meeting in Palm Springs, California.

The second meeting was held February 4-7, 1973, at the International Hotel in Palm Springs. There were 15 schools attending with four invited corporations who came and participated. Unfortunately, with the lack of any pre-planned arrangements for either 1974 or 1975, no meetings were held. However, John Peterson once again took the initiative to get the group together in February 1976 and meet again in Palm Springs. John invited companies to participate this time as presenters. Six California companies and General Electric attended.

During a luncheon discussion with selected school reps and GE, an annual meeting of university directors was agreed upon as a good idea. However, it needed to be expanded, have a formal structure, and attended by more corporate representatives than in the past. At that lunch, Bob Fair volunteered to arrange for the 1977 meeting.

The Turning Point

The 1977 meeting was a shift, in several important respects, for the directors and the annual meeting. First, the expectation was set for 80 attendees – 40 schools and 40 companies. Previously, no more than 25 had ever attended. Secondly, all the major business schools attended for the first time. And third, two company participants discussed management development programs in Europe for the first time. This very successful meeting, held at Sea Island, Georgia, February 20-25, 1977, was the first of the newly named Consortium for University Executive Program Directors.

At the 1978 conference in Key Biscayne, Florida, planners decided to try a “trade fair” in New York in the fall. They believed a need existed for the directors to “sell” their programs to corporations but not at the annual meeting. The intention was for the annual meeting or conference to be educational, designed to further the management development activity, rather than display brochures and buttonhole unsuspecting corporate attendees.

The first “trade fair” was held in NYC in 1978. Seventy corporate attendees, about half of whom used university programs and about half who didn’t, attended. There was one speaker to talk about management development, and the rest of the afternoon was spent with university and corporate attendees meeting each other around display tables of program brochures. In general, the Consortium was pleased with the New York trade fair meeting and agreed to continue them in NYC.

Surviving the 1980s

In the early 1980s, a severe economic recession affected much of the world between the start of 1980 and the next three years. This was the worst recession since World War II. The event leading up to this financial downfall was the 1979 energy crisis caused by the Iranian Revolution – a lack of oil supplies and much higher oil and gas prices. As a result, already high inflation rates were pushed to new double-digit highs in numerous advanced countries. Interest rates being pushed higher to help control the inflation caused a period of stagflation, a situation of high-interest rates and high unemployment.

In times of economic crisis, organizations move quickly in cutting discretionary spending – non-essential travel, off-site meetings, consulting, projects, and in some cases, a reduction in staff. These actions directly affected the executive education industry with steep drops in open enrollment registration and custom course offerings. It was a very difficult time for all schools who themselves were pressed into reducing expenses. Even after major economies, such as the United States and Japan, exited the recession, many countries continued in recession and high unemployment until at least 1985. The long-term effects of the 1980s recession contributed to the Latin American debt crisis. There were also long-lasting slowdowns in the Caribbean and Sub-Saharan African countries and a general adoption of numerous economic policies.

While times were difficult, the UNICON effort persevered with the trade fairs. This was still a time for corporations and universities to collaborate in pursuit of business relationships benefiting all attendees.

Going International and the First Chairman of the Board

As the Consortium increased international membership, the idea arose of holding the annual conference outside the United States. As a result, the University of Western Ontario and Ashridge Management College (England) volunteered to host the 1986 meeting jointly at Ashridge. Three years later, a second international meeting was held as an extended fall trade fair in Brussels, Belgium.

Finally, in 1988, there was a meeting at MIT. The outcome was to elect a Board, a Chair of the Board, and develop objectives and bylaws for the organization. The recommendation was to form a board from the informal group who were still active in executive education. At that meeting, Bob Fair of the University of Virginia, Darden School of Business, was elected the first Chair of the Board. In addition, the group decided that the new Board would have its annual meeting every year at the end of June. So the work that started in 1972 was now officially formed into an organization in 1988.

Between June 1988 and June 1989, several important things happened. Most important was the decision to include in the Consortium all degree-granting institutions around the world that offered four weeks or longer general management programs. These institutions were all notified of this decision, and everyone agreed to membership. At that time, the membership of the Consortium was 49 schools and universities from 7 countries (Canada, the United States, England, France, Ireland, Switzerland, and Australia). The second significant event was drafting a set of bylaws. The membership continued to grow, and in November of 1991, there were 58 institutions from 8 countries.

The 90s and Beyond

In its meetings in 1990 and 1991, the Board continued formalizing its structure. A primary goal was to open the Consortium's decisions and activities to all Consortium members.

The conference was held in Fontainebleau, France, from April 25 - 28, 1991. The meeting was hosted by four schools - Penn State, Columbia, INSEAD, and IMD. For only the second time, there were multiple corporate sponsors - British Petroleum, Whirlpool, CIBA-GEIGY, and Digital Equipment Corporation. This conference was innovative in many ways. It was here that it was given the name UNICON (International **UN**iversity **CON**sortium for Executive Education), a name (with the year designated) to be used for future annual conferences.

Recollections of the Decade of Change

Ray Watson, one of the original group from Penn State, hired Al Vicere. Al provided the following information about the early days. He was to become a member of the UNICON Board of Directors from 1990 - 1996 and serve as Chair of the consortium from 1994 - 1995. "The early group consisted of the most involved schools in executive education at the time. The purpose was to have a social event where the University Program Directors (going to the meeting was by invitation only) and Senior Corporate Directors of Executive Education who were significant users of executive education (again by invitation only) could get together. No other venue at the time existed for universities and companies to discuss executive education and leadership development. This was long before there was any thought of the internet or cell phones. University participants were asked to submit names of other schools to become involved while also putting together a list of their top customers. The initial group reviewed these before invitations were agreed upon and sent out. Meetings were once a year. It was a chance for the directors to meet face-to-face to establish better connections and relationships on how to best develop leadership talent."

During the 1990s, it was agreed to expand the membership to any degree-granting institutions offering executive education programs and to involve as many companies at the meetings as possible. What the group faced, though, as they got through the mid-90s after the first Gulf War, was the reality that finding a corporate sponsor to fund the meeting expenses was becoming harder and harder. It was then agreed to do more university partnering of meetings to share the costs. The objective was to get multiple institutions to sponsor meetings and multiple companies to help share the overall cost.

The field was changing. As things evolved, corporations were now coming to meetings with suggestions on what universities should and shouldn't do with their program offerings. While this was meant to be constructive, the conversations were not always beneficial. This new company intervention did not always give rise to the healthy "give and take discussions" as in the past. Schools were also reluctant to invite their customers to a meeting where they were exposed to competitors. Therefore, there was a change in the meeting structure. There were now university needs for more strategic discussions regarding running the executive education business. This had to do more with program design and development, dealing with faculty, the business models of open and custom programs, organizational structures, and marketing. At this point, there became more of a division on what university executive education was and how to make it better.

The main transition aspirations for UNICON in the 1990s were to become more global, expand the overall membership, make the organization function more formally, and position the consortium to be influential in the executive education field." A detailed account of the 1991 conference "Executive Education for Global Competitiveness" can be found in Appendix F.

Summary of the Early Years

The purpose of the Consortium is to advance the field of executive education using university resources. Over the years, the Consortium's conferences and trade fairs have brought together university directors and their customers, businesses, and government executives to discuss at length how suppliers and customers can work together to further the development of senior leaders. Through its Board, the Consortium was actively exploring additional ways to improve the development and delivery of leadership and management education. The pace of ideas and opportunities has quickened in the last few years, so the organization will undoubtedly continue developing and expanding its activities in the future

During this time the Board established a Core Values statement around collaboration, knowledge and service. They wrote a UNICON Mission Statement stating that UNICON exists to foster the continued development of university-based executive education by helping members better serve their clients. An Aspiration/Vision Statement pointing to UNICON becoming the global reference for executive education was drafted.

The upcoming years provided a time for UNICON to organize further. In the process, Don Kuhn was hired as the consortium's first Executive Director in 1993. In the same year, an Executive secretary was engaged to handle the operational work of the organization. It was also decided that there would be two conferences a year plus the annual meeting in July. The Spring Conference, held during the April timeframe, was at Emory University in Atlanta, GA, with the theme of *"ROI – Measuring Value in Executive Education."*

The Fall Conference, in keeping with becoming more international, was held in the November/December timeframe at London Business School in the UK. The suitable theme was "Developing Global Leaders."

The following year, 1994, the focus of the Fall Conference was changed to deal with issues of program operations, sales and administration. In order to become a more international organization, it was realized that a "Fall" or "Spring" designation for conferences was not appropriate to attract schools in other global areas. Therefore, the name of the "Fall Conference" was changed to the "Team Development Conference," with an emphasis on staff training topics. At the same time, the "Spring Conference" name was changed to the "Directors' Conference," targeting strategic topics of interest to member school directors.

After meetings at UNC in 1995, Penn State in April, and Emory University in November of 1996, there was a milestone event in 1997. After the Directors' Conference in Lausanne, Switzerland, at IMD, the Annual Meeting was held in July. It was the occasion of electing the first non-U.S. UNICON Chairman of the Board, Michael Pitfield, from Henley Business School, Henley-on-Thames, United Kingdom, to head the consortium. The event was celebrated at the Team Development meeting at SMU (Southern Methodist University), where Michael presided over his first conference. Of the member schools at that time, 31% were from outside the United States. This was also the same year that UNICON established a web presence.

The Team Development Conference returned south that year to the Tar Heel State at Duke University in Durham, NC. In 1998, the consortium expanded the partnering of university executive education organizations joining together to host meetings. For example, the Directors' Conference was jointly hosted by Kellogg Business School at Northwestern in Illinois and Tuck Business School at Dartmouth located in Hanover, New Hampshire. The co-hosts for the Directors' Conference 1999 meeting in Cambridge, MA, were the University of Virginia and Harvard University.



The structure of hosting three conferences per year continues to this day. As a result, UNICON conferences have consistently been rated the most valuable benefit to the membership over these years, and consistent delivery of quality offerings has persisted. For a fuller review of UNICON conferences through the years, refer to Appendix H, I, and J.

Committee Structure

During the 90s, the committee structure for UNICON was put in place by the Board. The composition consisted of a Committee Chair and/or Co-chair that were current members of the UNICON Board, along with volunteers from the membership. Each committee has a unique and well-defined charter. The purpose of these committees was to produce products and services for the membership. In addition, the finance committee oversaw membership dues, expenses, and managed the budget.



In the 2008 – 2009 timeframe, the UNICON Board felt that much more could be achieved with a restructuring of Committee Leadership. The Board considered numerous proposals and decided the best course of action would be to name Committee Co-Chairs from the Board. Before this change was enacted, the committee’s productivity was uneven. Some committees functioned well and produced strong results, while others didn’t. After this co-chair change, productivity from all committees increased dramatically with more accountability for achieving results. The outcome was many more products and services for members – more research papers, benchmarking, more UNICON member recruitment, better conference planning, and increased, improved communications to members.

For a description of each committee and its current members, go to the UNICON website under the Our People – Boards and Committees - This covers *“What each Committee Does, Goals and Objectives, How to Get Involved, and Recent Activities and Results.”*

The Growth of International Membership

At the end of the 1980s, membership of the UNICON Consortium was 49 schools and universities from seven countries (Canada, the United States, England, France, Ireland, Switzerland, and Australia).

While there was a focus on increasing overall membership in the 1990s, there was little movement as the numbers remained the same. However, the significant growth in membership numbers began in 2005. In just five years, international membership in UNICON surpassed the numbers from the United States. During the next ten years, membership continued to increase to over 100 schools with growth in institutions from more countries.



Year	Global Membership	USA Schools	Non-USA Schools
1989	49		
1991	53		
2003	54	35	19
2005	55	34	21
2010	79	39	40
2015	98	46	52
2021	115	47	68

The current UNICON Global Membership as of March 2022 was 115 schools from 30 countries, with 41% members from the United States and 59% members from non-USA schools.



Working through Crisis

The executive education business is a sector that is dramatically affected by the economic, geopolitical, and health events across the globe. Although our industry category serves as a lagging indicator of the economy as it moves in both positive and negative directions, we are impacted by political tensions and not immune to the effects of a pandemic. During these challenging times, UNICON brings members together to collectively work on strategic solutions and best practices.

The latter is precisely the position we found ourselves in with the economic downturn from 2007 – 2009 termed “The Great Recession.” This refers to the bursting of the housing bubble in the USA and the global financial crisis that followed. This was the most severe economic recession since the 1930s. Homes went into foreclosure, the stock markets were unstable, unemployment rose, and bad loans led to the failure of large banks and required significant government investments to save them. And again, in difficult times, the executive education industry is the first into a recession and the last to come out of it.

Getting support, ideas, and energy from peers is invaluable in turbulent times. UNICON continued to provide many opportunities for its members to connect and share challenges and ideas through virtual conference offerings. What has also aided schools in taking action amid great uncertainty is timely intelligence. For example, UNICON carried out flash surveys through 2020 in conjunction with other organizations such as AACSB, SHRM, and the *Financial Times* to gain deeper insight into client needs and industry trends.

One of the steps UNICON took was a proactive stance in commissioning a UNICON Crisis Survey to serve members. The 2009 Survey can be found in Appendix G.

When terrorists attacked the Trade Center in New York on September 11, 2001, UNICON schools in the US and beyond immediately felt the impact. Many companies quickly canceled or postponed executive education activities along with other cuts, resulting in a significant downturn in business. UNICON launched activities to help schools share ideas and best practices to recover from this event.

And in 2020, when the pandemic took hold and people were quarantined, executive education programs were cut, postponed, or moved onto virtual platforms. UNICON focused its conferences, research, benchmarking and communications on sharing ideas and best practices for online learning and related virtual strategies. In addition, the pandemic caused most schools to create new or significantly changed staffing roles and processes to support the delivery of digital programs.

A paper written by Lise Hammergren, Executive Vice President of Executive Education, BI Norwegian Business School, and Chair of the UNICON Board of Directors from 2020-2021 – entitled, [A Letter to Business School Deans: The Real Impact of University-Based Executive Education](#), provides more details about the impact of the pandemic and UNICON’s role: “*The pandemic has accelerated impactful changes in university-based executive education that are likely to stick around.*”

Engagement: Leadership Academy – Coffee Breaks – Spotlight



In the Fall of 2016, the UNICON Leadership Academy was started as an eight-month development program designed specifically for UNICON staff professionals seeking to transition into leadership roles with member schools. The original design had at the core of the Academy a four-day immersion structured around the annual Team Development Conference. The flexible format blended online, virtual content with face-to-face immersion and conference experience. (Appendix D)

During the pandemic, virtual Coffee Break sessions were introduced to provide more interaction and communication between individuals. UNICON invited consortium members to participate in self-managed, small group quarterly Zoom “Coffee Break” sessions. These sessions proved to be very popular across the globe, and the number of participants and groupings grew dramatically. (Appendix E)

At the same time, UNICON introduced a program called “Spotlight” that features three-minute self-produced videos of members around the world. Launched during the pandemic, when face-to-face meetings were not possible, Spotlight helped to build more community by highlighting individual members, their job, their priorities, and their interests.

UNICON SPOTLIGHT



Aniya Iskhakava - IESE Business School

UNICON SPOTLIGHT



Mohamed AbdelSalam - The American University in Cairo

UNICON SPOTLIGHT



Sharon Hou - University of Pennsylvania

Progressive Partnerships

UNICON is continually looking for opportunities to develop partnerships in order to extend its reach, add resources, gain relevant knowledge, and expand strategic industry insights.

Beginning in 2016, UNICON entered a partnership with the Association to Advance Collegiate Schools of Business (AACSB) and the Executive MBA Council (EMBAC) to conduct several research projects relevant to sharing market and best practices. They have also collaborated with these partners on conferences, communications, and benchmarking projects.

In 2020, UNICON member schools reached out to the Financial Times (FT) to offer ideas to improve the relevancy of their popular university executive education ranking publication. This led to UNICON partnering with the FT to launch a Chief Learning Officer (CLO) worldwide benchmarking initiative. The European Foundation for Management Development (EFMD) and The Society for Human Resource Management (SHRM) also engaged in this initiative.

UNICON is also working with the IEDP, a London-based publisher focused on the global executive development sector, on several joint communications projects. As a publisher, IEDP has written summaries of UNICON conferences, published research papers, and collaborated with UNICON on a far-reaching SWOT analysis of the impact of lifelong learning on university-based business schools.

UNICON has developed a valuable partnership with Percept Research, Charlotte, NC. They provide market research and insightful analysis to help understand the UNICON executive education market. Percept Research has managed the UNICON Membership Benchmarking Survey for the past five years. These surveys include metrics, trends, and strategic insights into the University-based Executive Education industry that can enable members to improve the quality of their work in the field of non-degree executive education.

UNICON Launches New Website

The website has been an excellent source of additional information over the years. And while the site has gone through multiple revisions, the latest update has been significant. As UNICON celebrates its 50th anniversary, the consortium is thrilled to announce the launch of its new website - <https://www.uniconexed.org> to mark this incredible accomplishment.

The new website serves to provide a new opportunity to highlight our consortium and celebrate all we have accomplished together. We would not be who we are today without the dedicated members who define our organization. We are proud to continue to find new ways to share our story, our people, and our involvement in shaping the future of executive education.

Throughout the website, you will find new features for UNICON events, content, and resources. For instance, the site now translates into twenty languages. In addition, the site has been designed to make it easier and more intuitive for you to find the information and resources you need and have come to expect from UNICON.

Our new combined communication platform initiative will strengthen our ability to communicate with our network. It also will encourage our participants to engage with UNICON resources, exchange ideas, and promote our collective mission to lifelong learning. Stay tuned for updates on our new learning platform, **Volute**, coming soon!



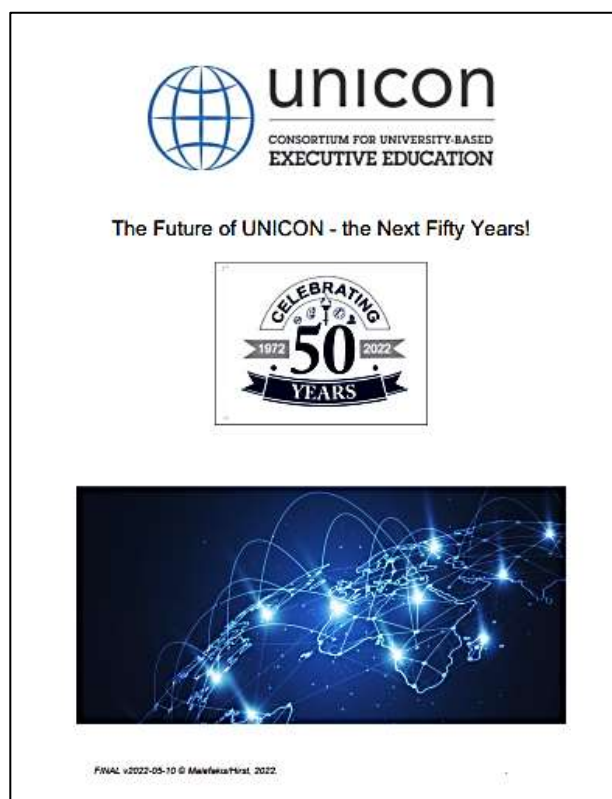
The Next 50 Years

We owe a debt of gratitude to the founders of UNICON who had the vision to create this consortium and gave us an enduring structure. We also owe much to those industry leaders who contributed so much to the Board and committee work that produced so much value for our member schools.

As we pivot from our 50-year history to an unknown future, we aspire to build on our accomplishments and embrace the attributes that made us successful over the years, collaboration, shared ideas, dedication and hard work.

Mike Malefakis and Peter Hirst, two seasoned industry visionaries, recently wrote a paper titled “The Future of UNICON – the Next Fifty Years!”

<https://uniconexed.org/wp-content/uploads/2022/05/The-Future-of-Unicon-the-NextFifty-Years-Hirst-Malefakis.pdf>



They provide us with an educated look into our future and possible scenarios that will shape our industry category. We know that future boards and committee members will face new challenges, and we have confidence that they will succeed in meeting those challenges and continue to strengthen this consortium for university-based executive education.

APPENDIX

Appendix A – UNICON Emeritus Members

UNICON Emeritus

Last Name	First Name	School	Service Dates	Chair
Aramouni	Gabriel	Fundação Dom Cabral	2013 - 2019	
Arden	Karen	USC	1992 - 1997	1997
Carlos	Arruda	Fundação Dom Cabral	2005 - 2011	2010
Bardach	Ken	Fundação Dom Cabral	1996 - 2002	
Barnett Weaver	Melanie	University of Michigan	2007 - 2013	2013
Bean	Kelly	University of California LA	2010 - 2016	2014 - 2015
Bendersky	Ron	University of Chicago	1998 - 2004	2004
Bitter	Gale	Stanford University	2004 - 2009	
Borroni-Biancastelli	Luca	Inspere Institute Education and Research	2010 - 2015	
Callahan	Clark	Harvard School of Business	2011 - 2016	2015 - 2016
Cataldo	Pat	University of North Carolina - Chapel Hill	2005 - 2011	2011
Centini	Lou	University of Virginia	1997 - 2005	2002
Delys	Chantal	University of Texas - Austin	2009 - 2014	
Eiter Recipient - Lifetime Achievement Award	Marie	Dartmouth College	1994 - 2000	
Escagedo	Elena	IE Business School	2012 - 2018	
Fair Founding Fellow - 1972 Recipient - Lifetime Achievement Award	Robert	University of Virginia	1972 - 1991	1988

Gardner	Bob	SMU	1997 - 2003	2003
Haerberle Founding Fellow - 1972	Dr. William	Indiana University	1972 -	
Hartigan	Nancy	Northwestern University	1990 - 1994	1993 - 1994
Headley	Richard	Babson College	1991 - 1996	1996
Hirst	Peter	MIT Sloan School of Management	2012 - 2018	2018 - 2019
Hostetler	Michael	Cornell University		1995 - 2001
Kantor	Erica	Northwestern University	2005 - 2010	
Kendall	Dr. C. L.	University of North Carolina - Chapel Hill	1988 - 1994	
Kuhn Recipient - Lifetime Achievement Award	Don	UNICON Executive Director	1994 - 2015	
Lacivita	Steve	University of Chicago	2000 - 2006	2005
Lloyd	Frank	SMU – Southern Methodist University	2001 - 2007	
Malefakis	Mike	Columbia University	2006 - 2012	2009
McNichols Founding Fellow-1972	Thomas	Northwestern University	1972 -	
Morgan	Frank	University of North Carolina - Chapel Hill	1994 - 2000	1999
Narron	Tina	University of North Carolina - Chapel Hill	2012 - 2018	2017 - 2018
Peterson Founding Fellow-1972	John	Claremont College	1972 -	
Pitfield	Michael	Henley Business School	1994 - 2000	1998
Pulcrano	Jim	IMD – International Institute For Management Development	1995 - 2001	2000

Sacristán Recipient - Lifetime Achievement Award	Mónica	ITAM	2002 - 2008	2008
Scheurer	Bill	University of Minnesota	1996 - 2002	2001
Selig	Leon	INSEAD	1990 - 1996	
Shea	Cathy	Babson College	2011 - 2017	2016 - 2017
Shedden Recipient - Lifetime Achievement Award	Bill	Cranfield School of Management	2007 - 2013	2012
Simpson	Hoke	Columbia University	1988 - 1992	
Sitterle	Jaki	New York University	2005 - 2010	
Stanford	Mike	IMD – International Institute For Management Development	2008 - 2012	
Stilliard	Bob	Ashridge Business School	2001 - 2007	2007
Thomas	Dr. Joseph	Cornell University	1989 - 1995	1993
Topping	Peter	Emory University	2001 - 2007	
Tucker	Gini	Pennsylvania State University	1996 - 2002	
Venne	Kathy	Harvard Business School	2000 - 2006	2006
Vicere	Dr. Albert	Pennsylvania State University	1990 - 1996	1995
Watson Founding Fellow - 1972	Ray	Duke University	1972 -	
Weichman	Rochelle		2009 - 2014	2014
White Founding Fellow - 1972 Recipient - Lifetime Achievement Award	Alan	MIT Sloan School of Management	1973 - 1992	1991
Wong	Della	Hong Kong University of Science and Technology	2012 - 2018	

[Members highlighted in blue are deceased](#)

Appendix B - UNICON Chairs from 1988 to 2021

The UNICON board recognizes outstanding personal and professional contributions to the organization by awarding Emeritus status.

Listed below are those having been granted Emeritus status since UNICON began and who have served as Chairs of the Board of Directors. They have helped make UNICON the success it is today.

UNICON Emeritus				
Last Name	First Name	School	Board Dates	Board Chair
Fair*	Robert	University of Virginia	1988 - 1993	1988 - 1991
White	Alan	MIT Sloan School of Management	1988 - 1992	1991 - 1992
Thomas	Dr. Joseph	Cornell University	1989 - 1995	1993 - 1994
Hartigan*	Nancy	Northwestern University	1990 - 1994	1994
Vicere	Dr. Albert	Pennsylvania State University	1990 - 1996	1994 - 1995
Headley	Richard	Babson College	1991 - 1996	1995 - 1996
Arden	Karen	University of Southern California	1992 - 1997	1996 - 1997
Pitfield	Michael	Henley Business School	1994 - 2000	1997 - 1998
Morgan	Frank	University of North Carolina - Chapel Hill	1994 - 2000	1998 - 1999
Pulcrano	Jim	IMD – International Institute for Management Development	1995 - 2001	1999 - 2000
Scheurer	Bill	University of Minnesota	1996 - 2002	2000 - 2001
Centini	Lou	University of Virginia	1997 - 2005	2001 - 2002
Gardner	Bob	SMU - Southern Methodist University	1997 - 2003	2002 - 2003
Bendersky	Ron	University of Chicago	1998 - 2004	2003 - 2004
Lacivita	Steve	University of Chicago	2000 - 2006	2004 - 2005
Venne	Kathy	Harvard Business School	2000 - 2006	2005 - 2006
Stilliard	Bob	Ashridge Business School	2001 - 2007	2006 - 2007
Sacristán	Mónica	ITAM	2002 - 2008	2007 - 2008
Malefakis	Mike	Columbia University	2006 - 2012	2008 - 2009
Carlos	Arruda	Fundação Dom Cabral	2005 - 2011	2009 - 2010
Cataldo	Pat	University of North Carolina - Chapel Hill	2005 - 2011	2010 - 2011
Shedden*	Bill	Cranfield School of Management	2007 - 2013	2011 - 2012
Barnett Weaver	Melanie	University of Michigan	2007 - 2013	2012 - 2013
Weichman	Rochelle	MIT Sloan School of Management	2009 - 2014	2013 - 2014
Bean	Kelly	University of California - LA	2010 - 2016	2014 - 2015
Callahan	Clark	Harvard Business School	2011 - 2016	2015 - 2016
Shea	Cathy	Babson College	2011 - 2017	2016 - 2017
Narron	Tina	University of North Carolina - Chapel Hill	2012 - 2018	2017 - 2018
Hirst	Peter	MIT Sloan School of Management	2013 - 2019	2018 - 2019
Serrato	Marco	Arizona State University	2014 - 2020	2019 - 2020
Hammergren	Lise	BI Norwegian Business School	2015 - 2021	2020 - 2021

* Emeritus listed in blue are deceased

Appendix C – UNICON Administration

Executive Directors



Don Kuhn

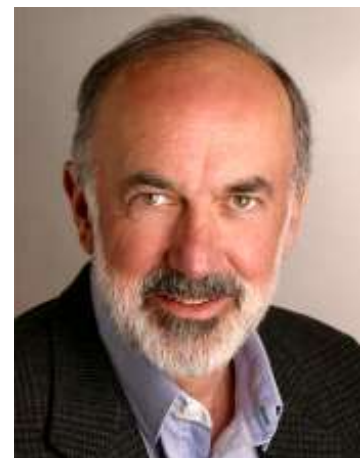
Don Kuhn was the first employee UNICON hired in 1993 as the Executive Director. At the time, UNICON was a collection of about 35, mostly US-based business schools, with no real structure or organization. Don's business career was a rich one, and his professional expertise was centered on human resources, organizational development, and the facilitation of teams. He joined Bell Laboratories in New York in the mid-1950s. Following several mid-career years with a start-up company, Don was hired by AT&T, where he served as Employee Development Director until 1993 and attended UNICON meetings representing his company.

After retiring, he became the Executive Director of the International University Consortium for Executive Education (UNICON). During his 14 years leading the organization, he will always be remembered for his kindness and integrity.

Don earned his BA at Catholic University of America and his MA in English at Louisiana State University. He taught at both LSU and the University of North Carolina-Chapel Hill. He was drafted by the US Army in late 1953 and served with the 7th Infantry Division in Korea.

The Board was looking for someone as the ideal candidate who already knew the consortium, was a member, had participated in previous meetings, had published a UNICON research paper, and had helped organize or host a meeting at their campus location. After considering the skills and qualifications of each candidate, the Board unanimously selected William T. Scheurer as the next UNICON Executive Director.

Prior to joining the consortium, Bill Scheurer had business experience with Cowles Media and United Research Group (Capgemini) before joining the University of Minnesota in 1986. As the Executive Director of Executive Education at the Carlson School of Management, he was responsible for open and custom programs and the Executive Education Center. Bill's undergraduate and graduate degrees, with an MA in Adult Education, are from the University of Minnesota. With Bill's 20 years of executive education experience, he was an excellent choice for the position. Coming into executive education, Bill spent his initial time in the job traveling to some of the most notable schools to meet their executive education leaders to learn just as much as he could from them about the running of the business, offering both open and custom programs, and structuring of staff.



Bill Scheurer



Dan Collins

Webmaster - Whether dealing with all the details of creating the initial UNICON website, inputting content and photos, keeping the membership list up-to-date, or contributing to the slide show, Robert “Dan” Collins has done it all for the consortium since 1997. He has been UNICON’s experienced Editor-In-Chief since May of 2016, with a demonstrated history of working in the non-profit organization management industry. Prior to this position, he was Webmaster, Server Administrator Webmaster, and Server Administrator from 1997 – 2016.

In his many roles with the UNICON, he has maintained the MySQL database of international addresses, photographs, and descriptive materials from 30 nations. Annually, he prepares a directory of all UNICON members for printing as well as manages the LinkedIn UNICON group. In over 19 years as Webmaster, Dan rebuilt the site using basic HTML, DHTML, then Flash, and more recently, Joomla! content management software. The site was recently rebuilt in WordPress by an outside vendor and will be available in 2022. Dan is a very strong communication and media professional with a Bachelor of Arts from the University of North Carolina - Chapel Hill.

Operations Director - Taryn Streed joined the consortium in 2018 to raise the service level and productivity of UNICON committees, add efficiency and professionalism to UNICON administrative activities, and to elevate the value of membership. She also assists with managing the Leadership Academy and manages the coffee break groups.

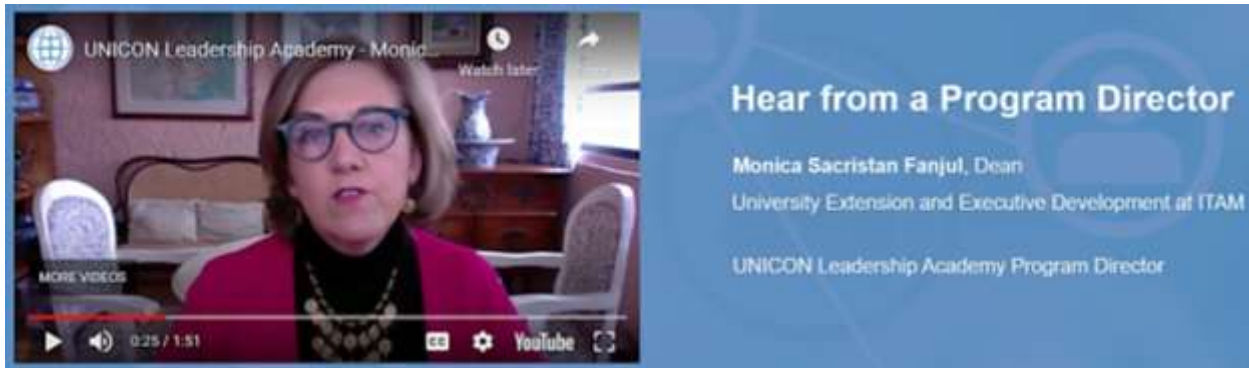
Prior to joining UNICON, Taryn was the Associate Director of Operations, Executive Education at the University of Minnesota’s Carlson School of Management. She received her B.A. in Psychology and her Master of Education in Human Resource Development from the University of Minnesota.



Taryn Streed


The UNICON Leadership Academy – Post-Pandemic

Develop. Inspire. Transform.



In 2020, the UNICON Leadership Academy, as a result of the COVID pandemic has undergone a redesign with many modifications. The *Academy* is still geared towards analyzing the Business Model proposition and fully integrated into the Team Development Conference. The program is being held online and includes teamwork, projects, webinars, mentoring, individual development planning, peer coaching, and participation in the Annual Team Development Conference. The program is now under the direction of Mónica Sacristán monicas@itam.mx and Cathy Shea sheac@babson.edu.



 <div> Home Content Hub Member Directory Photo Gallery Resources Events Contact Sign Up </div>					
October	November	January/February	March/April	May	June
<ul style="list-style-type: none"> • Early October: Welcome & Networking Time Commitment: 1 hour The Business of Developing Business Leaders; Appreciative Inquiry into the Past, Present and Future of Our Industry 4 hours • Late October: The Ever-Changing Landscape and its Challenges 2 hours 	<ul style="list-style-type: none"> • Team Conference Time Commitment: 2 days • Networking Event 1 hour 	<ul style="list-style-type: none"> • Delivering Value to Our Customers 1.5 hours • Reaching Out 2 hours • What Will Customers Be Willing to Pay For? 1 hour • Networking Event 1 hour 	<ul style="list-style-type: none"> • Building a Value Proposition Canvas 2 hours • What Operations Really is All About 1.5 hours • How Do We Make the Most of Our Assets? 1.5 hours • Networking Event 1 hour 	<ul style="list-style-type: none"> • Building Alliances 1.5 hours • Making a Budget Sheet That Works 1.5 hours • Networking Event 1 hour 	<ul style="list-style-type: none"> • What Makes a Good Leader in Exec Ed 1.5 hours • Using the Business Model Canvas to Bring It All Together 2 hours • Networking Event 1 hour

Appendix E - UNICON Coffee Breaks



Making More Connections with UNICON Peers

During the pandemic, to provide more interaction and communication across all interested schools, virtual Coffee Break sessions were introduced in March of 2019. UNICON invited consortium members to participate in small, interactive group sessions and quarterly Zoom calls through virtual “Coffee Break” sessions. The UNICON administrative office helps guide these self-managed groups by sending invitations, creating the original groupings, and initially scheduling the calls. Participants were matched with similar job titles and roles in the same group for enhanced discussions on topics of their interest and choice.

These sessions have served to provide:

- ▶ An enhanced networking opportunity to connect with members from other institutions.
- ▶ Connecting with peers in executive education with similar job titles and responsibilities.
- ▶ An opportunity to discuss shared issues, challenges, strategies, and solutions.

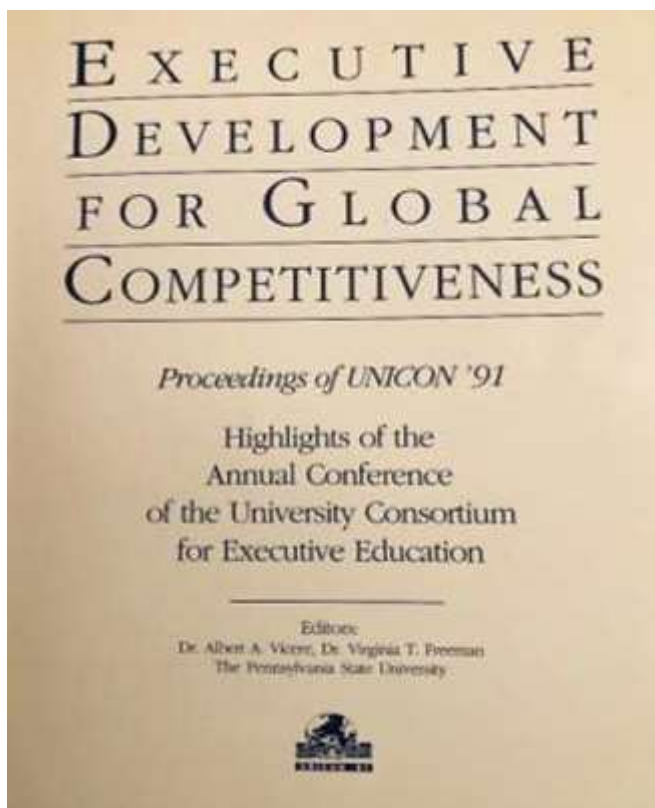


Appendix F – A Rare Find - 1991 Conference

UNICON '91 was the second annual meeting held in Europe and was planned to be a benchmark event. The 1991 Annual Invitational Program of the Consortium for University Executive Education Directors promised to break new ground in several key respects.

First, it was deliberately designed as a process-oriented program rather than a meeting built around a “parade” of speakers. The major focus was on the interaction between corporate and university representatives. The objective was to encourage open dialogue and serious debate between leading providers and users of executive education. The focus of discussions was on developing executive education practices to enhance organizational competitiveness.

Second, UNICON '91 was designed on an international scale. Delegates from corporations and schools were selected to represent organizations from around the world. And INSEAD, at the crossroads of Europe, was the venue for the conference.



A third innovation was compiling a report from the discussions over the three-day event.

UNICON '91 provided a rare opportunity for a small group of the world's leading practitioners in executive education to forge a new agenda for optimizing managerial effectiveness and leadership potential.

The record of the conference's interactions was published in 1992 by Petersen's Guides, Inc. Bricker's Executive Education Services is a division of Petersen's Guides, Inc. The Bricker's International Directory had long been the source of university-based executive education programs at the time. Its two volumes covered over 600 programs from nearly 100 institutions worldwide.

Appendix G – UNICON Crisis Survey

UNICON took a proactive stance in commissioning a UNICON Crisis Survey to serve the members. This resulted from the sharp decline in economic activity during the late 2000s. It has been considered the most significant downturn since the Great Depression of 1929. This caused a dramatic drop in the executive education open and custom programs. The survey looked at the effects of a protracted recession and uncertain corporate spending on university options and opportunities to pursue other business. Results suggested retooling or updating executive education programs, broadening overseas offerings, revising curricula to match the business climate, and looking at ways of delivering courses.



UNICON Crisis Survey April, 2009

External Factors <i>NEGATIVELY</i> Affecting Executive Education Business	
Expenses cuts in education	35
Recession/crisis/economic environment	25
Reduced travel budget	10
Individual behavior	9
Companies behavior (in wait and see mode)	9
Uncertainty and lack of confidence in the future	9
Layoffs/downsizing	4
Pressure to reduce price	3
Competition	3

Open Enrollment Participant Change since August 2008 x School Size

	<\$3M	\$3-\$7M	\$7-\$12M	\$12-\$20M	\$20-\$30M	>\$30M
UP +20%				2		
+10-20%	1					1
+5-10%		1			2	
Up +5%	2	2			1	1
Down -5%	4	2			1	2
-5-10%	3	2	1		1	2
-10-20%	2	3	2	4	1	3
Down -20%	1	6	2	3		

13

45

Change in Custom Program Revenues Since August 2008 x School Size

	<\$3M	\$3-\$7M	\$7-\$12M	\$12-\$20M	\$20-\$30M	>\$30M
UP +20%	3	3		2		
+10-20%	5	4		4	1	4
+5-10%		3	1			1
Up +5%	1	3	1	1	1	1
Down -5%	3	2	2			1
-5-10%					3	1
-10-20%		1	1		1	1
Down -20%	1			2		

39

19

Appendix H - UNICON Conferences Throughout the World - 2000 - 2009

Kicking off the calendar year 2000, the first UNICON conference was held in Asia. The Directors' Conference was hosted by CEIBS (China Europe International) in Shanghai, China. The Asian Institute of Management (China Europe International Business School), Henley Management College, and the University of Michigan were involved in the planning. The theme of this meeting was "Building Leadership Talent for Global Growth."

That year's Team Development conference was co-hosted by the University of Chicago GBS and the University of Minnesota Carlson School of Management. The theme was "External Forces Driving Changes in Executive Education: Staying One Step Ahead of the Market." During the same year, the UNICON Board decided to conduct the First Summer Burst Workshop (later called the Annual Meeting) at Dartmouth on "Distance Learning."

The following year, 2001, UNICON held another three meetings. The Directors' Conference was in California, co-hosted by UCLA and the University of California – Irvine, CA. The focus of the meeting was on "Imagining the Future: Technology, Business, and Education." The Annual Workshop on "Talent Management" was at Harvard Business School in Cambridge, MA. The Fall 2001 meeting was held in New England with the theme of "The Changing Landscape of Executive Education." Boston University hosted the conference. In addition, two Fall surveys addressed the aftermath of the 9/11 terrorist attacks.

In 2002, still reeling from the massive changes in government and corporate security, protection, and restrictions on travel, a Spring meeting occurred at the University of Arizona – Thunderbird. The Summer Burst took place on the campus of the University of Minnesota.

The Fall conference took place for the first time in Latin America at The Instituto Tecnológico Autónomo de México (ITAM) in Mexico City, Mexico. ITAM is a private university and one of the country's most prestigious and important institutions of higher learning. UNICON surveyed 12 business schools on the best practices in executive education. This gave member schools a thoughtful and interesting perspective on how these universities handled open enrollment programs as well as their approach to serving client needs with custom programs.



Monica Sacristán Fanjul, a has been involved in UNICON since 2000. As the Dean of Executive Development at ITAM since 1999, Monica served for six years on the UNICON Board. In 2006, she served as Vice-Chairperson and as Chairperson of the Board in 2007. She is an Emeritus Board member of UNICON and serves on the Continuity Committee and Research Committee. She spearheaded the UNICON Leadership Academy. this past year. In their meeting in April of 2021, the UNICON Board of Directors awarded Mónica the UNICON 'Lifetime Achievement Award' for her continuing contribution to Executive Education. She has had an enormous impact on her school and the development of the consortium.

In 2003, the Spring, Summer Burst, and Fall meetings were held at the respective campuses of Ashridge, Hertfordshire, England, the University of Michigan at Ann Arbor, MI, and Babson College in Wellesley, MA.

The following year, 2004, the Spring Director's Conference was at Emory University in Atlanta, GA, the Summer Burst at the University of Wisconsin in Madison, WI, and the Fall Conference at the University of Southern California in Los Angeles, CA. In addition, UNICON released a Compensation and Benefits Survey Report, a Capacity Strategy research paper, and a Benchmarking Committee survey report to complement the activities over the past 12 months.

In 2005, the UNICON members traveled abroad to Nova Lima, Brazil, for the Spring meeting at Fundação Dom Cabral. The theme was *"Partnership and Networking – the new challenge facing business schools."* In July, UNICON met at Rice University in Houston, TX, for the annual Board meeting and for the Summer Burst. The focus was *"What is changing in University Executive Education."* And the final get-together of the year was at Harvard Business School in Cambridge, MA, for the Fall Conference. Presentations were developed to support the concentration on *"Extending our Reach Beyond the Classroom: Building Client Capacity."*

In 2006, the UNICON Director's Conference moved north to Ontario, Canada, where the sessions were hosted by the Ivey Business School from the University of Western Ontario. Of all the meetings members have ever attended, few can compare to Ivey's inspiration to conduct the conference sessions on a train headed from Toronto to Jasper.



The Summer Burst and the Board's annual meeting were at Stanford University's Graduate School of Business in Stanford, CA.



In 2007, the members traveled to Instituto de Empresa in Madrid, Spain for the Spring Director's Conference. The Summer Burst was held at Case Western Reserve University at the Weatherhead School of Management in Cleveland, OH. And in the late fall, the Team Development Conference was co-sponsored by SMU (Southern Methodist University and ITAM with the meeting held at SMU in Dallas, TX.

In the following year, 2008, over 70 people made it to Australia to a beautiful location on the water at the University of Melbourne's Business School, at the Mt. Eliza Executive Education campus. The Director's Conference schedule was well planned, the venue was excellent, the accommodations comfortable and convenient, and Aussie cuisine delicious.



Then in July, the University of Chicago hosted the Summer Burst. Aside from an agenda focused on The Return on Learning (ROI lessons from Accenture). A meeting in the "Windy City" always included excellent lodging and outstanding meals from the best restaurants. The conference was sponsored by Chicago's Associate Dean, Steve Lacivita.

Stephen Lacivita has been active in the executive education industry since joining the University of Michigan in 1983. In 1996, Steve joined the University of Chicago, Booth School of Business, to eventually become the Association Dean of Executive Education. During his tenure, Steve worked to globalize its offerings by conducting executive education programs in London. He also conducted his own annual revenue survey which was more detailed than other information that existed. In addition, Steve has authored a number of executive education articles. After a 30 plus year career, Steve retired in 2015. Not long afterward, Steve and his wife moved to Bonita Springs, FL. Steve joined UNICON in 1983 and attended his first meeting in NYC in 1984. He was on the UNICON Board from 2000 - 2006 and elected Chair for 2004 - 2005.



The Chicago meeting was hosted by their Director, Mike Malefakis, who was on Steve's staff for almost 12 years. One of the missions UNICON promotes is the development of executive education industry talent. Steve was an excellent example of this, as Mike Malefakis later went on to head executive education positions at both Columbia and Wharton. Several of Steve's former staff members and mentees also joined the UNICON board, including Arnold Longboy, Ron Bendersky, Mike Malefakis, and a current board member, Mark Lewis.

And in December, the members headed west to the University of Washington in Seattle, WA, to the Foster School of Business. The city is the home of the original Starbucks, which many of the attendees were able to visit during their trip. The store is still functioning and open. And is not far away is Pike Place Fish Market, where they throw fish as part of the uniqueness.



In 2009, the Director's Conference was at Washington University in Saint Louis, MO. The conference had as its theme *"Managing Complexity in Times of Global Crisis: Teaching and Living Our Clients' Challenges,"* hosted by Ken Bardach.



Ken Bardach joined UNICON in 1995 and served on the Board from 1996 to 2002. He has an extensive background in executive education and still teaches, coaches, and consults for Fundação Dom Cabral. Ken was the former Assoc Dean & Charles & Joanne Knight Distinguished Director of Executive Education at Washington U in St. Louis, MO. He also held senior level positions at the Weatherhead School – Case Western Reserve and Kellogg at Northwestern. With degrees from Yale and NYU, Ken learned to be a consummate note taker and use to skill to publish his summaries of the numerous global UNICON conferences he attended.

UCLA, the Anderson School of Management in Los Angeles, CA, hosted the Summer Burst. The theme selected was *“Bringing the Future to the Present – Challenging the Ideas, Managing the Uncertainty, and Creating a Plan.”*



In December, the Fall Team Development Conference had attendees traveling to the University of Texas, McCombs School of Business in Austin, TX.



Appendix I - UNICON Conferences Throughout the World - 2010 - 2019

The Spring Director's Conference took members to IMD – International Institute for Management Development in Lausanne, Switzerland, from April 13 to April 15, 2010. The meeting was very well attended, and many stayed extra days to enjoy the beauty of the Alps and the picturesque views.



The “Big Apple” was the location for the Summer Burst, with the UNICON host school being NYU – Stern on July 12-13th. Before the meeting started, the host arranged for a Circle Line tour around Manhattan Island for those who were unfamiliar with New York City.



The last Conference for 2010 UNICON Team Development was held at the University of Virginia - Darden School of Business in Charlottesville, Virginia, and focused on “Innovation: The Path to Growth in Executive Education.” The conference was very well attended internationally. The photos from Nov.30 - Dec. 2 should bring back some very fond memories.





The consortium members headed to Beijing, China, for the Directors' Conference at Tsinghua University on April 13 - 15, 2011. The conference theme was "East meets West – Developing Local Talents with Global Perspective."



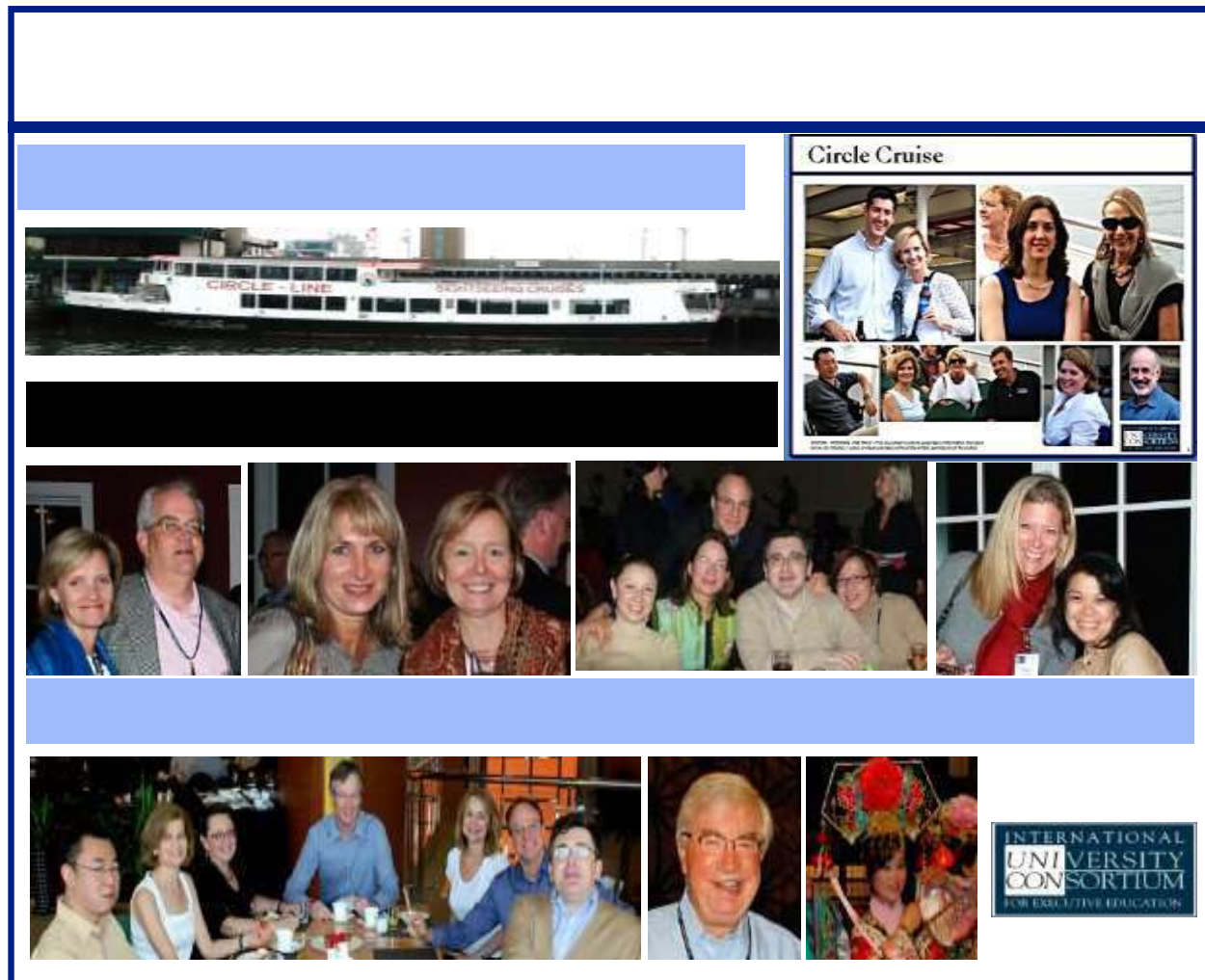


UNICON members tour the many sights in the city of Beijing (population 21.54 million - 2018).



Ceremonies at the UNICON Tsinghua University Conference come to a successful

Summary of April 2010, December 2010, and the April 2011 Conferences



The Summer Burst took attendees back to the Cambridge, MA, area where MIT hosted the meeting: “Educating Intelligent Organizations” – July 14 - July 15, 2011, at the MIT Sloan School of Management.

The year’s final Team Development Conference was held at the University of Southern California, Marshall School of Business, in Los Angeles, CA. The theme of the meeting was “*Mission Possible – The Era of Executive Education*” from November 29 to December 1, 2011.



As we entered 2012, the Spring Directors Meeting at INCAE in Costa Rica. This was hosted by the Dean of Executive Education, Dr. Camellia Ilie.



Camelia Ilie-Cardoza, the academic who sets the standard at INCAE



Members who attended the conference in Costa Rica

The Annual UNICON Workshop was hosted by the University of Michigan - Ross School of Business – in Ann Arbor, MI, in July 2012. The conference's theme was *"Leveraging Social Media for Business Value in Executive Education."*

And closing out the year was a trip to the University of British Columbia campus for the Team Development Conference *"Raising Your Game: The Business of Executive Education"* on November 28 – 30, 2012, in Vancouver, Canada.

In 2013, the members headed for the United Kingdom to attend the Spring Directors' Conference at the Cranfield School of Management in Bedford, UK. The was a very unique conference structure as attendees had their choice of various presentations in three tracks.

The annual workshop returned to Columbia University in NYC, New York, to be held in the month of July.



And the last meeting saw members traveling to Wellesley, MA, for the Fall Team Development Conference at Babson College hosted by Cathy Shea at the Babson Executive *Conference Center*. *The conference was extremely well run with the theme of “Creating Opportunities Through Entrepreneurial Thought and Action® (ET&A).”* There were more than 200 academic and administrator/staff representatives from 75 institutions and 25 countries that came together to generate new ideas that drive growth through executive education. The center is designed to accommodate executive education programs and has 211 sleeping rooms, numerous classrooms, breakout rooms, a dining area, a sports bar, and workout facilities.

From April 1 – 3, 2014, the group of UNICON participants traveled to Kowloon, Hong Kong, for the Directors’ Conference at The Hong Kong University of Science and Technology (HKUST). This conference focused on *“Major Shifts in Executive Education: the Asian Momentum,”* which was a very appropriate title given Asia’s location.





The conference was hosted by Della Wong, the Head of Executive Education at the HKUST Business School. She has been a very active member of UNICON since joining the consortium in 2006.



The Annual Workshop was campus in Barcelona, Spain
IESE Executive Education
As number one in the survey



held at IESE on their
from July 22 to July 23.
programs were ranked
by the Financial Times.

Traveling to the campus of the “Fighting Irish” in South Bend, Indiana, the Annual Workshop was hosted by the University of Notre Dame, Mendoza College of Business. The conference was very well attended with the relevant theme of *“Innovate or Evaporate.”* Members enjoyed their trip to the university known for its outstanding football history and academics.



In 2015, a fantastic opportunity presented itself. For those who have never traveled to the continent of Africa, the Spring Directors' Conference was hosted by the University of Cape Town. The conference was hosted by the Graduate School of Business University Executive Education at Rondebosch in the Republic of South Africa.



Wharton hosted the Annual Workshop in July at Wharton on the campus of the University of Pennsylvania. The conference was held at the Aresty Institute of Executive Education in Philadelphia, PA.



**EXECUTIVE
EDUCATION**

The Team Development Conference was hosted at the University of North Carolina in Chapel Hill. The Rizzo Center, the specially designed living and learning center for executives, was the venue for the final conference in 2015.



The DuBose Home was built in 1933 and is part of the Rizzo Center, UNC's executive education complex. The home is on the National Register of Historic Places. It is now the dining center for UNC executive education participants. The 183 hotel rooms are part of the Rizzo Center, a Destination by Hyatt Hotel since 2019.



The University of North Carolina – Chapel Hill has had 3 Chairs of the UNICON Board of Directors.

Frank Morgan
1998-1999



Pat Cataldo
2010-2011



Tina Narron
2017 - 2018




The Director's Conference in 2016 took participants to the University of Porto in Matosinhos, Portugal. Porto Business School results from an active partnership between The University of Porto (one of the largest and best-ranked Portuguese universities) and 36 companies, national and international.



The Annual Workshop was held in the July timeframe at the McDonough School of Business, at Georgetown University, in the heart of the nation's capital, Washington, DC.



In the wrap for the year, Team Development Conference was hosted by UCLA, Los Angeles, California, from November 30 to December 2, 2016. The conference was hosted by Kelly Bean, the Associate Dean of the Office of Executive Education, in 2007. The conference drew over 200 people from 15 countries, with 157 coming from schools in the U.S.

UNICON Team Development Conference November 30 - December 2, 2016		
<div> <div>UCLAAnderson</div> <div>EXECUTIVE EDUCATION</div> </div> <div>  <div>unicon</div> <div>UNIVERSITY OF CALIFORNIA</div> <div>EXECUTIVE EDUCATION</div> </div>		
WEDNESDAY, NOVEMBER 30	THURSDAY, DECEMBER 1	FRIDAY, DECEMBER 2
7:00 - 8:00 a.m. Breakfast <i>Plenary</i>	7:00 - 8:00 a.m. Breakfast <i>Plenary</i>	7:00 - 8:00 a.m. Breakfast <i>Plenary</i>
9:00 a.m. - 12:00 p.m. Registration <i>Centennial Lobby</i>	8:00 - 11:00 a.m. Morning Activities	8:00 - 8:30 a.m. Stories We're Proud to Tell <i>Centennial</i>
10:00 - 11:00 a.m. Luskien Conference Center Art Tour Meet at <i>Centennial Lobby</i>	1.1 Tai Chi in the Sculpture Garden Meet at <i>Luskien Main Lobby</i> > Peter Asco, UCLA Recreation	> Al Osborne, UCLA Anderson > Markus Frank, University of St. Gallen Executive School of Management, Technology & Law > Denise Douglas, Case Western University
11:00 a.m. - 12:00 p.m. Newcomers Workshop <i>Laureate</i>	1.2 Santa Monica Beach Walk Meet at <i>Luskien Main Lobby</i> > Kara Sullivan, UCLA Anderson > Maria DiTullio, UCLA Anderson	8:45 - 9:45 a.m. // 10:00 - 11:00 a.m. Concurrent Sessions
> Denise Douglas, Case Western University > Devin Bigness, Cornell University	1.3 Canyon Hike at Will Rogers State Park Meet at <i>Luskien Main Lobby</i> > Rodrigo Maki, UCLA Anderson > Lauren Bruggers, UCLA Anderson	3.1 Resilience <i>Optimalist</i> > Derek Herrera, UCLA Anderson Alumnus
	1.4 Stress Reduction Management <i>Legacy</i> > Isabelle Du Solail, Ph.D., UCLA Recreation	3.2 Asked & Answered <i>Laureate</i> > Doug Lichtman, UCLA School of Law
	11:00 - 11:30 a.m. Stories We're Proud to Tell <i>Centennial</i>	3.3 The Noble Leader <i>Exploration</i> > Ken Bendach, Fundacao Dom Cabral
	> Bill Shelden, Cranfield School of Management > Jean Choi, Foster School of Business > Michele Grassi, Stanford School of Business	3.4 Fully Present <i>Legacy</i> > Diana Winston, UCLA MARC

The UNICON Leadership Academy



At the UCLA Team Development meeting, the UNICON Leadership Academy was introduced. Kelly Bean at UCLA, the original organizer, was joined by Cathy Shea of Babson College to further the effort. At the core of the Academy, the original design had a four-day immersion structure, which was first initiated at this meeting. The flexible format blended online virtual content with face-to-face immersions and conference experience. Since then, over 100 members have graduated from the Academy in their career process in executive education.

In 2017, members traveled overseas to the Directors' Conference hosted by Harvard Business School. The program was held at the India Research Center in Mumbai (IRC), an arm of Harvard's Business School, from March 27 - 30. The theme of this exciting conference was "*Viewing the Future of Executive Education Through the Lens of India.*" For those visiting India for the first time, it was a chance to experience the sights and surroundings of the second-most populous country in the world.



Kathy Venne, Harvard Executive Education Portfolio Director

A long-time member of UNICON, on the Board from 2000-2006, and Chair in 2005-2006, Kathy hosted the Directors' Conference in India. She has made other notable contributions throughout the years and has been an outstanding member of the organization. Kathy joined Harvard in November, 1977 starting as a faculty assistant. Six months later, a position opened and she moved to Executive Education. She was responsible for the Advanced Management Program (AMP) and the Young Presidents Organization (YPO) programs. I have enjoyed working in such a stimulating intellectual environment with incredible faculty and colleagues. HBS has been a wonderful place to work, and I feel fortunate to have spent virtually my entire career as well as hosting the UNICON conference in India. I continue to keep in contact with the incredible associations I have made in UNICON throughout the years.



UNICON Directors Conference - India
Creating the Future March 27-30, 2017



The Annual Workshop in July was held at Sciences Po in France in Paris, France.



Completing the year, members traveled to Mexico to Tecnológico de Monterrey, which was honored to host the Team Development Conference in Monterrey, Mexico. The theme was organized around the title *"Creating the Future of Executive Education"* and the program hosted by Marco Serrato.



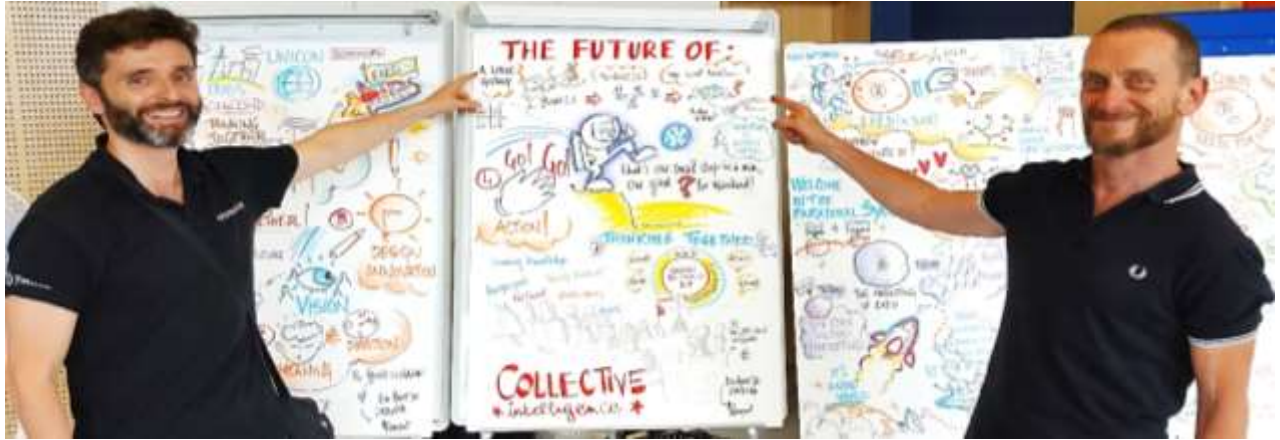
Marco Serrato serves as Executive Director and Vice Rector for Executive Education at Tecnológico de Monterrey. He is responsible for leading the design and development of executive development initiatives delivered in sixty-eight countries worldwide.

Originally from Mexico, Marco is a first-generation college graduate that holds a double-degree PhD in Industrial Engineering – Operations Research from Iowa State University and Industrial Engineering – Operations Management from Tecnológico de Monterrey. Marco is a gifted adjunct professor as well as an executive education leader. He has been a visiting Scholar at MIT and a professor of practice at Thunderbird. He has published more than thirty research papers on international peer-reviewed and conference journals, four books, and three book chapters. Marco is an Emeritus Board Member and former Chair of UNICON.

The conference was filled with interesting speakers, relevant topics, and a touch of local Mexican customs, including delicious food, fun, and lively entertainment. In addition, UNICON members were treated to a dinner with music performed by a well-known mariachi band.



The year started with a trip to the 2018 UNICON Directors' Conference on *"Executive Education At A Crossroad"* at the BI Norwegian Business School in Oslo, Norway, from April 25 –27. This was another conference where graphic facilitation diagrams were heavily used.





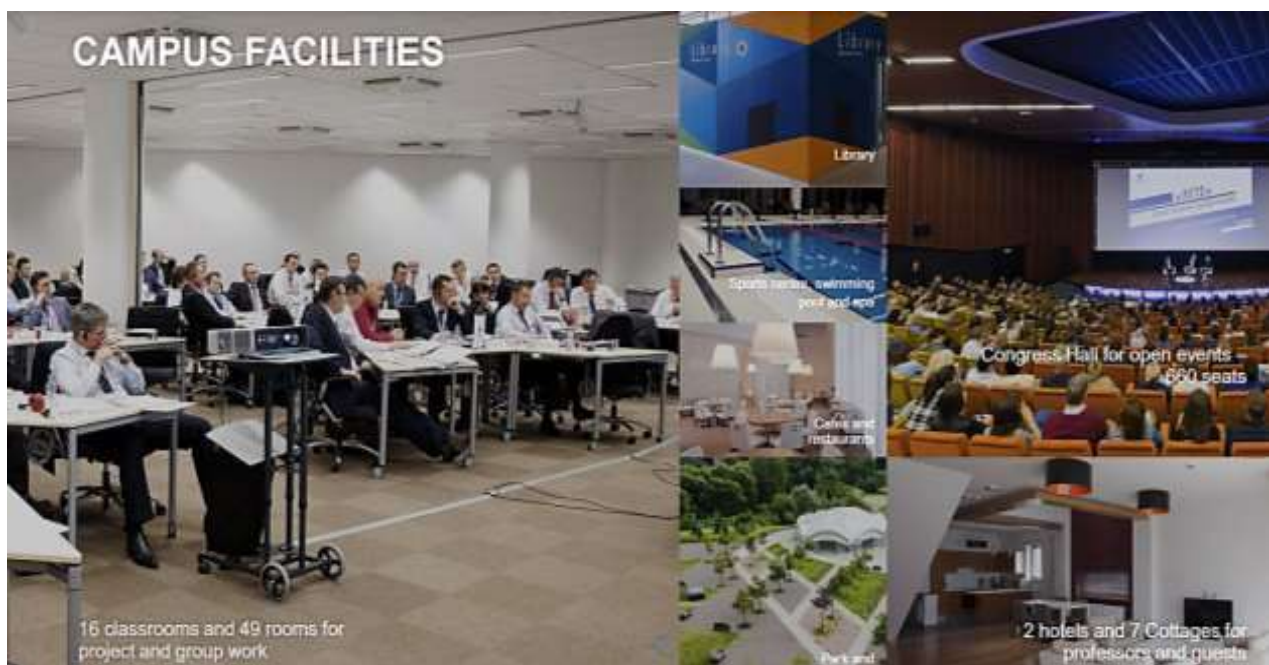
The Annual Workshop was held on July 24-25 at the MIT Sloan School in Cambridge, MA. This summer conference was hosted by Dr. Peter Hirst, Senior Associate Dean for Executive Education. Peter was always a very creative and innovative thinker. He artfully changed the name of the session and put on a very inspirational program together for those who were able to attend.

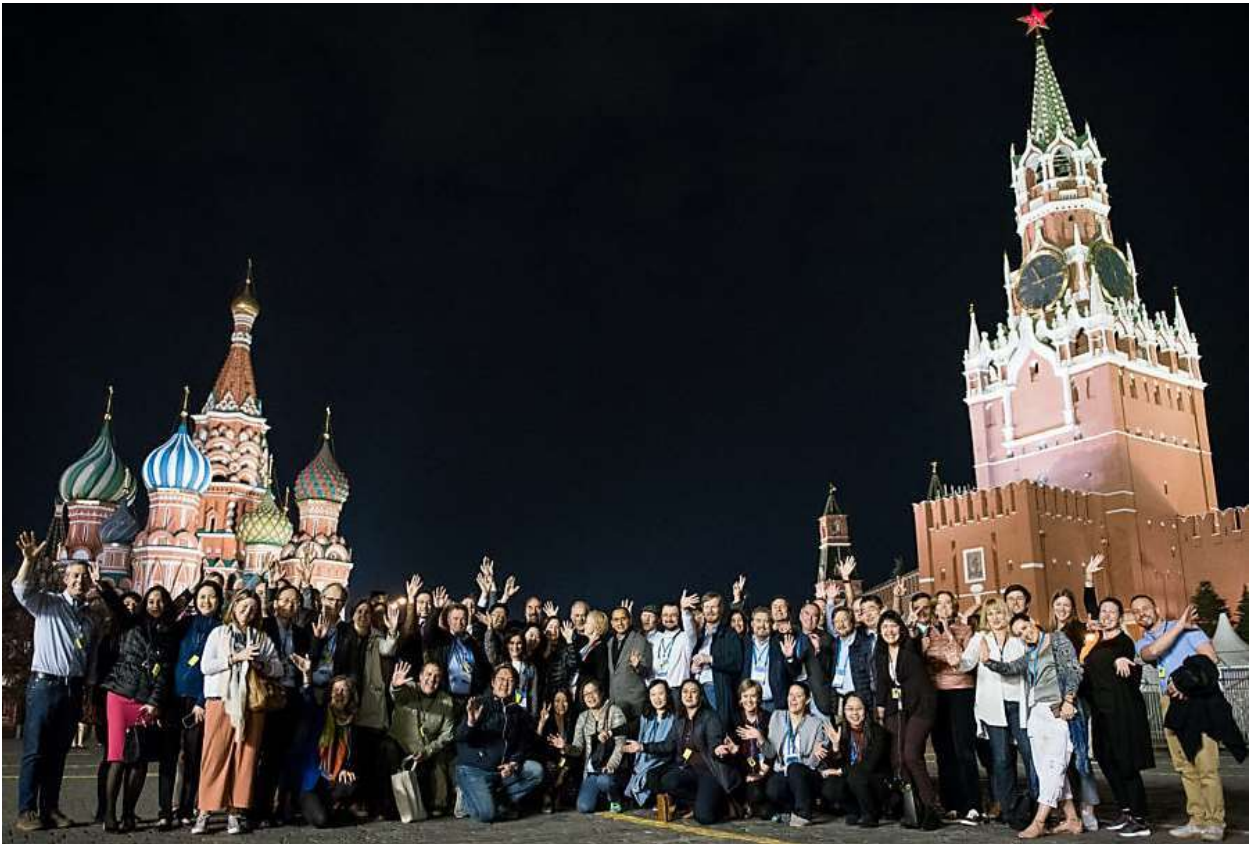


The last conference in 2018 was hosted by the University of Maryland. The venue was the Robert H. Smith School of Business. All conference lecturers and discussion leaders were from the university, with the meeting dates being Tuesday and Wednesday, Nov. 20-22.



For the UNICON 2019 Directors' Conference, the members traveled to Russia to Skolkovo in Moscow for the Spring Directors' Conference "*In Search of Identity Creating the Future.*" The Director's Conference in 2019 was held from April 24-26 in Moscow. Aside from being a very interesting learning program, this was another opportunity for participants to travel to another part of the world they may have never experienced.





The Annual Workshop was held in New Brunswick, NJ. The program was held at the business school, and the conference drew 78 participants from 53 business schools and 25 countries.



A wonderful time to visit California is in the November - December timeframe. The Team Development Conference was hosted by Santa Clara University, Leavey School of Business, at the Silicon Valley Executive Center. The university, founded in 1851, is the oldest operating institution of higher learning in the state. Members enjoyed a guided tour of the campus along with a conference that was a very well-organized and implemented event.



Appendix J - UNICON Conferences Throughout the World - 2020 - 2021



A UNICON Virtual Conference Event



Beginning in 2020, the group was scheduled to go to Tsinghua University. Unfortunately, due to the worldwide pandemic, the session was canceled. However, the University of Virginia, Darden School of Business, stepped in, organized, and provided a virtual program.

UNICON Directors' Conference 2020 Virtual Meeting

On short notice, the University of Virginia has developed three two-hour webinar sessions to replace the face-to-face Directors' Conference. The session will run from 9 a.m. to 11 a.m. Eastern time on March 25-27, the original dates of the conference. The sessions will center on the original conference topic: "Exploring the future world of work and lifelong learning."

The first session will review the results of the two COVID-19 surveys sent to primary representatives this month. There will be a presentation by McKinsey Global Institute on the Future of Work and lifelong learning.

The second session will feature a joint presentation by AACSB and SHRM on alignment between supply and demand for leadership development programming.

The Friday session will focus on leading an HR function during significant disruption.

The Summer Burst was held in the beautiful state of Connecticut on the campus of Yale University's School of Management from July 8-9, 2020. This was the first time that Yale had hosted a UNICON conference. However, due to the pandemic, it had to be offered virtually, which unfortunately deprived members from visiting this Ivy League campus.



A UNICON Virtual Conference Event



A UNICON Virtual Conference Event



The UNICON Team Development Conference was hosted virtually by Arizona State University, Thunderbird School of Global Management, in Phoenix, Arizona, on November 17-20, 2020. Another university where graphic facilitation diagrams were used to document the proceedings.

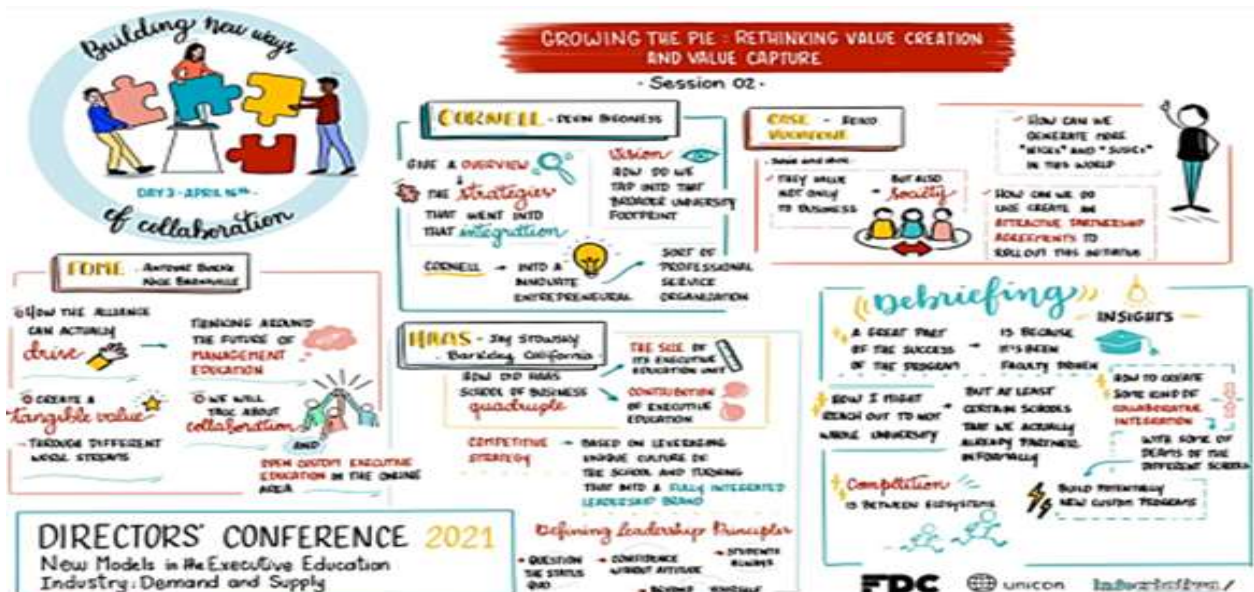


A UNICON Virtual Conference Event



The opening conference for 2021 was also held virtually, hosted by Fundação Dom Cabral in Brazil on April 14 – 16. The overarching theme, “New Models in the Executive Education Industry: Demand and Supply.” The conference was filled with many interesting sessions, which were all captured with creative, elaborate, and artistic graphic facilitation diagrams.

Graphic facilitation is the use of a combination of graphics such as diagrams, pictures, symbols, and writing to lead people toward a goal in meetings, seminars, workshops, and conferences. The graphics are usually drawn by hand by a person called a graphic facilitator who may create the graphics in real-time during the event and may work alone or together with another person called a facilitator who aids the discussion.



The Annual Workshop was hosted virtually by St. Gallen in Switzerland from July 13-14, 2021.

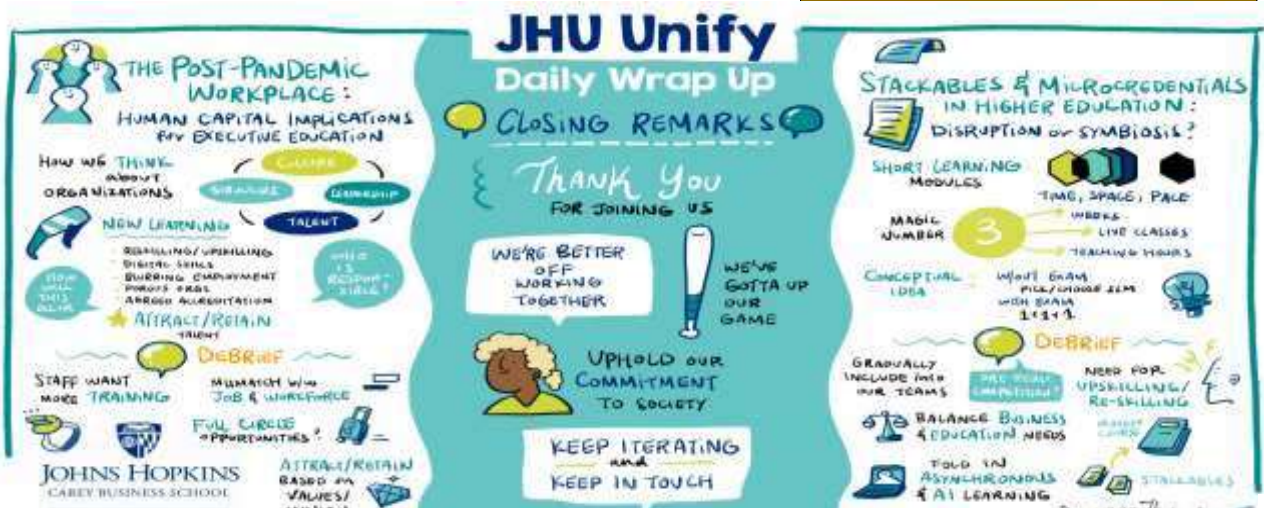
A UNICON Virtual Conference Event



And the November 30 – December 2, 2021, Team Development Conference was held virtually by the Carey Business School of Johns Hopkins University.



A UNICON Virtual Conference Event



Appendix K - PR Article of Beijing Conference

CONTACT:

Cindy Bielke, C-Change Marketing Strategies
651-683-1910; cab@c-changestrategies.com



East Meets West at Recent UNICON Conference in Beijing

What does it take for an executive education program to enter a new market? What if that market is massive, primarily speaks Chinese, and only has opened to free-market mechanisms in the late 1980s? What does this growing market force mean for executive education in general?

Those questions were on the minds of many UNICON members who attended the recent Directors' Conference in Beijing at Tsinghua University School of Economics and Management (SEM). With 73 UNICON participants from 15 different countries in attendance, the conference offered a richly diverse opportunity for members to learn and think about China and globalization within the context of executive education.

UNICON Board Chairman Pat Cataldo, who welcomed attendees with a greeting in Chinese, said it was especially meaningful for the conference to be held in Beijing since nearly 50 percent of UNICON's membership now is composed of international (non-U.S. based) members. And Tsinghua University was particularly noteworthy as the host since 2011 is the school's 100th anniversary. In addition, Cataldo described the growing importance of executive education globally as a means of developing executive talent on a local radio program during the conference, "China in the Know," which also featured Karen Li, Assistant Director of Executive Development programs at Tsinghua SEM. The program can be heard online.

迎大家到美的北京来参加我的大会



Associate Director of Executive Education at Tsinghua SEM Jessie Liu called it “a bold decision” for the Board to hold the Directors’ Conference in Beijing at Tsinghua SEM.



“For us it was a great honor and special moment to receive all our colleagues and friends from afar while our University celebrates its 100th anniversary. . . We made a lot of friends from all over the world, we provided our team a unique opportunity to learn at the Conference, and we allowed our international colleagues to get to know us better. I believe the participants also experienced and learned a lot about China and got a first-hand understanding of this market,” Liu said.

Business Effectiveness Director Jasmine Pereira with the Mt Eliza Executive Education Melbourne Business School in Australia agreed. “Choosing to hold the Annual Spring Conference in different parts of the globe is a good strategy. It provides an opportunity for the executive education sector to have a mini ‘immersion’ experience of the region. Participants at this conference got a view of the global executive education sector and a view of the China market, economy, and culture. It also was an opportunity to network and, this time, meet more of our colleagues based in the Asia Pacific market,” she said.



Members Gain Valuable Perspectives

Among those attending the conference for the first time was Alice Li, Executive Education Director at the University of Hawaii Shidler College of Business Executive Education. “I appreciated the experience of diversity and the opportunity to exchange ideas with my international colleagues. Among the

numerous things I learned from my fellow participants, especially my Asian counterparts, is the importance of relationship building,” Li said. “In Hawaii, the culture of which is predominantly Asian, we are acquainted with this concept. It is good to know that to gain a foothold in the Asia market. We may have to reevaluate/reassess how to conduct businesses and develop our clients.”

As was described in a recent New York Times article, China now has 1.34 billion people, many of whom are increasingly urban. This fact was not lost on conference participants.

Members came with “an open mind hoping to explore what the Chinese market and, more broadly, globalization means for their businesses,” said UCLA Assistant Dean for Executive Education Programs and Beijing conference co-organizer Kelly Bean. “It’s clear we need to understand the global marketplace better, not just in terms of ‘what can I sell you,’ but ‘what do you need?’ The global is always local at the granular level, and given the geographical, cultural, and economic diversity of the Chinese market, multiple perspectives and innovative approaches will be needed. I don’t see UCLA or any single school being able to go it alone: partnerships – with local schools, other western universities, and non-academic organizations - will be the way forward.”

University of Virginia CEO of Executive Education David Newkirk agreed. “I think many of our UNICON colleagues came away realizing they need a more careful strategy for engaging with China because it’s a difficult and sophisticated market. You have to deliver on the ground and in the native language.”

Others, such as Chairman Cataldo, who also is the University of North Carolina Managing Director of Executive Development, noticed similarities facing executives in China and the rest of the world. “During the CEO panel, I was struck by the realization that the challenges around growth management and talent development are the same in China as in many other countries,” he said. “While there are obvious differences, there also are many similarities.”

This observation was shared by Director Li from Hawaii: “I also realize that all UNICON members, whether they are U.S. or non-U.S., are experiencing similar challenges of growing our executive training business and delivering relevant and practical content. This is particularly poignant as the economic and business focus has shifted to Asia,” she said.

Ana Paula Serra, Associate Dean at EGP-University of Porto Business School in Portugal, appreciated the networking opportunities, as well as the learning aspects of the conference. “The recent UNICON China conference, East meets West, was a fascinating and thoughtful conference,” Serra said. “On top of the effective networking that these conferences always yield, I would like to stress the content of the sessions and the opportunity to meet people from multicultural (East / West) environments. This, and the engagement of all participants, helped me build new knowledge to address executive education challenges. Real learning!”

For some, the keynote speech by Tsinghua Professor Yang Baiyin on “Embracing Holistic Learning in Executive Education” was particularly compelling. “The presenter emphasized that learning happens in three different ways: analytical, perceptual, and effectual or ‘thinking, feeling and doing,’” said Newkirk. It was a lesson Newkirk took to heart when he led the conference wrap-up session, giving members a chance to talk about how they were feeling, not simply what they were thinking. “Responses were very

visceral and enthusiastic; it just flowed, and it was clear that people had deep reactions to the (conference) experience. That makes sense because you don't fly all the way to Beijing just for the presentations," he said with a smile.

"I've been around China since the 1970s, and I came away understanding that their path forward will be very Chinese. You have to really go there to understand what this means," Newkirk added. "There were some terrific presentations that made me realize there's something brewing around global leadership that goes beyond how to access emerging markets such as China or even Asia but requires a truly global mindset," added Bean. She also reflected on the importance of absorbing and sharing the cultural impressions she gained in China.

"I travel a lot, with about 8-10 international trips a year. I'm often so eager to get back to my family and my daily work that I fail to take the time to notice or engage with the local cultures I encounter. I might not have time to visit a museum, but even riding on a subway gives me a window into the culture that I need to pay attention to if I'm going to fully understand my client's needs. I want to think about those things more and even start sharing my observations with my staff," she said.

Conference Provided Valuable Discussions

The conference also included a thought-provoking panel discussion by the deans of Tsinghua SEM, CEIBS, Columbia University, and the IE Business School, a keynote presentation on the "driving forces, trends, and challenges of the Chinese economy" by Tsinghua SEM Professor David Daokui Li, and a panel discussion among prominent Chinese and Indian CEOs on "developing local talents with a global perspective."

"The conference, for me, achieved its goals, which was to bring China and its perspectives to the participants," commented Carlos Arruda, Director of International Relations, Fundacao Dom Cabral, Brazil. "The speaker (Professor Li) and the panel with senior executives from Chinese and Indian companies allowed us to perceive the opportunities and challenges, but above all the 'exuberance' of China as a society and economy. As always, UNICON conferences create an environment that favors the dialogue built on the diversity and complementarities of its members."

Members also enjoyed a taste of Chinese culture and cuisine, with some visiting the Chinese Summer Palace. Others learned more about the country by visiting Shanghai and other major Chinese cities.

"The other big benefit of a conference like this is the networking and the ability to learn from each other," noted Business Effectiveness Director Jasmine Pereira, Mt Eliza Executive Education Melbourne Business School. "The social occasions were opportunities to share ideas, talk about some of the interesting projects being embarked upon by other business schools, and to get a sense of the executive education sector as a whole."

Director Li summed up her experience this way: "The challenge for us, at the University of Hawaii Shidler College of Business Executive Education, is to integrate some of these ideas that would enable us to keep up with the changing and often demanding needs of our clients."

Appendix L - List of UNICON Meetings – 1972 – Present

From 1972 to 1991, 18 Conferences and 14 Trade Fairs were conducted. The following is a list of all 109 conferences and meetings since the formation of UNICON.

UNICON Conferences								
2021	Director-April 14-16 (BD 4/13)			Annual-July 13-14 (BD 7/6, 9, 12)			Team-November 30-December 2 (BD ?)	
	FDC, Brazil	Virtual Meeting	Aldemir Drummond	St. Gallen, Switzerland	Virtual Meeting	Marcus Frank	Johns Hopkins/ROME	Virtual Meeting Pam Williams
2020	Director-March 25-27 (BD 24)			Annual-July 8-9 (bd 6/30 & 7/6)			Team-November 18-20 (bd 11/17-18)	
	Darden, Washington D.C.	Virtual Meeting	Shaun Roisin	Yale, CT-USA	Virtual Meeting	Lisa Kammert	Thunderbird, AZ-USA	Virtual Meeting
2019	Director-April 24-26 (BD 4/23)			Annual-July 17-18 (bd 7/16-17)			Team-November 20-22 (bd 11/19)	
	Shukova, Russia		Marina Karban/Maria Trostina	Rutgers, NJ-USA		Peter Methot	Santa Clara, CA-USA	Dennis Lanham
2018	Director-April 25-27 (BD 4/24)			Annual-July 24-25 (bd 7/23-24)			Team-November 28-30 (bd 11/27)	
	BI Norway		Lise Hammergren	MIT, MA-USA		Peter Hirst	UMD, MD-USA	Samantha James
2017	Director-April			Annual-July			Team-December	
	Harvard, India		Kathy Venne	Sciences Po, France		Gautam Rao	ITESM, Mexico	Marco Serrato
2016	Director-April			Annual-July			Team-December	
	Porto, Portugal		Ramon O'Callaghan	Georgetown, DC-USA		Ashley Baker	UCLA, CA-USA	Kelly Bean
2015	Director-April			Annual-July			Team-December	
	GIBS, S Africa		Shaun Rozen	Wharton, PA-USA		Marty Hackett	UNC Kenan-Flag, NC-USA	Tina Naroun
2014	Director-April			Annual-July			Team-December	
	HKUST, Hong Kong		Della Wong	IESE, Spain			Notre Dame, IN-USA	
2013	Director-April			Annual-July			Team-December	
	Cranfield, UK			Columbia, NY-USA			Babson, MA-USA	
2012	Director-April			Annual-July			Team-December	
	INCAE, Costa Rica			UM, MI-USA			USC, Canada	Bruce Weissner
2011	Director-April			Annual-July			Team-December	
	Tringhua, China			MIT, MA-USA			USC, CA-USA	
2010	Director-April			Annual-July			Team-December	
	IMD, Switzerland			NYU, NY-USA			Darden, VA-USA	
2009	Director-April			Annual-July			Team-December	
	Wash U, MO-USA			UCLA, CA-USA			McCombs, TX-USA	
2010	Director-April			Annual-July			Team-December	
	IMD, Switzerland			NYU, NY-USA			Darden, VA-USA	
2009	Director-April			Annual-July			Team-December	
	Wash U, MO-USA			UCLA, CA-USA			McCombs, TX-USA	
2008	Director-April			Annual-July			Team-December	
	Melbourne, Australia			Chicago, IL-USA			UW Foster, WA-USA	Jean Choy
2007	Director-April			Annual-July			Team-December	
	IE			Cleveland, OH	Care Western Reserve		Dallas, TX	SMU & ITAM
2006	Director-April			Annual-July			Team-December	
	IVEY			Stanford			Northwestern - Kellogg	
2005	Director-April			Annual-July			Team-December	
	FDC			Bre			Cambridge, MA	Harvard Business School

2004	Director-April	Annual-July	Team-December
	Emory	U Wisconsin	Los Angeles, CA U of Southern California
2003	Director-April	Annual-July	Team-December
	Ashridge - UK	U Michigan	Wellesley, MA Babson
2002	Director-April	Annual-July	Team-December
	U of Arizona - Thunderbird	U Minnesota	Mexico City, Mexico ITAM
2001	Director-April	Annual-July	Team-December
	UCLA	HBS	Boston, MA Boston University
2000	Director-April	Annual-July	Team-December
	CEIBS - Shanghai, China	Dartmouth - TUCK	Chicago, IL University of Chicago
1999	Director-April	Annual-July	Team-December
	UVA and HBS	HBS - Cambridge, MA	U of Southern California
1998	Director-April	Annual-July	Team-December
	Tuck & Kellogg	Duke - Durham, NC	UVA, HBS, USC
1997	Director-April		Team-December
	IMD		Dallas, TX SMU
1996	Director-April		Team-December
	PSU - State College, PA		Atlanta, GA Emory University
1995	Director-April		Team-December
	UNC - Chapel Hill	HBS - Cambridge, MA	Boston, MA Boston University
1994	Director-April		Team-December
	Emory, Atlanta, GA		London, England London Business School
1993	Director-April		Team-December
	No Information Available	No Information Available	Boston, MA Oct. 20-22
1992	Director-April		Team-December
	Charleston, SC Apr University of Pittsburg	HBS - Cambridge, MA	No other information available U of Southern California
1991	Director-April		Team-December
	Fountaineau, France Apr-28 Penn State University, Insead, Columbia U, and IMD	New Name: International University Consortium for Executive Education	No other information available
1990	Director-April		Trade Fair - Corporate and Universities
	Sante Fe, NM Mar. 18-21 Northwestern		NYC - Hyatt University of Pittsburgh
1989	Director-April		Extended Trade Fair - Corporate and Universities
	Marco Island, FL Cornell University	Drafting of UNICON ByLaws	NYC - Vista 1989 Indiana University Insead, Penn State, U of Michigan Sept. 1989 Brussels, Belgium
1988	Director-April	Consortium for International University Executive Program Directors	Trade Fair - Corporate and Universities
	Litchfield Park, AZ Apr. 3-6 University of Illinois	MIT - Universities Only - Summer 1 1/2 day meeting Cambridge, MA	NYC - Vista 1988 Penn State University
1987	Director-April		Trade Fair - Corporate and Universities
	Sea Island, GA Feb. 22-24 University of North Carolina		NYC - Vista 1987 Northwestern University
1986	Consortium for International University Executive Program Directors		Trade Fair - Corporate and Universities
	Berfordshire, England Mar. 23-26 Ashridge Mgmt. College and University of Western Ontario		NYC - Penta 1986 Cornell University

1985	Consortium for International University Executive Program Directors		
	Houston, TX	Mar. 10-13	University of Virginia
1984	Consortium for University Executive Program Directors		
	Kiawah Island, SC	Mar. 4-7	Columbia University
1983	Consortium for University Executive Program Directors		
	Hilton Head, NC	Mar. 6-9	MIT
1982	Consortium for University Executive Program Directors		
	New Orleans, LA	Feb. 28-Mar	Univ. of Michigan
1981	Consortium for University Executive Program Directors		
	San Diego, CA	Mar. 16-19	Claremont University
1980	Consortium for University Executive Program Directors		
	Marys Island, FL	Feb. 24-27	Penn State University
1979	Consortium for University Executive Program Directors		
	Phoenix, AZ		Northwestern University
1978	Consortium for University Executive Program Directors		
	Key Biscayne, FL	Feb. 26-Mar 1	University of Indiana
1977	Consortium for University Executive Program Directors		
	Sea Island, GA	Feb. 20-23	University of Virginia
1976	Pre-UNICON		
	Indian Wells, CA	Feb. 4-7	Univ. of Southern Cal
1975	Pre-UNICON		
	No Meeting Held		
1974	Pre-UNICON		
	No Meeting Held		
1973	Pre-UNICON		
	Palm Springs, CA	Feb. 4-7	Univ. of Southern Cal
1972	Pre-UNICON		
	Ann Arbor, MI	January 1972	Univ. of Michigan

Trade Fair - Corporate and Universities		
NYC - Penta	1985	MIT
Trade Fair - Corporate and Universities		
NYC - Hyatt	1984	Duke University
Trade Fair - Corporate and Universities		
NYC - Hyatt	1983	No Information Available
Trade Fair - Corporate and Universities		
NYC - Waldorf	1982	Columbia University, U of Virginia
Trade Fair - Corporate and Universities		
Houston - 1	1981	Houston, TX
Trade Fair - Corporate and Universities		
National Tour -	1980	NYC, Chicago, & San Francisco Indiana University, Northeastern University, & U of Southern Cal
Trade Fair - Corporate and Universities		
NYC - Union League Club	1979	U of Virginia
Trade Fair - Corporate and Universities		
NYC - Metropolitan Club	1978	University of Indiana

Appendix M – Acknowledgments

The development of a history from the start of an organization would be possible without the help of others. They offer information, materials, knowledge, memories, stories, and validation of the content. This project was no different. The project started with a review of *A Short History of the University Consortium for Executive Education*, written by Robert R. Fair, November 4, 1991, available on the website. Bob was the inaugural Chair of UNICON in 1988. He had an excellent recall of the meetings and events from the first gathering at the University of Michigan in 1972 to 1991.

The next phase required information gathering and reviews from 1994 to 2009 in the UNICON slide show from the website. This provided conference dates/themes and key events. There was also a timeline of significant events that were obtained and reviewed.

The research phase involved gathering additional data from the internet and other sources as the basis for the remaining inputs to bring the history to 2021.

As part of this effort, the following individuals assisted in contributing significant inputs to the completion of the UNICON history to date.

We would like to thank Bill, Taryn, and Dan for their UNICON administrative assistance.



Bill Scheurer Executive Director	Taryn Streed Operations Director	Dan Collins Webmaster
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In addition, the review and editing of Aldemir Drummond, a professor and the former Executive Dean for Executive Education and Faculty Member at Fundação Dom Cabral – FDC in Brazil, brought another perspective to the effort. Finally, we would like to thank the following Emeritus UNICON members: Alan White, Al Vicere, Stephen Lacivita, Kelly Bean, Ken Bardach, Monica Sacristan, and Kathy Venne for their help and support.

Appendix N - About the Author

This history was compiled by Pat Cataldo, a member of UNICON since 2004, a member of the Board from 2005 - 2011, Chair in 2010 - 2011, and a regular contributor to research papers since November 2012. After a corporate career in learning and development with Fortune 500 companies, he transferred to academia in 2004 joining the Smeal College of Business at Pennsylvania State University as the Associate Dean of Executive Education. In 2010, he joined UNC-Chapel Hill Executive Development and moved to North Carolina. Pat remains active in executive education as a consultant for corporate clients, a program manager at UNC, and a researcher for UNICON. His most recent paper, co-authored with Kelly Bean, is entitled *“Selecting the Best Executive Education Partner: The Voice of the Customer”* and is scheduled for publication in 2022. Pat and his wife now reside on the west coast of Florida.

