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CONSORTIUM FOR UNIVERSITY
EXECUTIVE EDUCATION

The First Fifty Years (1972 – 2022)

A Brief History

Revision #1 – Includes information updates from May 12, 2022 to December 31, 2025



UNICON

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“Institutions endure when their stories are remembered, shared, and carried forward.”

Dear UNICON Colleagues and Friends,

It is a privilege to introduce this updated history of UNICON, The International University Consortium for Executive Education. This document is more than a record of milestones and events—it reflects the collective vision, generosity, and collaboration that have shaped our community over decades. Preserving our history matters because it reminds us how far we have come, what we stand for, and the responsibility we share to carry this work forward.

The Board’s decision to ensure that our membership has a documented history of the consortium was based on the following five factors:

Our history collects, records, and preserves our **Institutional Memory** so that significant milestones, successes, challenges, and lessons learned are not lost as staff turnover or leadership changes may occur.

Our written history ensures our **Cultural Identity and Values** are understood and maintained so that core principles and policies help to unify staff and members around a shared identity.

It further allows for **Learning and Improvement** by analyzing historical trends and patterns that can identify what has worked well and what needs improvement, leading to better decision-making.

An accurate, well-documented history can be used for **Marketing and Branding** purposes by highlighting UNICON’s achievements, impact, and reputation in the industry.

Finally, it helps with **Leadership Succession** or strategic changes, providing a solid foundation of past strategies, challenges, and accomplishments, giving future leaders the context required to successfully guide UNICON into the future.

Pat Cataldo, the author of *The First Fifty Years*, has generously updated our historical information through the end of 2025 in this document. I think it is fair to say that Pat, a former Co-chair and Chair of the UNICON board and an Emeritus Member involved in UNICON since 2004, can also claim the title of “unofficial historian.” This revision presents a history that is current from our founding in 1972 to Dec. 15, 2025.



Melanie Weaver Barnett
Executive Director, UNICON

UNICON

The First Fifty Years – (1972 – 2022) A Brief History

In the Beginning

From its initial inception as a small group of executive education directors getting together to discuss issues related to their business, UNICON (University Consortium for Executive Education) has grown into 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 essential resource.

Since the beginning, UNICON's aspiration for its members has been that they are 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 to enhance the effectiveness of their operations, as well as a domestic and global network of colleagues. They stay at the forefront of their businesses and, together, help create the future of the Executive Education industry.

The Early Years - A Chilly Start

In the USA, the 1970s were an era of rising prices and unemployment; the period of poor economic growth could be explained by cost-push inflation driven by 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 began tightening 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, observed a trend of declining enrollments in 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 discuss the current trend of lower enrollments and the executive education industry as a whole. The gathering was attended by representatives from eight schools (the University of Michigan, the University of Southern California, Indiana, Penn State, the University of Virginia, Ohio State, Pittsburgh, and Northwestern). The meeting was characterized by strong collaboration, with informal presentations from several schools. After the meeting, two actions were agreed upon. 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 the Great Lakes State!



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 yet to give 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, and four invited corporations came and participated. Unfortunately, no more meetings were held in 1974 or 1975 because there were no pre-planned arrangements. 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 be 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 marked a significant turning point in UNICON's history. It was a shift in several important respects for the directors and the annual meeting. First, the expectation was set at 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 that directors needed 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 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 control inflation led to a period of stagflation, characterized by high interest rates and high unemployment.

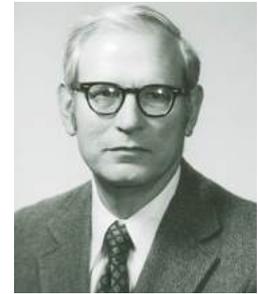
In times of economic crisis, organizations move quickly in cutting discretionary spending – non-essential travel, off-site meetings, consulting, projects, and, in some cases, a reduction in staff. These actions directly affected the executive education industry with steep drops in open enrollment registration and custom course offerings. It was a very difficult time for all schools, which were themselves pressed to reduce expenses. Even after major economies, such as the United States and Japan, exited the recession, many countries continued through bad times with 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, as well as 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. 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 and a Chair of the Board and to 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 hold its annual meeting at the end of June each year. So the work that started in 1972 was now officially formed into an organization in 1988.



Bob Fair

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 a four-week 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 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 **UNI**versity **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. The following information was provided by Al about the early days. Al was to become a member of the UNICON Board of Directors from 1990 to 1996 and serve as Chair of the consortium from 1994 to 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, expanding the overall membership, making the organization function more formally, and positioning 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 into the future.

People, Programs, and Process Changes from 1991 -1999

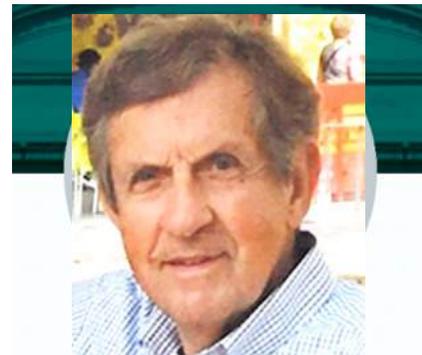
In 1991, Alan was elected the second Chair of the Board for UNICON. The organization developed and grew under his leadership and guidance. He has had a long association and involvement with UNICON since its founding. He is currently the Senior Associate Dean and Senior Lecturer Emeritus at the MIT Sloan School of Management.

Alan attended the second meeting in 1973 hosted by John Peterson, Director of Executive Education at the University of Southern California, in Palm Springs, CA. He became active with the executive education group and attended the meetings and trade fairs for the next 15 years. In 1988, Alan chaired a meeting at the MIT Sloan School in Cambridge, MA. The outcome of the day and a half session was to elect a Board of Directors and establish a set of bylaws. Bob Fair was elected the first Chair of the Board for the International University Executive Program Directors. At the 1991 meeting in France, the name of the organization was changed again to the International **UNI**versity **CON**sortium for Executive Education, a name (with the year designated) to be used for future annual conferences.

Alan cited Hoke Simpson of Columbia University, associate dean for executive education, as making a significant contribution to the members. The Columbia executive education program, was a series of one to four-week nondegree courses for executives including those in management, finance, leadership and marketing at that time. Hoke commissioned a substantial study of corporate interests in executive education programs which showed companies were increasingly more interested in attending custom programs. There were only three schools that didn't offer custom executive education programs which they considered consulting and not management education. They were Harvard, Stanford, and MIT.

Alan left UNICON in 1992. At the summer meeting in July of 2018 at MIT, Alan was presented with the UNICON Lifetime Achievement Award for his work and leadership in the executive education field.

MIT
MANAGEMENT
SLOAN SCHOOL



Senior Associate Dean Emeritus

Alan F White

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 further organize. 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 in April, was at Emory University in Atlanta, GA, and its theme was "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. Wanting to be a truly international organization, it was realized that a "Fall" or "Spring" designation for our conferences was not appropriate if we wanted to appeal to those schools in other global areas. The name of the "Fall Conference" was changed to "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. In 1994, Nancy K. Hartigan, Kellogg Business School at Northwestern University, became the first Chairwoman of the Board. Mrs. Hartigan joined Kellogg in 1974. In 1985, she was appointed Director of Executive Programs and in 1988, she was promoted to the position of Associate Dean of Executive Education. She became responsible for open and custom programs and for the James L. Allen Center, the first residential facility built at a university to house executives attending educational programs.

Nancy was one of the driving forces to create UNICON. In those days, the executive education positions at universities were almost all held by men. There's no doubt that being the only female on the UNICON Board was an interesting and hopefully rewarding experience. The encouraging news was that things were changing to create a more diverse university executive education leadership. According to one of Nancy's peers, Don Jacobs via feedback from Ken Bardach, she was the driver to create a broader and more "democratic" group of business schools. She headed the James L. Allen Center, the first residential facility built at a university to house executives attending educational programs. Unfortunately, Nancy passed away peacefully at her home on August 9, 1994. The Richard S. and Nancy K. Hartigan Fund was established after her passing at Loyola University Chicago..

Meetings were held in 1995 at UNC in April, HBS in July, and Boston University in the Fall. This was followed in 1996 with Penn State in April and Emory in Atlanta in the Fall. There was a milestone event in 1997. After the Directors' Conference at IMD in Lausanne, Switzerland, 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 formally 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 its first web internet 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. The Directors' Conference in April was jointly hosted by Kellogg Business School at Northwestern in Illinois and Tuck Business School at Dartmouth located in Hanover, New Hampshire. The July meeting returned south that year to the Tar Heel State at Duke University in Durham, NC. The Fall Team Development Conference. The co-hosts for the Directors' Conference 1999 meeting in Cambridge, MA, were the University of Virginia and Harvard University. This was followed by the July meeting returning again to Harvard and the University of Southern California hosting the Fall meeting.



The structure of hosting three conferences per year continues to this day. These conferences have consistently been rated the most valuable benefit to membership over these years, and the consistent delivery of quality offerings has persisted. For a complete review of UNICON conferences held from 1972 to 2025, please refer to Appendix H, I, and J.

Committee and Board 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 either current members of the UNICON Board or volunteers from the membership. Each committee had 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 and 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 the 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 a very welcomed increase in improved communications to members.

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 major 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	58		
2004	54	35	19
2005	55	34	21
2010	79	39	40
2015	98	46	52
2021	115	47	68
2022	114	48	66
2023	115	48	67
2024	125	50	75
2025	126	50	76

The UNICON Global Membership as of March 2023 was 115 schools from 30 countries, with 42% members from the United States and 58% members from non-USA schools. In 2025, the membership had grown to 126 schools with 40% USA and 60% non-USA.



Working through Crisis

When terrorists attacked the Trade Center in New York on September 11th, 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.

The executive education business is a sector that is dramatically affected by the economic, geopolitical, and health events across the globe. 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 during the economic downturn from 2007 to 2009, known as “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 the recession and the last to come out of it.

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

In addition, according to the researchers from the University of St. Gallen, a UNICON member school, five trends were identified for the future.

1. Fewer classroom courses
2. Stronger flexibilisation
 - *Modular small-format, work-related, or work-integrated and action-oriented courses.*
3. Stronger personalization
 - *In the context of longer-term development programmes, or individualised development.*
4. More hybrid learning options
 - Additional alternatives to provide participants with a higher degree of flexibility
5. More online courses
 - Complementing existing portfolios, particularly in specialist fields or by regulation

The UNICON Communications Committee worked between 2012 and 2013 to revisit the organization's vision. It was determined that an update was needed to make the future focus more on members and the value they receive from their involvement in the consortium. The Committee received input from Prime Representatives, numerous other members from various schools, Committee chairs, and Emeritus members. As a result, a new Vision document was created, presented, and approved by the Board.

Global Mission

UNICON and its members provide a global reference for executive education. UNICON helps its members develop their university-based executive education and better serve their clients by building alliances, developing unique products and services, and providing outlets for collaboration.

As a result, our members become the most sought-after learning partners and help shape the future of executive education. UNICON fosters the growth of university-based executive education by helping its members serve their clients better.

Our community of member organizations accelerates the development of leaders and managers through executive development initiatives, ultimately enhancing performance across public and private organizations worldwide.

UNICON is a global consortium of business-school-based executive education organizations. Its community of member organizations accelerates the development of leaders and managers, thereby enhancing performance in public and private organizations globally through executive development initiatives.



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 conducted flash surveys throughout 2020 in collaboration with organizations such as AACSB, SHRM, and the *Financial Times* to gain deeper insight into client needs and industry trends.

In 2020, as the COVID pandemic took hold and people were quarantined, executive education programs were again cut, postponed, or moved online. UNICON focused its conferences, research, benchmarking, and communications on sharing ideas and best practices for online learning and related virtual strategies. 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 - *“The pandemic has accelerated impactful changes in university-based executive education that are likely to stick around,”* provides more details about the impact of the pandemic and UNICON’s role: [A Letter to Business School Deans: The Real Impact of University-Based Executive Education.](#)



In 2022, several significant events occurred. In January of 2022, Bill Scheurer, UNICON Executive Director, formally announced to the Board that he would be retiring at the end of July. This resulted in a Board search for a new Executive Director to lead the consortium. After evaluating candidates expressing interest and conducting extensive interviews with fully qualified individuals, an announcement in May stated that Melanie Weaver Barrett of the Ross School of Business at the University of Michigan was offered and accepted the UNICON leadership position.

The executive education benchmarking survey with data from 99 top business schools conducted by UNICON during the fall of 2020 showed – not entirely unexpectedly – that many of the world’s leading business schools suffered a fall in executive education turnover caused by the Covid-19 pandemic. However, the pandemic has also created a new demand for upskilling and reskilling, and new digital tools and methods have enabled a much wider reach of executive education initiatives, creating opportunities for inclusion, sustainable growth and real change.

In June of 2022, the Lifetime Achievement Award was bestowed on Bill Scheurer after his 35 years of service to UNICON.



If you would like to view Bill’s farewell message to UNICON’s leadership, staff, and global membership, you can access his remarks at <https://bit.ly/3QkUp5v>

Membership 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, the Spotlight series was created to help build community by highlighting individual members, their jobs, priorities, and 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 to extend our reach, add resources, and gain knowledge and strategic insights.

Beginning in 2016, UNICON entered into partnerships with the Association to Advance Collegiate Schools of Business (AACSB) and the Executive MBA Council (EMBAC) to conduct several research projects relevant to our shared markets and practices. We 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 relevance 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) were 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 been managing 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, enabling members to improve the quality of their non-degree executive education work.

UNICON Website and Volute

The website has been an excellent source of additional information over the years. While the site has gone through multiple revisions, the latest update has been significant. As we celebrate the 50th year of UNICON, we are thrilled to announce the launch of our new website (<https://www.uniconexed.org>) to mark this incredible accomplishment.

The new website provides an 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 supports 20 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, as well as those you have come to expect from UNICON.



Our new combined communication platform initiative will strengthen our ability to communicate with our network. It will also encourage our participants to engage with UNICON resources, exchange ideas, and promote our collective mission of lifelong learning.

Volute – UNICON’S Learning Community

UNICON’s Communications Committee announced the launch of UNICON’s Learning Community through the social lifelong learning platform, Volute, on June 15, 2022. Together, Volute and UNICON are building the world’s largest and most active lifelong learning community to move our industry forward. Not only will members have exclusive access to UNICON content, networking opportunities, and the full UNICON Research Archives, but they will also learn by doing, offering new lifelong learning models within their own school.

The community serves to provide:

- An interactive membership network of like-focused professionals.
- A state-of-the-art platform that is being touted as the "Netflix of Lifelong Learning," advancing UNICON's mission to connect members with a dynamic community of experts and industry-leading educational insights.

- Online learning spaces to form and strengthen relationships, engage in live virtual events, and share relevant information that keeps members in-the-know for industry trends and practices
- Exclusive access to the UNICON research archives and invaluable discussions on research content.
- Learning by doing to implement new lifelong learning models for your school, alumni, and business clients.

As of July 2024, after careful consideration, the decision was made to cease this relationship, as it had been since its inception in 2022. This experiment, as it turned out, did not produce enough members to engage in sufficient numbers to warrant its continuation.

UNICON Brand Refresh

On February 15, 2024, an updated brand identity was unveiled to modernize the UNICON image as we evolve as a consortium. The UNICON logo has undergone thoughtful updates to the font and tagline, strategically designed to articulate our identity and position the consortium for the next phase of UNICON.

The UNICON brand is inspired by its members and the global impact of the business-school-based executive education organizations that make up our consortium. We thank our members for their continued partnership, collaboration, and support.

Please find key updates and downloadable assets for the refreshed logo on our UNICON brand assets page. Additionally, a comprehensive brand guidelines document offers insights into our brand color values and guidelines for the appropriate use of the logo.

Key Elements of the Brand Refresh:



Refined Logo

Updated font and tagline to create a simplified, modernized design.



Defined Color Palette

Clearly defined color values reflective of the UNICON website.



Guidelines Document

Detailing brand color values and guidelines for logo use.

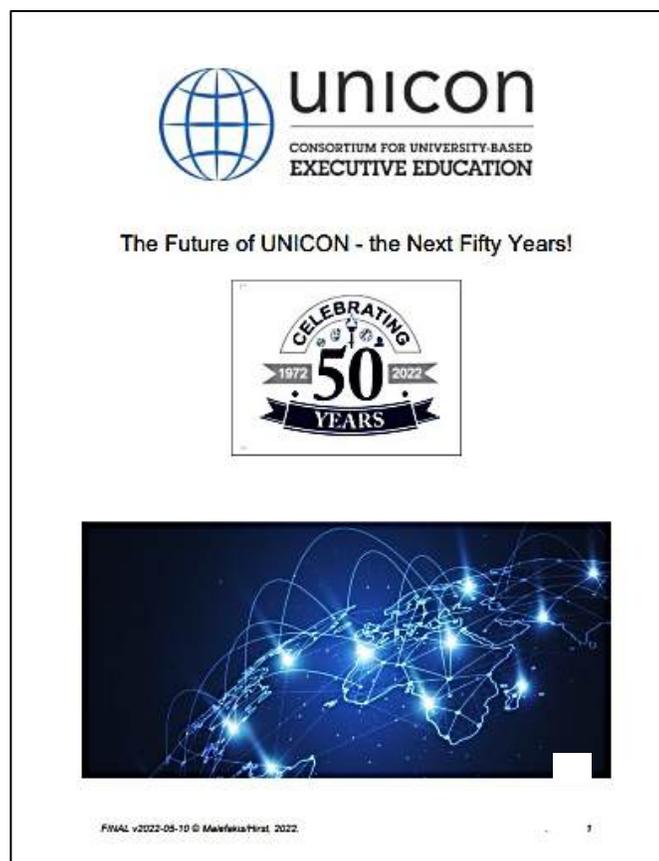
The Next 50 Years

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 to the board and committee work that produced significant 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 view of our future and possible scenarios that will shape our industry. 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

The next 50 pages contain additional information relevant to the UNICON The First Fifty Years – A Brief History document as well as the added materials from 2022 to 2024. The information in the Appendix sections were felt to be either too long or too detailed to be included in the main body of the history.

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Appendix A – UNICON Emeritus Members – Updated on October 31, 2025

UNICON Emeritus

Last Name	First Name	School	Service Dates	Chair
Aramouni	Gabriel	Fundação Dom Cabral	2013 - 2019	
Arden	Karen	USC	1992 - 1997	1996 - 1997
Arruda	Carlos	Fundação Dom Cabral	2005 - 2011	2009 - 2010
Bardach	Ken	Northwestern University	1996 - 2002	
Barnett Weaver	Melanie	University of Michigan	2007 - 2013	2012 - 2013
Bendersky	Ron	University of Chicago	1998 - 2004	2003 - 2004
Bigoness	Devin	Cornell University	2018 – 2023	
Bitter	Gale	Stanford University	2004 - 2009	
Borroni-Biancastelli	Luca	Insper Institute of Education and Research	2010 - 2015	
Callahan	Clark	Dartmouth University	2011 - 2016	2015 - 2016
Cataldo	Pat	University of North Carolina – Chapel Hill	2005 - 2011	2010 - 2011
Choy	Jean	University of Washington - Foster School	2017 - 2019 2022 - 2025	2023 - 2024
Centini	Lou	University of Virginia	1997 - 2005	2001 – 2002
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
Frank	Marcus	University of St. Gallen	2016 - 2022	2022 - 2023

Gardner	Bob	SMU	1997 - 2003	2002 - 2003
Haeberle Founding Fellow – 1972	Dr. William	Indiana University	1972	
Hammergren	Lise	BI Norwegian Business	2016 - 2021	2020 - 2021
Hartigan	Nancy	Northwestern University	1990 - 1994	1994
Headley	Richard	Babson College	1991 - 1996	1995 - 1996
Hirst	Peter	MIT Sloan School of Mgmt.	2014 – 2020	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	2004 - 2005
Lewis Recipient - Lifetime Achievement Award	Mark	University of Chicago	2021 - 2024	
Lloyd Methodist University	Frank	SMU – Southern	2001 - 2007	
Malefakis	Mike	Columbia University	2006 - 2012	2008 - 2009
McNichols Founding Fellow-1972	Thomas	Northwestern University	1972	
Methot	Peter	Rutgers University	2017 - 2023	2022 – 2023
Morgan	Frank	University of North Carolina- Chapel Hill	1994 - 2000	1998 - 1999
Murphy	Larry	University of Virgin – Darden	2011 - 2015 and 2010 - 2021	
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	1997 - 1998
Pulcrano	Jim	IMD – International Institute for Mgmt. Development	1995 – 2001	1999 – 2000
Sacristán Recipient - Lifetime Achievement Award	Mónica	ITAM	2002 - 2008	2007 - 2008
Scheurer Recipient - Lifetime Achievement Award	Bill	University of Minnesota	1996 - 2002	2000 - 2001
Selig	Leon	INSEAD	1990 – 1996	
Serrato	Marco	Arizona State University	2014 – 2020	2019 - 2020
Shea Recipient - Lifetime Achievement Award	Cathy	Babson College	2011 - 2017	2016 – 2017
Shedden Recipient - Lifetime Achievement Award	Bill	Cranfield School of Management	2007 - 2013	2011 - 2012
Simpson	Hoke	Columbia University	1988 - 1992	
Sitterle	Jaki	New York University	2005 - 2010	
Stanford	Mike	IMD – International Institute for Mgmt. Development	2008 - 2012	
Stilliard	Bob	Ashridge Business School	2001 - 2007	2006 - 2007
Thomas	Dr. Joseph	Cornell University	1989 - 1995	1992 -1993
Topping	Peter	Emory University	2001 - 2007	
Tucker	Gini	Pennsylvania State University	1996 - 2002	
Venne	Kathy	Harvard Business School	2000 - 2006	2005 - 2006
Vicere	Dr. Albert	Pennsylvania State University	1990 - 1996	1994 - 1995
Watson Founding Fellow – 1972	Ray	Duke University	1972 -	
Weichman	Rochelle	MIT Sloan School of Mgmt.	2009 - 2014	2013 - 2014
White Founding Fellow - 1972 Recipient - Lifetime Achievement Award	Alan	MIT Sloan School of Mgmt.	1973 - 1992	1991 1991 -1992
Wong	Della	Hong Kong University of Science and Technology	2012 - 2018	

Members highlighted in blue are deceased

Appendix B - UNICON Chairs from 1972 to 2025

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.

* Listed in blue are deceased

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	1992 - 1993
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 Mgmt. Dev.	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 Michigan	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
Arruda	Carlos	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
Weaver Barnett	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	2016 - 2021	2020 - 2021
Frank	Marcus	University of St. Gallen	2016 - 2022	2021 - 2022
Method	Peter	Rutgers Business School	2017 - 2023	2022 - 2023
Choy	Jean	University of Washington - Foster School	2017 - 2025	2023 - 2024

Bergemann	Eric	MIT Sloan School of Management	2021 - 2026	2024-2025
Bhatia	Shalini	Stanford Graduate School of Business	2021 - 2026	2025-2026

The 37 UNICON Chairs come from 27 schools	
Chairs of UNICON from Member Schools	# of Chairs
MIT Sloan School of Management	5
University of North Carolina - Chapel Hill	3
Babson College	2
Harvard Business School	2
University of Chicago	1
University of Virginia	2
Arizona State University	1
Ashridge Business School	1
BI Norwegian Business School	1
Columbia University	1
Cornell University	1
Cranfield School of Management	1
Fundação Dom Cabral	1
Henley Business School	1
IMD – International Institute for Mgmt. Dev.	1
ITAM	1
Northwestern University	1
Pennsylvania State University	1
Rutgers Business School	1
SMU - Southern Methodist University	1
University of California - LA	1
University of Michigan	2
University of Minnesota	1
University of Southern California	1
University of St. Gallen	1
University of Washington – Foster School	1
Stanford Graduate School of Business	1
Total	37



Appendix C – UNICON Administration

Executive Directors



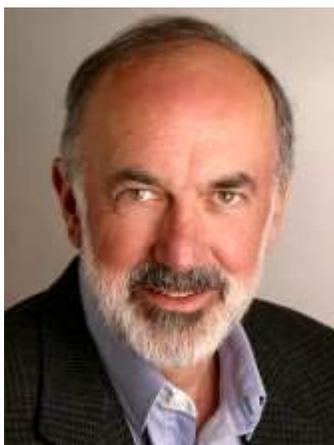
Don Kuhn

Don 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 first organization's 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 the 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. In late 1953, he was drafted by the US Army 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.



Bill Scheurer

Prior to joining the consortium, Bill 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.

In October 2022, Bill made the decision to retire as of July 31, 2023. This provided sufficient lead time for the Board to identify, interview, and hire the association's third Executive

Director.

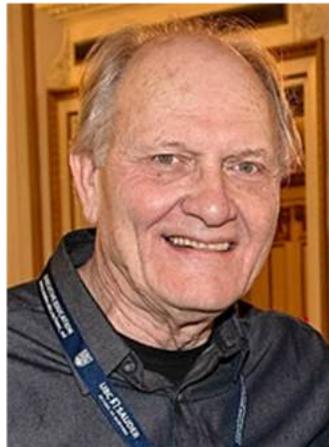


Melanie Weaver Barnett

After a thoughtful and thorough search and interview process of candidates, the UNICON Board of Directors, along with the UNICON Continuity Committee, are very pleased to announce that Melanie Weaver Barnett was offered the position of the next Executive Director of the organization and has accepted the job. Over the next several months, she will be transitioning from her current role as Chief Executive Education Officer at the Stephen M. Ross School of Business at the University of Michigan in Ann Arbor, MI. She will begin her new position on August 1, 2023. Under Melanie's leadership, Michigan Ross Executive Education has been consistently ranked among the top in the world, offering programs in multiple locations in the Americas, Asia (including India and the Middle East), Europe, and Africa.

Melanie has been a very active member of UNICON over the years serving as Chair of the Board of Directors from 2012-2013, on a number of committees, and the boards of the University of Michigan Alumni Association and Advisory Board for Intercollegiate Athletics.

Webmaster



Robert "Dan" Collins

Whether it's 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, 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 within the organization, 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 MTML, DHTML Flash, and recently with Joomla! content management software. The site was recently rebuilt in WordPress by an outside vendor and will be available in 2022. Dan is very strong in communications and as a media professional with a Bachelor of Arts from the University of North Carolina–Chapel Hill.

After his many years with the organization, Dan has announced that he will be retiring from his position in 2024. He has been a dedicated and responsive staff member who has made major contributions to keep the technology current ensuring a high level of member service.

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 elevate the value of school and individual members. Taryn maintains all UNICON documents and records and promotes membership engagement via position postings, the “Spotlight” process, and managing the various 40 Coffee Break groups. She also provides all coordination and program management for the Leadership Academy.

Prior to joining UNICON, Taryn was the Associate Director of Operations for 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

Marketing and Member Engagement Director

Danielle Macedo joined UNICON in the newly created position of Marketing and Member Engagement Director in January of 2024. She brings experience in both marketing and executive education, notably from her tenure at London Business School from 2017 – 2023, where she was the Head of Marketing for Executive Education and Associate Director of Digital Marketing.

Before LBS, Danielle worked at the British Chamber of Commerce, the British Council, TSB Bank, London start-ups, and the University of Westminster. She also has agency-side experience with clients such as ArcelorMittal, Phoenix Life, and the Royal Bank of Scotland.

In 2023, Danielle founded GammaNexus Consulting, a solo firm specializing in digital marketing and transformation, as part of her move from London to Lisbon after 12 years in the UK. Through her consultancy, she has worked with the University of Cambridge (Judge Business School), London Met University, King's College, Vlerick Business School and LBS’s recently launched Data Science and AI Initiative. She also teaches AI, digital marketing and digital transformation at institutions including LBS, Rotman Business School and others.

At UNICON, Danielle develops and implements marketing strategies, oversees member engagement, and enhances digital presence. She leverages UNICON's digital platforms (web, blogs, social media and email) to improve the overall member experience.

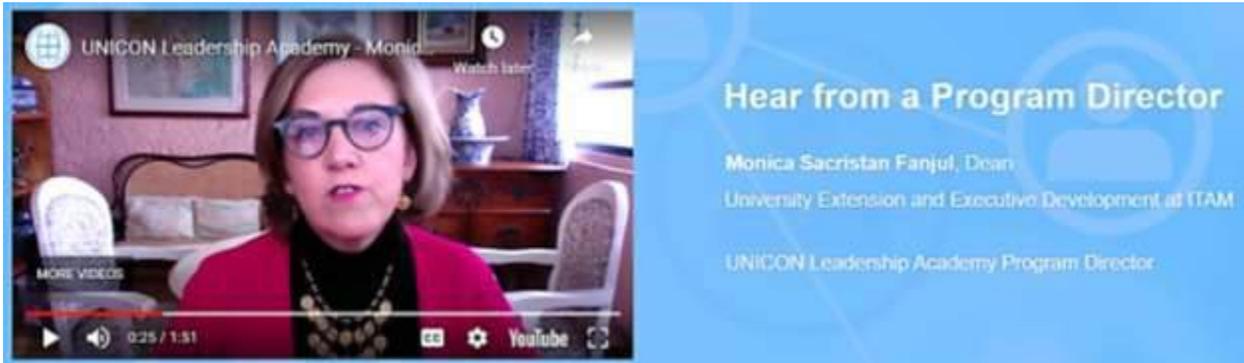
Born in Brazil, Danielle holds a BA in Public Relations and an MA in Marketing Communications. She works remotely from Lisbon, reporting to the Executive Director.



Danielle Macedo

Appendix D - The UNICON Leadership Academy – Post-Pandemic

Develop. Inspire. Transform.



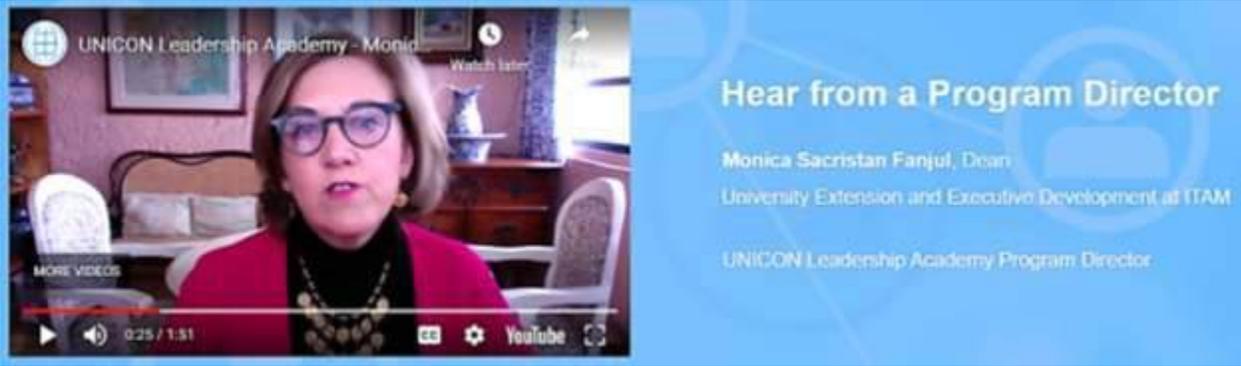
In 2020, the UNICON Leadership Academy, as a result of the COVID pandemic has undergone a redesign with many modifications. The Academy is still geared towards analyzing the Business Model proposition and fully integrated into the Team Development Conference. The program is being held online and includes 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.



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 D - The UNICON Leadership Academy – Post-Pandemic

Develop. Inspire. Transform.



In 2020, as a result of the COVID pandemic, changes were necessitated. This redesign was led by Monica Sacristan (ITAM) and Cathy Shea (Babson). Monica took over as Academic Coordinator for ULA working with Cathy Shea (Babson) and Taryn Streed (UNICON) as program coordinator.



Monica



Cathy



Taryn

As a result of the change in leadership and the COVID Pandemic, the program was fully restructured and became a 100% online offering. In 2022, Dennis Lanham joined the Leadership Academy team and the program became a Hybrid model once again with a full-day workshop before the annual TDC Conference.

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 the 	<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 	<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

Leadership Academy Testimonial



Michael Marolla, The Wharton School
Director of Project and Content Management

My manager suggested this, as she always looks for professional development opportunities. She also went through the ULA herself and had nothing but good things to say about it. My experience with UNICON has been very positive, as I appreciate this consortium because it is so connected to executive education. I rarely find conferences or professional development opportunities so closely aligned with the business I am working in. I was excited to join the ULA to meet people in a similar spot in their career who I can share ideas and learn from. We all have similar challenges and opportunities, and I find that interesting ideas and collaborations can come from them. At this point in my career, I have no plans to leave Executive Education. I am interested in enhancing my leadership skills in the lens of ExecEd. The ULA learnings can span across different fields, but the focus on ExecEd is another thing that interested me about the program.

After working with many ULA cohorts over the years, Cathy Shea ceased her involvement with the program as she retired as Senior Director Executive Education from Babson College after 35 years of service on July 1, 2024.



And in 2025, after five years of service, Monica Sacristan (ITAM) decided to end her dedicated and successful tenure leading this popular program.

As a result, Peter Methot, Assistant Professor of Professional Practice and Associate Dean of Executive Education at Rutgers University, took on the faculty director responsibilities as Academic Coordinator.



Peter is responsible for the strategic and operational activities related to both professional and corporate education at Rutgers Business School. He is a former UNICON Board of Directors member, prior UNICON Chair of the Board, and a UNICON Emeritus Member.

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 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. In May 2020, there were 100 UNICON members participating in 16 small groups. Today, there are 280 participants in 39 groups as the success of these sessions continues to grow.

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.

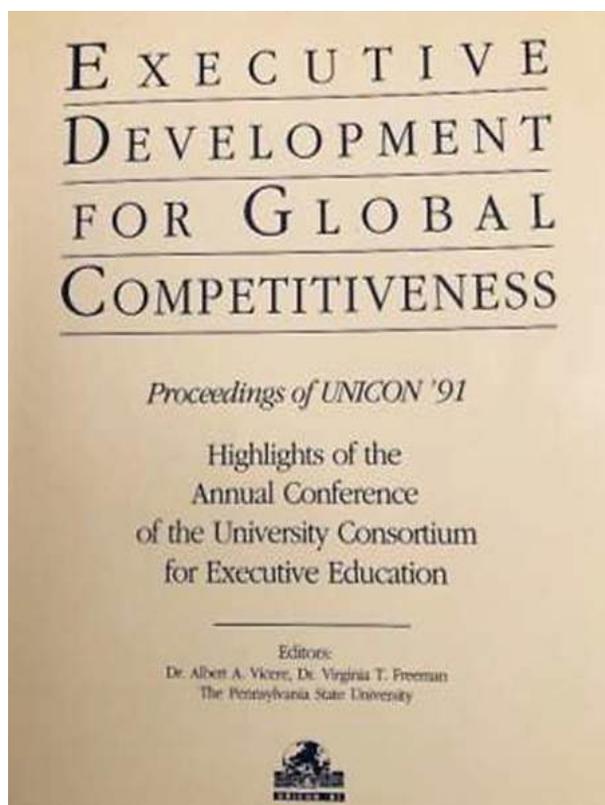
First, it was deliberately designed as a process-oriented program rather than a meeting built around a “parade” of speakers. The major focus was on the interaction between corporate and university representatives. The objective was to encourage open dialogue and serious debate between leading providers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



Dr. Al Vicere



A copy of the proceedings was provided for use by the author from Dr. Al Vicere of Penn State University. He served on the UNICON Board from 1990-1996 and was a former Chair of UNICON in 1994-1995.

The record of the various conference's interactions was published in 1992 by Petersen's Guides. 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



Open Enrollment Participant Change since August 2008 by 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	1	1		1	2
-10-20%	2	1	2	1	1	3
Down -20%	1	2	2	1		

Change in Custom Program Revenue Since August 2008 by School Size

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

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. 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.



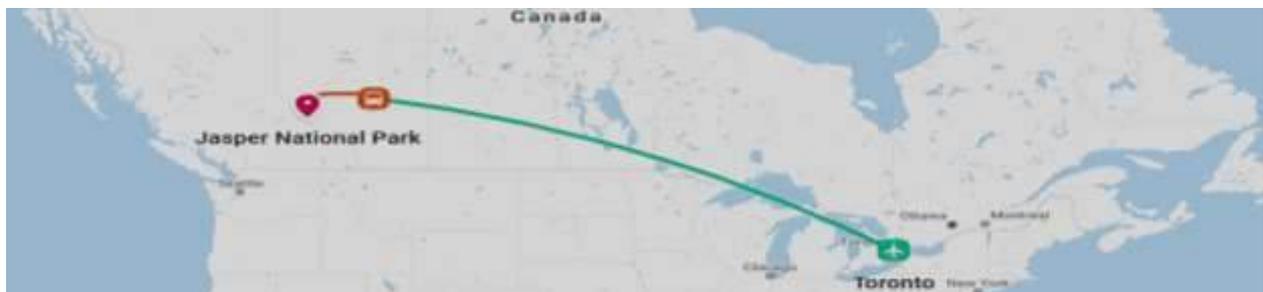
Monica Sacristán Fanjul, a has been involved in UNICON since 2000. As the Dean of Executive Development at ITAM since 1999, Monica served for six years on the UNICON Board. In 2006, she served as Vice-Chairperson and as Chairperson of the Board in 2007. She is an Emeritus Board member of UNICON and serves 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. 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, Alberta.



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



In December of 2006, The Team Development Conference was held at Kellogg outside Chicago.

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. 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 Mike Malefakis, their Director, 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.

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 2009 Summer Burst. The theme selected was *“Bringing the Future to the Present – Challenging the Ideas, Managing the Uncertainty, and Creating a Plan.”*



In December of 2009, the Fall Team Development Conference had attendees traveling to the University of Texas, McCombs School of Business in Austin, TX.



There were 140 participants from member schools who attended the conference. This was the consortium's fourteenth Team Development Conference. The theme for this gathering was “Looking Ahead: Reinventing Executive Education.” Through plenary sessions and application workshops, staff members (filling a wide range of executive education roles) were able to focus on changes in various aspects of the industry and what can be done to adjust operations while maintaining a prescient outlook to the future. The host of the event was Chantal Delys, Board Member representative from the University of Texas



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.

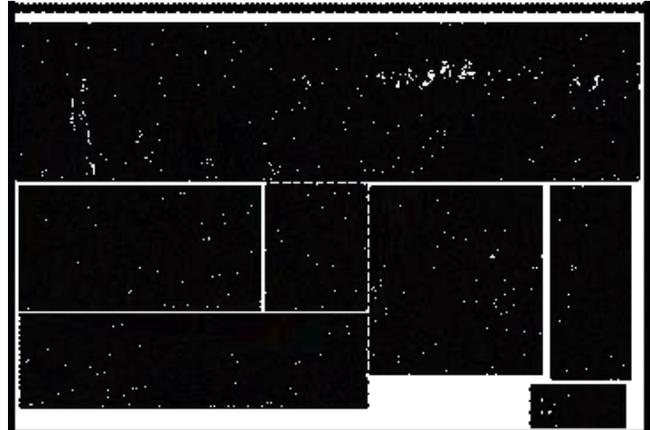


The last Conference for 2010 UNICON Team Development was held at the University of Virginia - Darden School of Business in Charlottesville, Virginia, and focused on “Innovation: The Path to Growth in Executive Education.” The conference was very well attended internationally. The photos from Nov.30 -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

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.



Dr. Camellia 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 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 throughout 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 held at IESE Executive Education campus in Barcelona, Spain. As number one in the survey



held at IESE on their campus from July 22 to July 23. IESE Executive Education programs were ranked number one 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.



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		UCLAAnderson EXECUTIVE EDUCATION	UNICON EXECUTIVE EDUCATION
WEDNESDAY, NOVEMBER 30	THURSDAY, DECEMBER 1	FRIDAY, DECEMBER 2	
<p>8:00 a.m. - 12:00 p.m. Registration <i>Continental Lobby</i></p> <p>10:00 - 11:00 a.m. Larkin Conference Center Art Tour Meet at <i>Continental Lobby</i></p> <p>11:00 a.m. - 12:00 p.m. Newcomers Workshop <i>Lobby</i></p> <ul style="list-style-type: none"> > Denise Douglas, Case Western University > David Bismess, Cornell University 	<p>7:00 - 8:00 a.m. Breakfast <i>Plaza</i></p> <p>8:00 - 11:00 a.m. Morning Activities</p> <p>1.1 Tai Chi in the Sculpture Garden Meet at <i>Larkin Main Lobby</i> > Peter Acox, UCLA Recreation</p> <p>1.2 Santa Monica Beach Walk Meet at <i>Larkin Main Lobby</i> > Kara Sullivan, UCLA Anderson > Maria DiTullo, UCLA Anderson</p> <p>1.3 Canyon Hike at Wil Rogers State Park Meet at <i>Larkin Main Lobby</i> > Rodrigo Mahr, UCLA Anderson > Lauren Brumgar, UCLA Anderson</p> <p>1.4 Stress Reduction Management <i>Lobby</i> > Isabelle Du Sable, Ph.D., UCLA Recreation</p> <p>9:00 - 11:30 a.m. Stories We're Proud to Tell <i>Continental</i></p> <ul style="list-style-type: none"> > Bill Swadlow, Cranfield School of Management > Jean Chou, Foster School of Business > Michelle Gorman, Stanford School of Business 	<p>7:00 - 8:00 a.m. Breakfast <i>Plaza</i></p> <p>8:00 - 9:30 a.m. Stories We're Proud to Tell <i>Continental</i></p> <ul style="list-style-type: none"> > Al Osborne, UCLA Anderson > Markus Frank, University of St. Gallen Executive School of Management, Technology & Law > Denise Douglas, Case Western University <p>9:45 - 9:45 a.m. // 10:00 - 11:00 a.m. Concurrent Sessions</p> <p>3.1 Resilience <i>Continental</i> > Derek Herrera, UCLA Anderson Alumnus</p> <p>3.2 Asked & Answered <i>Lobby</i> > Doug Lottman, UCLA School of Law</p> <p>3.3 The Noble Leader <i>Continental</i> > Ken Barbach, Fundação Dom Cabral</p> <p>3.4 Fully Present <i>Lobby</i> > Dana Weston, UCLA MARC</p>	

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





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.

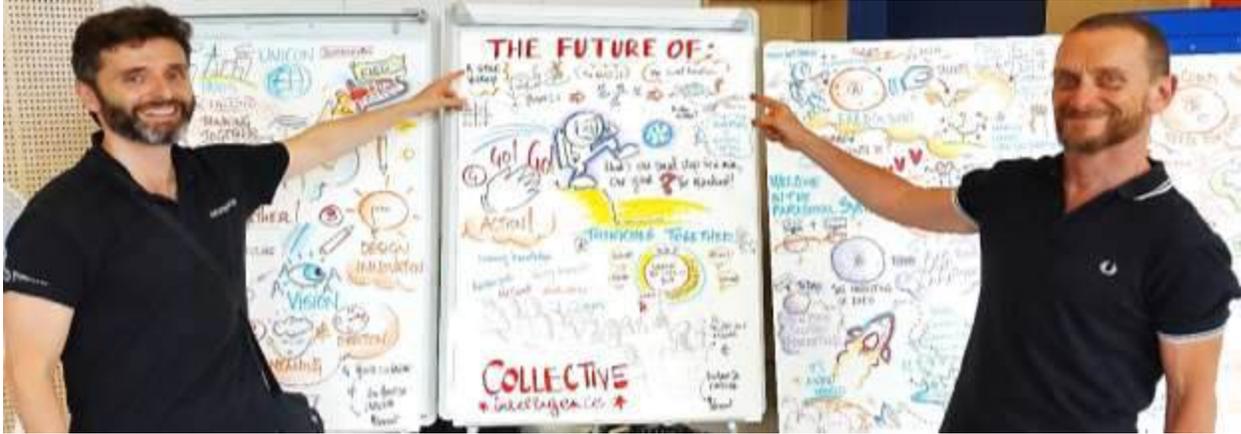


Marco Serrato serves as Executive Director and Vice Rector for Executive Education at Tecnológico de Monterrey. He is responsible for leading the design and development of executive development initiatives delivered in sixty-eight countries worldwide.

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.



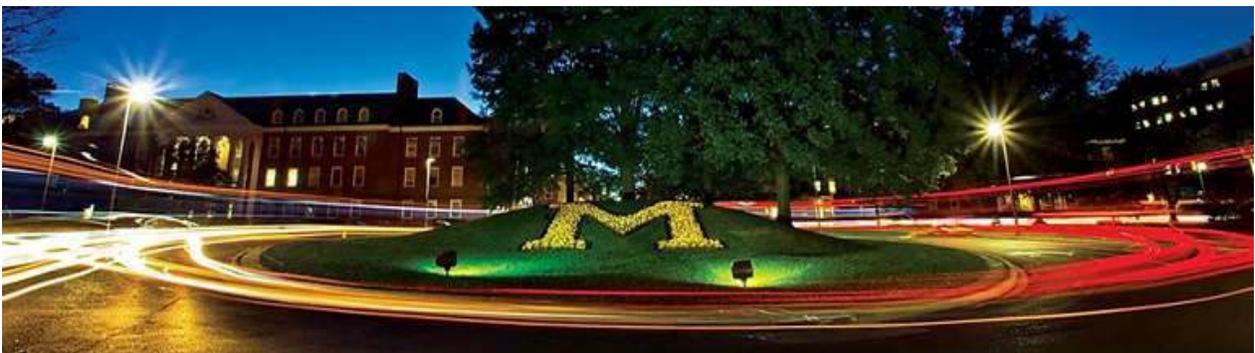




The Annual Workshop was held on July 24-25 at the MIT Sloan School in Cambridge, MA. This summer conference was hosted by Dr. Peter Hirst, Senior Associate Dean for Executive Education. Peter was always a very creative and innovative thinker. He artfully changed the name of the session and put on a very 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." 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 - 2025



DARDEN
Executive Education

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.



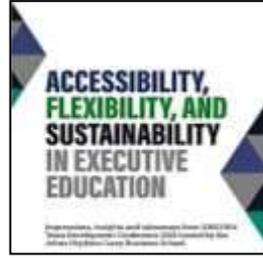
A UNICON Virtual Conference Event



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 entitled “Crafting Your Strategic Direction” was hosted virtually by St. Gallen in Switzerland from July 13-14, 2021. The workshop helped participants develop sketches of new business models.

A UNICON Virtual Conference Event



The November 30 – December 2, 2021, Team Development Conference was held virtually by the Carey Business School of Johns Hopkins University with the theme of “Shaping the Future of Executive+ Education.”



A UNICON Virtual Conference Event



In 2022, the first of the year’s meetings, the Director Conference, was held at Cornell by the SC Johnson College of Business on May 24-26, and hosted by Devon Bigones.

The meeting was conducted at the Cornell campus on Roosevelt Island in New York City. The program was well attended with excellent speakers, very good content, and numerous interaction activities between international members.



The summer annual meeting was held on July 12-14, 2022, at the University of Wisconsin. The virtual event was hosted by Jon Kapula.



The year 2022 concluded with the Team Development Conference in Vancouver, hosted brilliantly led by Bruce Weisner and his team at UBC Sauder School of Business. Coming together as a network of colleagues never fails to spark new ideas, new connections, and new ways of thinking – this year around the key theme of responsible leadership and sustainability.



As part of our continued efforts to drive increased value to the membership, UNICON has asked our partner IEDP to create a set of post-conference follow-up content with an emphasis on concise, action-oriented takeaways to reinforce our in-person experience.



The first conference of the year saw members travel to Fundação Dom Cabral in Nova Lima, Minas Gerais, Brazil, from April 25 - 27, 2023. Aldemir Drummond hosted the conference with an agenda of topics, talks, and discussion groups on how executive education organizations can positively impact its stakeholders.



The Annual Conference was done virtually and hosted by CKGSB—Cheung Kong Graduate School of Business. Throughout the event, Karina Branson of ConverSketch captured incredible moments from the conversations summarizing insights from the participants. It was a very successful event.





The Team Development meeting was hosted on Nov. 29 – Dec. 1, 2023, at the campus of HEC Montréal. The notable focus was on developing practical, applied learning takeaways on three frontline issues: talent, collaboration, and innovation. A team of professional industry leaders, renowned experts, and forward-thinking professionals delivered content encouraging members to inspire for with opportunities to spark discussion and encourage creative thinking.





Presented by:



May 21, 2024 - May 23, 2024

2024 UNICON Directors' Conference, Hong Kong

Join us for an exciting journey at the 2024 UNICON Directors' Conference in Hong Kong. This event is being hosted as a collaboration among 3 member schools: Hong Kong University of Science and Technology (HKUST), Ivey Business School, and Michigan Ross School of Business.

Empowering Executive Education: Talent, Collaboration, Innovation

Impressions, insights, and takeaways



The Director's Conference had participants traveling to Hong Kong in early 2024. The conference was tri-hosted by Gene Mage from the Michigan Ross School of Business, HKUST(Hong Kong University of Science and Technology), and The Ivey Academy. There was an exceptional Master of Ceremonies for this event. And there was a comprehensive video recorded summarizing the key takeaways.



UNICON European Meet Up, September 5-6, 2024 Stockholm

Stockholm School of Economics Stockholm, Sveavägen 65, Sweden

This meet-up was held from September 5-6, 2024, at the Stockholm School of Economics, as an informal network of Directors of Executive Education in Europe.

The European UNICON member schools meet once or twice a year, with the meetings hosted by an organizing school. The theme of the meet-ups varies, but they always include content focused on current issues and time spent learning from our host school.



2024 UNICON Team Development Conference, Nova SBE

Generate the Future of Executive Education in a Hallucinated World

Nova School of Business and Economics, Lisbon, Portugal

Nova School of Business & Economics hosted the 2024 UNICON Team Development Conference. November 6, 2024, at 1:00 pm - November 8, 2024, at 1:00 pm

230 participants from 72 member schools and 30 countries explored emerging trends including GenAI and Infinite Learning, transformative methodologies, and the pressing challenges reshaping our field.

230

Participants

72

Business Schools

30

Countries



Eight key themes emerged at this year's conference:

#1 Don't run from complexity. The idea is that, in addition to asking daring questions, today's leaders must realize now is the time for daring solutions. A new generation of AI-enabled technologies provides the tools to design these solutions. 'Acknowledge the complexity, and wade in.'

#2 Exec-Ed's role in the AI boom. Executive education can be 'an installer of calm and thought' on AI, as well as providing the skills and expertise to challenge the assumptions built into large-language models, and question the outputs they gives us, enabling leaders to assess them with human skills of discernment, critical thinking, and prioritization.

#3 Live experiences in change management. A change management simulator that 'forced out natural behaviors' to reveal powerful insights showed that for some topics, there is no substitute for experiencing the reality of the challenge live and in-person.

#4 How can we mesh up with our clients and understand their needs? Over multiple panels, workshops, and research presentations, the conference demonstrated a strong drive to learn from executive education's clients, understand and anticipate their needs, and design human-centered products to meet them where they are.

#5 Help us prepare people for change. A recurring message from corporate clients: in the face of change and transformation, automation and AI, many skillsets are becoming redundant. This poses huge societal as well as organizational challenges — which executive education providers are well-placed to help solve.

#6 Power of collective intelligence. The tools and methodologies available to harness and synthesize the collective intelligence of large and diverse voices have never been greater. **#8 Respect for difference** Hosted by a school steeped in internationalism, with attendees arriving from all corners of the world to collaborate together, many of the topics covered, from peace to inclusion to leadership, depend on respect for one another's differences

#7 Living in the future. From a Masters student's perspective that, "10-15 years from now we won't be looking for knowledge per se, but how to identify the right problems to solve," to considering the impact of a '20 year longevity bonus' on the global workforce, the conference successfully enabled attendees to 'live in the future' for three days, and think innovatively as a result.

#8 Respect for difference. Hosted by a school steeped in internationalism, with attendees arriving from all corners of the world to collaborate together, many of the topics covered, from peace to inclusion to leadership, depend on respect for one another's differences.

Primary Representatives Gathering – March 2025

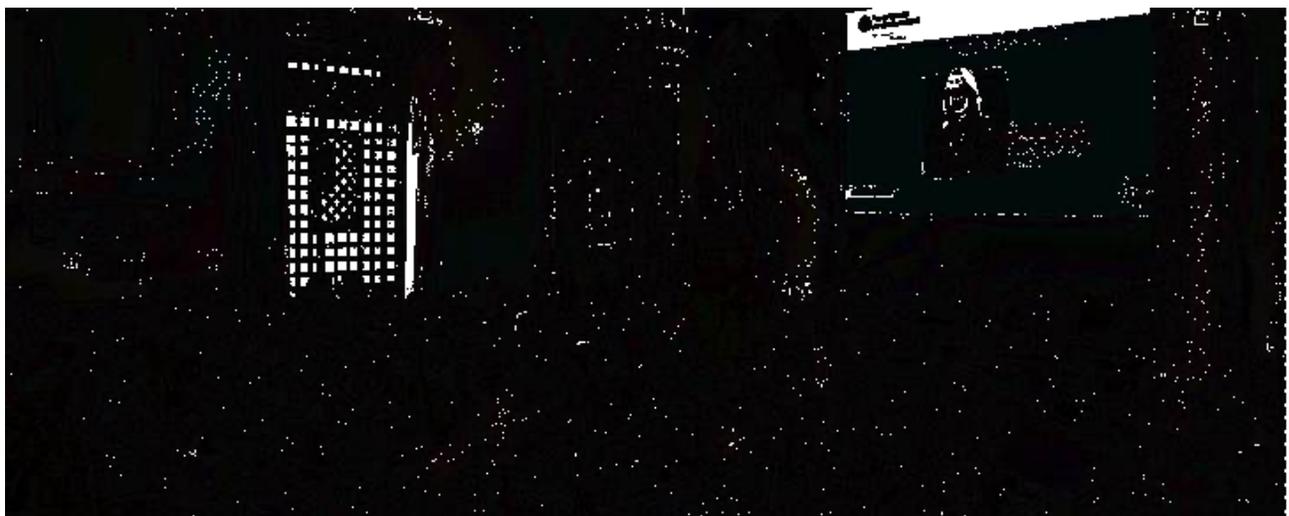
As part of our efforts to increase engagement of, and value for, our members, we held our first "All Prime Reps Meeting" in March, 2025, during which we:

- Shared results of the Voice of the Customer survey
- Held breakout sessions to generate implementation ideas
- Reviewed the responsibilities of the prime rep's role
- Received input on the board's strategic priorities

2025 UNICON Directors' Conference, The American University in Cairo

American University in Cairo Cairo, Egypt

The American University in Cairo hosted the UNICON Directors' Conference in 2025, from May 20th to 22nd.



The comprehensive write-up from our record-breaking 2025 UNICON Director's Conference in Cairo is now live!

Key Strategic Themes Covered:

- ✓ Localization strategies for global executive education programs
- ✓ Personalization in executive learning and digital transformation
- ✓ Emerging markets opportunities (MENA region focus)
- ✓ Strategic partnerships and collaborative program design
- ✓ Client retention and lifelong learning engagement
- ✓ AI integration in executive education delivery
- ✓ Agile team management and program development
- ✓ Business school innovation and competitive advantage



UNICON European Meet Up, September 4-5, Lyon, France

The meet-up, held from September 4-5, 2025, at Emlyon Business School, was an informal network of Directors of Executive Education in Europe. . During this Meet-up, we will explore how AI is shaping the future of executive education was explored with a vibrant discussion from participants. Who will be the next executive education to embark on a learning expedition of a new kind? It's not a question of going to the other side of the world, but rather of exploring new possible futures with AI and taking a fresh look at the present.



The Emlyon Business School Meet Up allowed 25 European executive education leaders from 18 UNICON member universities and business schools spend time together discussing AI topics. Lyon was a beautiful venue and a very walkable city with outstanding scenery and French food.



Meeting Summary

The landscape of **AI in executive education** is rapidly evolving, and European business schools are leading the charge in transforming how we approach professional learning and development. This gathering brought together over 50 executive education professionals from across Europe to explore how artificial intelligence is reshaping curriculum development, content creation, and personalized learning experiences.

AI's Impact on Executive Education

The data from the European meet-up reveals a fundamental shift in how business schools are integrating **AI in executive education**. From ChatGPT for content creation to Microsoft Copilot for productivity enhancement, leaders are moving beyond experimental use to strategic implementation.

Key Highlights

- 69% of executive education leaders actively using AI
- 81% believe AI will significantly transform education in 2-3 years
- 82% demonstrate intermediate to advanced generative AI knowledge
- ChatGPT leads tool adoption, followed by Microsoft Copilot and Claude
- Leaders are embracing multimedia AI beyond text generation

The Future of AI in Business Education

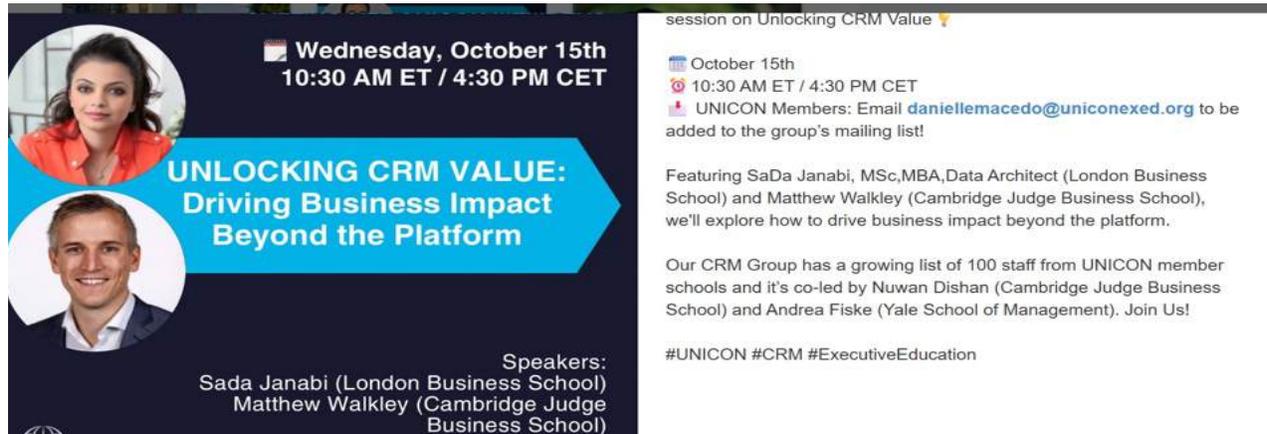
Perhaps most striking is the unanimous agreement among participants that **AI in executive education** will have a significant impact. This consensus creates a powerful foundation for collaborative innovation across European business schools. Leaders are not just adapting to AI—they're actively shaping its application in executive education, from virtual reality learning environments to personalized curriculum development.

Want to Dive Deeper

The insights from Lyon demonstrate that European executive education leaders are pioneering the integration of artificial intelligence in professional learning.

CRM Group October 15, 2025, 10:30 AM/4:30PM CET

What began as a Salesforce-focused discussion has expanded to explore various CRM systems and solutions used across member institutions. Future meetings feature peer case studies showcasing successful CRM implementations, tool demonstrations and walkthroughs of various platforms, and expert insights from industry specialists.



session on Unlocking CRM Value 🗓️

📅 October 15th
🕒 10:30 AM ET / 4:30 PM CET
📧 UNICON Members: Email daniellemacedo@uniconexed.org to be added to the group's mailing list!

Featuring SaDa Janabi, MSc,MBA,Data Architect (London Business School) and Matthew Walkley (Cambridge Judge Business School), we'll explore how to drive business impact beyond the platform.

Our CRM Group has a growing list of 100 staff from UNICON member schools and it's co-led by Nuwan Dishan (Cambridge Judge Business School) and Andrea Fiske (Yale School of Management). Join Us!

#UNICON #CRM #ExecutiveEducation

AI in Executive Education | Tech Disruptors Group Webinar

October 22, 2025 - 9am CET and 5pm CET/8am PT.

After the Tech Disruptors Group webinar exciting and experiential webinar where INSEAD showcase how they are revolutionizing education with their Virtual Reality Immersive Learning Solutions, adding significant value to the learning experience. As pioneers in developing VR experiences for MBAs and Executives, they are now also harnessing AI to create personalized and high agency learning experiences for in-class and asynchronous settings. The vision is to continuously push the boundaries, transforming our learners to protagonists, making them active participants in the learning journey. It demonstrated how INSEAD achieved this and explored how to leverage these solutions in other institution.

The October meeting focused on discovering how Nova SBE uses AI in executive education to boost executive productivity in this UNICON Tech Disruptors Group webinar.



Other UNICON Activities and Meetings throughout 2025

Coffee Groups

Participation continued to increase with topics ranging from strategic (market trends, AI, program portfolio) to operational (organisation structure, program evaluations, faculty bench challenges). These groups, started during the pandemic, continue to provide small networking, learning, and best-practice sharing.

Latin America Coffee Group

Has recently gotten underway, providing schools based in Latin America with opportunities to discuss issues pertinent to their regional marketplace.

Educational Webinars & Learning Opportunities

First Webinar: The People Side

We launched our first of two webinars in a series on navigating executive education in the current challenging environment. That webinar focused on "the people side" of leadership and featured two member-school faculty members:

- Gretchen Spreitzer, Associate Dean at Michigan Ross
- Gianpiero Petriglieri, Associate Professor at INSEAD

Upcoming Webinar: The Business Side

The second in the series, being scheduled for October 1 and 2, will focus on "the business side" of leading during the current challenging environment. UNICON members on our database.

LinkedIn Community Growth

Our LinkedIn Community grew 63% from 2,015 to 3,300 followers, creating an even richer community for conversation.

Primary Representatives Gathering

As part of our efforts to increase engagement of, and value for, our members, we held our first "All Prime Reps Meeting" in March, during which we:

- Shared results of the Voice of the Customer survey
- Held breakout sessions to generate implementation ideas
- Reviewed the responsibilities of the prime rep's role
- Received input on the board's strategic priorities

Final UNICON Conference of 2025

Team Development Conference:

**Johns Hopkins University
Washington, DC
November 5-7, 2025**

The **UNICON Team Development Conference 2025** brought together leaders from 120 business schools worldwide to collaborate, learn, and shape the future of executive education.



Key Conference Highlights:

- Networking with global executive education leaders
- Cutting-edge insights on team development strategies
- Innovative approaches to organizational challenges



Appendix K - PR Article of Beijing Conference

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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

欢迎大家到美的北京来参加我的大会



Nearly 50 percent of UNICON's membership is now 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. 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.

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 (10-31-2025)

From 1972 to 1991, 18 Conferences and 14 Trade Fairs were conducted. The following is a list of all 134 conferences and meetings since the formation of UNICON through 2025.

2026	Director - April 14–16 (Jon)		Annual-July 16-17		Team-December (Shaun)	
	IMD - Lausanne, Switzerland	Anna Dunand	MIT, Boston, MA USA	Eric Bergemann	Arizona State University - Phoenix, AZ, USA	Marco Serrato
2025	Director-May 20-22, 2025 (Dennis)		Annual-July		Team-November 5-7, 2025 (Jon)	
	American University at Cairo, Egypt	Mohammed Abdel Salam	On Hold - Committee to address the summer workshop strategically		Johns Hopkins - DC, USA	Pamela Williams
2024	Director-May 21-23		Annual-July		Team-November 6-8, 2024	
	Ivey School of Business, HKUST and Michigan Ross School of Business - Hong Kong	Bryan Benjamin, Della Wong & Nicholas Hamilton-Archer	No Summer Workshop was held. Directors Conference held later than usual (in May). Summer workshop is temporarily on hold per board decision in Nov 2023.		NOVA School of Business and Economics, Carcavelos, Portugal	Katarzyna Fonseca
2023	Director-April 25-27 (BD April 24)		Annual-July 18-20 (BD July 12-14)		Team-November 29-December 1	
	FDC, Brazil	Aldemir Drummond	CKGSB	TBD	HEC Montreal	Serge Lafrance
2022	Director-May 24-26 (BD May 23/24)		Annual-July 12-14		Team-November 30-December 2	
	Cornell University	Devin Bigoness	Wisconsin	Jon Kaupla	UBC	Bruce Weisner
2021	Director-April 14-16 (BD 4/13)		Annual-July 13-14		Team-November 30-December 2	
	FDC, Brazil (virtual)	Aldemir Drummond	St. Gallen, Switzerland	Markus Frank	Johns Hopkins	Pamela 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)	Shaun Rozyn	Yale, CT-USA (virtual)	Lisa Kammert	Thunderbird, AZ-USA	Tom Hunsaker
2019	Director-April 24-26 (bd 4/23)		Annual-July 17-18 (bd 7/16-17)		Team-November 20-22 (bd 11/19)	

	Skolkova, 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 Narron
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		UBC, Canada	Bruce Weisner
2011	Director-April		Annual-July		Team-December	
	Tsinghua, 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	
2008	Director-April		Annual-July		Team-December	

Melbourne, Australia	Chicago, IL-USA	UW Foster, WA-USA	Jean Choy
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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	Rice		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 - Shangha, 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 Ap University of Pittsburg	HBS - Cambridge, MA		No other information available U of Southern California
1991	Director-April		Team-December
Fourtableau, France Ap-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 Marco Island, FL Cornell University	Drafting of UNICON ByLaws	Extended Trade Fair - Corporate and Universities NYC - Vista 1989 Indiana University Innsad, Penn State, U of Michigan Sept. 1989 Brussels, Belgium
1988	Director-April Litchfield Park, AZ Apr. 3-6 University of Illinois	Consortium for International University Executive Program Directors MIT - Universities Only - Summer 1 1/2 day meeting Cambridge, MA	Trade Fair - Corporate and Universities NYC - Vista 1988 Penn State University
1987	Director-April Sea Island, GA Feb. 22-24 University of North Carolina		Trade Fair - Corporate and Universities NYC - Vista 1987 Northwestern University
1986	Consortium for International University Executive Program Directors Bertfordshire, England Mar. 23-26 Achrige Mgmt. College and University of Western Ontario		Trade Fair - Corporate and Universities NYC - Penta 1986 Cornell University
1985	Consortium for International University Executive Program Directors Houston, TX Mar. 10-13 University of Virginia		Trade Fair - Corporate and Universities NYC - Penta 1985 MIT
1984	Consortium for University Executive Program Directors Kiawah Island, SC Mar. 4-7 Columbia University		Trade Fair - Corporate and Universities NYC - Hyatt 1984 Duke University
1983	Consortium for University Executive Program Directors Hilton Head, NC Mar. 6-9 MIT		Trade Fair - Corporate and Universities NYC - Hyatt 1983 No Information Available
1982	Consortium for University Executive Program Directors New Orleans, LA Feb. 28-Mar Univ. of Michigan		Trade Fair - Corporate and Universities NYC - Waldorf 1982 Columbia University, U of Virginia
1981	Consortium for University Executive Program Directors San Diego, CA Mar. 16-19 Claremont University		Trade Fair - Corporate and Universities Houston - 1 1981 Houston, TX
1980	Consortium for University Executive Program Directors Marco Island, FL Feb. 24-27 Penn State University		Trade Fair - Corporate and Universities National Tour - 1980 NYC, Chicago, & San Francisco Indiana University, Northeastern University, & U of Southern Cal.
1979	Consortium for University Executive Program Directors Phoenix, AZ Northwestern University		Trade Fair - Corporate and Universities NYC - Union League Club 1979 U of Virginia
1978	Consortium for University Executive Program Directors Key Biscayne, FL Feb 26-Mar 1 University of Indiana		Trade Fair - Corporate and Universities NYC - Metropolitan Club 1978 University of Indiana
1977	Consortium for University Executive Program Directors Sea Island, GA Feb. 20-26 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		

Appendix M - UNICON Research Reports – Revised as of October 31, 2025

For over 25 years, UNICON has published research relevant to Executive Education practitioners. We are delighted to share the available archive of these research reports, which are identified in three major categories:

- **Industry Dynamics & Strategy:** Partnerships and collaborations, organizational models, digital transformation, rankings.
- **Customer Centricity:** Working with clients and customers, ROI, developing impactful learning engagements.
- **Teaching & Learning Innovation:** Pedagogical developments, blended and hybrid learning, developing faculty skills.

Members can scroll through each category within the form below on the UNICON website to select reports that are of value to you – you’ll be sent an email with a direct link for each paper you’ve selected.

Industry Dynamics and Strategy

- Choosing the Right Learning Partner for the Right Job: How talent leaders choose learning partners and what drives their decisions - *Nexed Insight and UNICON, July 2025*
- Leveraging B2B Account Management to Deliver Growth in Executive Education - *Tom Ryan & Guy Saunders, 2024*
- Talent and the New World of Work - *Jennifer Stine & Kelly Bean, 2024*
- Partnering Effectively With Intermediaries In The Executive Education Market - *Tom Ryan, 2023*
- Intermediation and Disintermediation in the Executive Education Market - *Tom Ryan, February 2022*
- What are the Jobs to be Done in the Future of Executive Education? - *Tom Ryan, September 2021*
- Implications of Artificial Intelligence on Business Schools and Lifelong Learning - *Jennifer Stine, Anne Trumbore, Toby Woll, and Heber Sambucetti, November 2019*
- Make or Buy to Scale - *Jennifer Stine and Toby Woll, December 2018*
- (Presentation) Changing Organizational Models of Executive Education - *Marie Eiter and Toby Woll, February 2017*

- (Report) Changing Organizational Models of Executive Education - *Marie Eiter and Toby Woll, February 2017*
- Future Trends in Business Education - *José Escamilla de los Santos, Executive Core, LLC, September 2015*
- Leveraging Alumni Relationships: Best Practices to Support Executive Education - *Pat Cataldo and Bob Stiliard, October 2015*
- (Infographic) Understanding the Financial Times Executive Education Rankings
(Report) Understanding the Financial Times Executive Education Rankings - *Jennifer Stine, Jim Pulcrano, and Tom Cavers, September 2015*
- Serving the Future Needs of Business in Management Development and Retention - *Jim Pulcrano, October 2013*
- MOOCs and Executive Education - *Jennifer Stine, June 2013*
- UNICON Research Categorization - *Pat Cataldo, December 2013*
- University-Based Executive Education Markets and Trends - *Frank R. Lloyd and David Newkirk, August 2011*

Customer Centricity

- ROI Revisited: Demonstrating The Business Case For Executive Education Programmes - *Tom Ryan, December 2023*
- Selecting the Best Executive Education Partner: The Voice of the Customer - *Pat Cataldo and Kelly Bean, May 2022*
- The Changing Nature of Leadership - *Professor Patricia Hind and Viki Holton, 2019*
- ROI on Executive Education: Revisiting the Past and Looking to the Future - *Pat Cataldo, Bob Stiliard, and Peter Topping, November 2018*
- Understanding the Implications of the Digital Generation on Business Education - *Percept Research, December 2017*
- Designing Leadership Programs for High Impact in Emerging Economies - *Dr. Camelia Ilie, Dr. Guillermo Cardoza, Dr. Schon Beechler, & Dr. Jaume Hugas, November 2017*
- Opportunities & Challenges in Executive Education & Corporate University Partnerships - *Marie Eiter, Jim Pulcrano, Jenny Stine, and Toby Woll, November 2015*

- *Minding their Business by Flexing our Minds: A Guide to Corporate University Partnerships - Kimberly Maybar-Plaxe, Mark Allen, & Annick Renaud-Coulon, October 2014*
- *Designing and Delivering Customized Programs with Impact - Elizabeth Weldon, September 2014*
- *Best Practices in Marketing Executive Education - Pat Cataldo, November 2012*
- *Investigating Our Custom Clients' Evolving Needs - Marie Eiter, June 2009*
- *Evaluating the Return on Investment: Bringing the Client Voice - Kate Charlton, May 2005*
- *Measuring Return on Investment (ROI) of an Executive Education Activity - Peter Topping, April 2005*

Teaching & Learning Innovation

- *The Metaverse and Executive Education - Gregory Shea, PhD, and Mukul Pandya, June 2023*
- *Hybrid Learning: The Post-Pandemic Landscape - Kim Maybar, 2023*
- *Exploratory Podcast: When you have something to teach, but even more to learn - Jim Pulcrano and Patrick Reinmoeller, April 2022*
- *Pedagogical Innovation - Flávia Angeli Ghisi Nielsen, João Paulo Bittencourt, William A. Presada, Carolina Costa Cavalcanti, & Barbara Maionchi Berardo, November 2019*
- *Use of Blended Learning in Executive Education: The Voice of the Learner - Giuseppe Auricchio, Kati Frazer, and JoEllyn Prouty McLaren, July 2017*
- *What Makes You Successful? Interviews with 11 Highly Effective Executive Education Professors - Ellie Weldon, November 2012*
- *Developing Successful Executive Education Faculty - Ellie Weldon, November 2012*
- *Helping Faculty Build Their Executive Education Skills - Ellie Weldon, November 2012*
- *Going Mobile in Executive Education - Carina Paine Schofeld, Trudi West, and Emily Taylor, November 2011*
- *Breaking the Mold on Blended Learning - Marie Eiter and Toby Woll, November 2011*
- *Investigating Emerging Practices in Executive Program Evaluation - Marie Eiter and Robert Halperin, October 2010*
- *Investigating Innovations in Curriculum Design - Marie Eiter, December 2009*

Appendix N – 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 was obtained and reviewed.

The research phase involved gathering additional data from the Internet and other sources as the basis for the remaining inputs to complete the history by 2021. As part of this effort, the following individuals contributed 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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Recent updates were assisted by Melanie Weaver Barnett, Danielle Macedo, and Taryn Steed.

Appendix O- 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 became an academic 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, as an account and program manager at UNC, and as 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 was published in 2022.

Pat and his wife Kathi, who formally resided on the west coast of Florida, relocated in 2023 and now make their home in Raleigh, North Carolina.

