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Illuminating the Path Forward

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FALL 2013

Illuminating the Path Forward

Business school leaders from throughout the world share their thoughts on challenges and opportunities

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As leaders of business schools, deans are continually considering the evolution of the marketplace and its implications. What does all that mean for EMBA Programs? Five deans in different regions of the world share their thoughts with *Executive Connections*.

**Emerging Force**

Gordon Institute of Business Science, University of Pretoria, South Africa

**Nick Binedell** is the founding director and Sasol Chair of Strategic Management of the Gordon Institute of Business Science at the University of Pretoria in Johannesburg, South Africa. He has spent the last 20 years in business education after a career in sales for the mining and manufacturing sectors and in general management for the Barlow Rand Group. He received his Ph.D. from the University of Washington in Seattle, his MBA from the University of Cape Town, and a bachelor of commerce degree from Rhodes University. His area of expertise focuses on strategy formulation.

African business schools are becoming more and more established in the continent, addressing a growing need to support economic development, says Binedell.

Binedell knows full well the challenges and rewards of launching a new business school. In 1998, he accepted an offer to do just that. As founding director of the Gordon Institute of Business Science (GIBS) at the University of Pretoria in Johannesburg, South Africa, he has worked closely with leading South African companies throughout the years to determine the educational offerings that help them advance their businesses.

When it comes to business schools, South Africa is rich in history. In 1949, the University of Pretoria started the first business school in South Africa, with its MBA program the first to be established outside of North America. Formed in 2000, the Gordon Institute of Business replaced the University’s Graduate School of Management in 2008.

*“THERE ARE MANY GLOBAL PLAYERS IN THE MARKETPLACE, AND GEOGRAPHICALLY WE ARE IN A GOOD PLACE TO OBSERVE OPERATIONS IN THE EAST, WEST, AND NORTH AND TAKE ADVANTAGE OF OPPORTUNITIES.”*

**Nick Binedell, University of Pretoria**
Despite the long-standing presence of business schools in South Africa, there is much room for their growth on the continent, says Binedell. “The business school movement is still under developed,” he says. “It’s still young.”

The African Association of Business Schools (AABS) brings business schools in Africa together to promote management excellence. It lists 29 full member business schools throughout the continent.

Growth in the African continent is helping spur growth in business schools, says Binedell.

“I think many people are observing growth in the African continent,” says Binedell. Many industries and companies support the diverse economy of South Africa, and business schools are helping the economy move forward.

“Business schools have an important role to play in trying to develop management capacity,” says Binedell. GIBS works with some 60 companies in 25 countries through its various management offerings.

The school focused early on meeting leadership needs, co-designing and co-developing a program in executive education with industry collaboration. The school offers an EMBA Program in a modular format and a Part-Time MBA Program. “There is a focus on the conceptual side, on the strategy side, and on the leadership side.” The program makes use of technology with some hybrid courses.

As economic opportunity expands, more leaders are tapped at a younger age for higher levels of responsibility, and programs such as the Executive MBA are helping those leaders prepare. “There is a big need for applying leadership,” he says.

As part of their program, students select a business research topic and complete a significant research report. In addition, they also take part in a four-day, on-the-road course, Understanding Dynamic Markets in South Africa, where they learn firsthand about the business realities of a particular region.

The school also takes a decidedly international approach, reflecting the nature of business in the country. “There are many global players in the marketplace, and geographically we are in a good place to observe operations in the east, west, and north and take advantage of opportunities.

“What we are seeing is the rebirth of the global economy and rise of emerging economies, and I think that trend will continue.”

Investment in EMBA
Columbia Business School, Columbia University, New York

Glenn Hubbard currently serves as dean and the Russell L. Carson Professor of Finance and Economics at the Columbia Business School. Hubbard specializes in public finance, managerial information and incentive problems in corporate finance, and financial markets and institutions. He has written more than 90 articles and books, including two textbooks. Hubbard also has served in business, as a consultant on taxation and corporate finance to many corporations, and in government, as deputy assistant of the U.S. Treasury Department and as a consultant to the Federal Reserve Board, Federal Reserve Bank of New York, and many government agencies.

The fast-changing economy continues to influence business education, with globalization at the forefront, says Hubbard.

“At the same time, there are educational opportunities outside of the traditional MBA,” he says. “The trick for business schools is adapting business education to support growth in the marketplace.”

Columbia has invested in a number of global partnerships, which expand global business opportunities for its students. “We have had a strong global presence here in New York and also throughout the world,” says Hubbard.

The rise of technology also opens new possibilities for business schools to enhance their offerings and reach beyond the physical constraints of a campus, he says.

Flexibility becomes important in responding to these emerging forces, and within the business school, EMBA Programs often are able to play the role of rapid responder.

For example, the school noted a possible market for a Saturday program—business leaders who were not able to take Fridays off, but still wanted to pursue their education. It added a Saturday-only EMBA Program to its portfolio and attracted students from a variety of industries.

“The EMBA world is growing,” says Hubbard, who teaches an EMBA course on entrepreneurial finance and private equity. “I love teaching EMBA students. They are the future of business education.”

EMBA Programs will continue as valuable assets for business schools, says Hubbard. In fact, EMBA will likely lead the way.

“I think that the growth of business education will be in the EMBA Program,” he says. “I don’t think we will see that much on the full-time side. I think EMBA is the future. For us, it’s a very big deal.”
As a result, the school has made investing in its EMBA Programs a key strategy. Columbia offers the EMBA–New York Friday/Saturday option; EMBA–New York Saturday option; EMBA-Americas, a modular program for students in the U.S., Canada, and Latin America; and in partnership with the London Business School and the University of Hong Kong, EMBA-Global Americas and Europe, a joint program that takes place in London and New York, and EMBA–Global Asia, a joint program that takes place on three continents.

“We always had a big investment in EMBA because more and more students are going that route,” he says. “It offers us the opportunity to work with students who have more business experience.”

In today’s economy, students are looking for a practical education—one that they can apply in their work and one that helps improve their performance. “You can see real impact faster than you can see it in the full-time MBA,” he says. “In that sense, there is much inspiration and growth. The return on investment in EMBA education is really high.”

The networking among EMBA students provides an additional point of differentiation, and the school plans to continue building on its global network to offer students unique experiences, he says. “There’s a diversity of backgrounds that is different than the full-time program.”

In the future, students in EMBA and Full-Time MBA Programs may mix together more. In many cases, including Columbia, the curriculum and the faculty for both programs are the same. “For us, it’s very easy to bring students together.”

Columbia alumni are one of the school’s biggest successes, says Hubbard, with the investment in their personal development making a difference. “If you look at our alumni, you really see them thinking outside the box and swinging for the fences.”

**Adaptations**

**EADA Business School, Spain**

*Miguel Espinosa* joined the EADA Business School as its general director in 2009. Espinosa has extensive experience in higher education. He previously served as manager of the Autonomous University of Barcelona and the University of Barcelona, and as director general of the Foundation of the Polytechnic University of Catalonia. At the University of Barcelona, he supported the development and offering of new degrees. He received his bachelor’s degree in economics and his master’s degree in financial auditing from the University of Barcelona.

The challenging economic climate of Spain is impacting both business and business education. “The current environment is that of a deep, lasting economic crisis and, consequently, of a strong demand crisis that has led us to a decrease in the field of executive education and corporate programs, which mainly depend on the local market,” says Espinosa.

As a result, business schools are looking for new solutions, and for EADA that includes increasing its global reach and incorporating new innovations.

“We are trying to consolidate our presence in certain international markets, as well as open new markets in emerging countries,” says Espinosa. “We try to be closer to our clients to know their concerns and needs, and to have a fast response with the design of new programs.”

Anticipating the trend in the local market, EADA has collaborated with HHL Leipzig in Germany on a Global EMBA Program. EADA also has established its own incubator for start-ups, helping companies in both their initial stage, through a Seed Capital Fund, and in their growing phase, through an alliance with Keiretsu Forum Spain.

“In addition to this, we are offering more options to our students to participate in international study weeks abroad, thus increasing their international profile and network, and becoming better prepared to work abroad.”

EADA also is building on the foundation of its strengths in soft skills training. “Our human resources and international finance departments are very powerful, and we work to consolidate and reinforce what we do best. Keeping and preserving our flexibility and proximity features allow students to remain active subjects in their learning process.”

Throughout the years, EADA, which was established in 1957, has developed a portfolio of programs to address marketplace needs. The EMBA Program is an important component of that portfolio, says Espinosa.

“The EMBA is an excellent program that facilitates the promotion of its participants to a higher level in their professional careers,” he says. “Functional area managers tend to be promoted to general manager positions. Hence, the program facilitates the integration into the local enterprise network, as well as the possibility to further develop corporate programs.”

The unstable economic environment is impacting the EMBA student population, he says. EADA is moving from a more
typical “multinational manager” EMBA student profile toward a more diverse pool of candidates.

In the future, Espinosa sees EMBA Programs enhancing their flexibility in formats, financing, curriculum, and other areas and increasing their international emphasis, through partnerships, locations, student diversity, and other means.

EADA has and will continue to consider those factors and is making changes now and for the future.

“The next edition of our EMBA offers different formats: classes on Monday and Friday afternoon, as always, and a new format of Friday afternoon and Saturday morning,” he says. “With the difficult economic situation in Spain, more of our EMBA graduates are going abroad to evolve in their careers and, as such, our program is offering more activities with international exposure. Our GEMBA will increase the distance learning portion of the program, while slightly reducing the travel requirements.”

New Opportunities, More Competition

School of Management, Universidad de los Andes, Bogota, Colombia

In 2012, the Universidad de los Andes School of Management named Javier Yanez-Arenas dean. Yanez-Arenas joined the school in 1995 as a faculty member. He has served as director of the Full-Time MBA and Executive MBA Programs, as well as director of the strategy area. Yanez-Arenas has been a consultant to corporations such as Ecopetrol, Colombia’s largest oil and gas company, and the Colombian insurance company Colseguros. His research focuses on the fields of services innovation, supply chain, and strategic sourcing.

A thriving economy is both opening opportunity and increasing competition for Latin American business schools.

“Latin America is currently growing and attracting foreign direct investment, and most countries have signed free trade agreements,” says Yanez-Arenas. “Those two events are raising the challenges firms operating in the region face. Consequently, the organizations need a more sophisticated management team.” Those needs have not gone unnoticed. “The environment for business schools is characterized by a growing market and increased competition,” he says. “Competitors are coming from abroad the region, and Latin American business schools are aggressively exploring markets in neighboring countries.”

With the market demanding higher quality education, the Universidad de los Andes School of Management (UASM) is looking to strengthen its faculty base. Because faculty salaries are higher at universities in the U.S. and Europe, Latin American business schools face challenges in attracting top faculty, says Yanez-Arenas.

“We are hiring international faculty and strengthening our ties with schools in the U.S. and Europe that may complement our value proposition. Among the faculty we are hiring are Latin Americans who bring a better understanding of the cultural differences within the region.”

Major influences on business schools today include the need to adapt technology into the learning experience, the role of rankings and international accreditation in raising program quality, and the global nature of business, says Yanez-Arenas.

In response to these trends, schools are investing in information technology, building teams and assessment tools to prepare and deliver information to ranking and accreditation organizations, and partnering with peer institutions on international learning experiences and exchanges.

“Five years ago, when we launched master’s programs aimed to reach the Andean region as well as different regions in Colombia, the school began a learning process to implement blended learning,” says Yanez-Arenas.

“We are positioning the UASM as a school of management that addresses managerial issues with a broad perspective in which the differences within Latin America are well understood. Therefore UASM will be a place for those interested in doing business in Latin America, for those interested in understanding how an emerging economy deals with sustainability issues, and for those who would like to lead by example and by sharing value to enhance social wealth.”

UASM launched its EMBA Program in 2000. “The EMBA Program helps our school to have an almost immediate positive impact in the business community because the people participating are the ones making current decisions.”
The school is now in the process of reviewing its EMBA Program, strengthening personal skills development, international understanding, and strategic thinking based on feedback from alumni, headhunters, current participants, and faculty members.

The market for EMBA Programs in Latin America may hold some more room for growth, but it is becoming a crowded one, says Yanez-Arenas.

“Many EMBA Programs have been serving ‘local markets,’ and they have not faced direct competition from peer programs. With more IT-supported learning experiences as well as skill-developing opportunities, those interested in an EMBA will look for the alternatives that better combine online and face-to-face learning. If fewer trips are involved, they may go to competing alternatives. Therefore, I see more competition and some aggressive moves.”

Growing Demand

China Europe International Business School (CEIBS), Shanghai, China

Hellmut Schütte joined CEIBS in 2009 as Distinguished Professor of Management and European Chair for Sino-European Business Relations. In February 2013, he became dean, Distinguished Professor of International Management, and vice president at CEIBS. He is also Emeritus Professor of International Management at INSEAD and former dean of INSEAD’s Asia campus. His teaching and research focus on international business with an emphasis on Asia and emerging markets. A well-known speaker, he is the author of numerous articles and books.

More and more Executive MBA students are finding business schools in Asia an attractive proposition because they understand the value of knowing how to do business in the region, says Schütte. Schools in the region face a unique challenge. “There is a tendency, an erroneous one I believe, to only equate world-class education with countries in the U.S. and Europe,” he says. “This is one hurdle that Asian business schools have to overcome. The fact is there are business schools in Asia, CEIBS among them, which offer business education that is on par with that which is offered at top schools globally.”

As an international business school with locations in China and Africa, CEIBS benefits from a unique structure.

“We have two parents, the Chinese government and the European Commission, and an international faculty,” says Schütte. The structure allows CEIBS to serve China, both as a country and through its various enterprises.

“But it also gives us the understanding to support international firms to manage and expand their operations in China,” he says. “Conceived by our founders, this approach positions us as a truly global/local school where one-sided views on international issues are seen as outdated.”

CEIBS prepares students for competing in a globalized world. “We provide in-depth understanding of the China market from a global perspective, and this is invaluable,” says Schütte.

China is at an exciting stage of its economic development, with its eye turned outward, he says. Many Chinese companies are looking to expand globally, while many global companies are lured by China’s comparative economic growth and want to do business in China.

To address both those situations, CEIBS offers a 20-month English language Global EMBA in Shanghai to help students excel in the global business world and a Chinese language program in Shanghai, Beijing, and Shenzhen for entrepreneurs and top executives who want strategic insights into the political, economic, technological, and cultural factors that shape the business environment in China.

CEIBS EMBA Programs have more than 700 participants each year. The EMBA helps CEIBS achieve its mission to educate responsible leaders who are versed in “China Depth, Global Breadth,” he says.

In addition to talent for Chinese companies looking at the overseas market and global companies looking at the Chinese market, China’s growing private sector also is generating demand for business education.

“I anticipate there will be more international business schools trying to break into the China market either by collaborating with local institutions to set up branches or by offering joint/dual-degree EMBA Programs here,” says Schütte.

Based on changes within the Chinese and global economies, CEIBS plans to continue recruiting top scholars to enhance teaching and research excellence; regularly updating the curriculum to meet evolving needs; improving services for students and alumni while building a stronger network and community; and tapping into China’s interior regions, offering management practices that will support the development of those local economies.

With the demand, Schütte anticipates future growth for EMBA Programs in the region. “However, some programs will face increasing difficulty in recruiting high-profile students. We are confident that with the strong reputation and high quality of the CEIBS EMBA Program, this will not be a challenge for us.”
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Learn more about approaches to alumni involvement and successful alumni engagement from a diversity of programs.

The Value of Alumni Associations

University of Nebraska at Omaha

In 2008, Bill Swanson returned to his alma mater as director of the University of Nebraska at Omaha Executive MBA Program during a time of economic crisis.

“We are a small program, so getting numbers is sometimes challenging,” says Swanson. “We were struggling a bit.”

To help turn the tides, Swanson started talking to his peers, EMBA Program alumni. “They have been extremely important for our program,” he says. “The alumni have been instrumental in assisting us in increasing the number of students enrolling in the program over the past five years.”

As one starting point, the program hosted a reception for alumni and prospective students, giving them a chance to connect. The efforts also helped in attracting alumni, who were willing to share their time and talents in service of the program. That alumni base helped lead to the formation of an Executive MBA Alumni Association.

Alumni association leaders work with Swanson on alumni activities and involvement. Alumni talk with potential students as part of the recruitment process and also help interview applicants. “Not only are
we re-engaging alumni, but it really helps with the candidate’s decision to enroll in the program,” says Swanson.

As its own legal entity, the association has its own bylaws, as well as a board of directors and committees. Committee volunteers make themselves available to talk with students, take part in classroom activities and projects, and host events. Since the initial efforts, the group of involved alumni has grown to 60 to 70.

The association does support the program, but it also enhances alumni connections and networking, which offers value to alumni and students, and education for alumni.

The University of Nebraska at Omaha EMBA Program began in 1975, and thanks to its longevity, boosts more than 600 graduates. The good news is there are many more alumni to engage; the challenge is that engagement takes time and effort, says Swanson.

The association and program are careful to build slowly, with success gauged by increasing involvement, volunteer and financial support, and impact on recruiting. The association is playing a critical role in determining events and activities.

“We are seeing increases in numbers of involvement,” says Swanson. “We want the association to continue to grow.”

The Attraction of Lifelong Learning

WHU – Otto Beisheim School of Management

Last fall, alumni of the Kellogg-WHU Executive MBA Program took part in a session that challenged their team-building and leadership skills in an outdoor setting. The following day featured a more traditional return to the classroom, with a lecture on business-to-business sales and marketing.

The session was part of the Lifelong Learning (LLL) series of the Kellogg-WHU Executive MBA Program at the WHU Otto Beisheim School of Management, which offers one avenue for alumni to stay connected with the program and to also support the ongoing education of alumni.

The LLL consists most often of seminars and workshops that vary in format from after-work during the week, full-day weekend, or two days. The topics vary and include updates on new accounting and tax regulations, mobile marketing, and work-life balance, as well as more fun-focused areas, such as a motorboat license pre-course. Speakers may be alumni or external experts.

In Praxi, the WHU alumni association, takes the lead in determining offerings. In Praxi sponsors a career day where alumni are matched with specialized coaches and headhunters to discuss possible career moves. The association also hosts networking events.

All these activities help position the program as a source of learning for participants during and after their program ends. If seats are available, alumni also may attend classes tuition-free.

“For us, alumni engagement is very, very important, and it is a two-way street,” says Hannelore Forssbohm, program director for the Kellogg-WHU Executive MBA Program. LLL, classes, and events offer alumni ways to keep learning, network, and stay connected. “We want them to come back.”

Their connections to the program help in many ways, she says. The quality of alumni is important to a business school, as they are ambassadors for the school and program. They play a role in attracting high-quality candidates to the program and in assessing candidates during the interview process. They come to the classroom as guest speakers. The support of alumni also can help with fundraising. For example, the class of 2010 raised funds for a scholarship to increase diversity.

The program coordinates regional alumni events with recruitment fairs, which help leverage alumni involvement. Alumni also provide feedback on marketing efforts.

The program continues to look for ways to enhance value for alumni. “Our next big step is to launch a web site for alumni,” says Forssbohm. “In whatever we do, we want to try to connect and communicate with our alumni.”

Insights from Alumni

University of Ottawa

When Sophia Leong became director of the EMBA Program at the University of Ottawa, she looked forward to increasing alumni involvement with the
program. As one of her first steps, she turned to them for guidance.

The program undertook a research project to better understand the alumni community —what they valued and what they preferred. Leong also talked directly to a number of alumni and other stakeholders.

The recently completed research revealed alumni interest in reconnecting with the program and with other alumni and in exploring a number of themes, including deal-making, human resources trends, career management, and other professional development areas. It is helping the program in a number of ways.

“It provides a starting point for us,” she says. It also offers an “evidence-based” approach and helps the program stay focused and targeted, making the most efficient use of its resources while still delivering for alumni.

The research project also resulted in an added plus: “We piqued the interest of alumni, and they are interested in coming back and helping out,” says Leong. “And we want alumni to come back.”

The program is launching a professional development event with a different focus for alumni each quarter. The program also has increased the alumni-related staff time to support increased activities.

The structure for alumni involvement helps pave the way for more significant connections. “Alumni relationships are helpful in opening doors for alumni, and those relationships can offer both tangible and intangible benefits.”

Supporting alumni development strengthens alumni skills, and, on the flip side, alumni can bring a fresh perspective to the program. “I truly believe that the program can only be enriched by an environment that includes alumni,” says Leong.

To measure its success, the program will look at alumni association and LinkedIn memberships, the number of alumni who say yes to requests, and the number of referrals.

“At the end of the day, it’s about recruitment,” says Leong. “Alumni are the brand ambassadors for us. Alumni activities and referrals are key.”

Diverse Involvement
National University of Singapore

From building schools for needy children to sponsoring and judging business case competitions to attending networking events, academic forums, reunions, and celebrations, alumni involvement at the National University of Singapore (NUS) takes many forms.
WANTED: ALUMNI

WITH ALUMNI ENGAGEMENT AS A PRIORITY, MORE EMBA PROGRAMS WANT TO INCREASE AND STRENGTHEN THEIR ALUMNI EFFORTS AND DEEPEN THEIR RELATIONSHIPS WITH ALUMNI. WHAT TO DO? HERE ARE SOME TIPS ON THE SUBJECT FROM EMBA EXPERTS.

START EARLY
Connect with students while in the program; gather contact information before graduation; and make it easy for graduates to stay involved immediately.

COMMUNICATE
Listen to alumni and find matches between what they want and what you can do; always follow up.

BUILD SLOWLY
Start with what you can do and be patient.

FIND ADVOCATES AND LEADERS
Gather a core group of dedicated alumni and pave the way for their leadership.

GRAB THEIR ATTENTION
Develop offerings that will garner attention; fewer successes are better than many not-well-attended efforts.

LEARN FROM OTHERS
Check with other schools to learn more about what works and assess whether those efforts might work for you.

SEEK HELP INTERNALLY
Connect and collaborate with your development and advancement and alumni relations departments.

THINK BROADLY
Reach out to the broader business community to help alumni expand their network.

BE CREATIVE
Use your assets, such as your faculty, and consider activities beyond the classroom.

VALUE FIRST
Focus on providing value first, which ultimately supports fundraising.
More than 34,000 NUS Business School alumni from degree programs reside throughout the world. “The NUS Business School’s Global Alumni Network Office (GANO) expanding international network includes alumni chapters and contact points in more than 50 cities,” says Ng Pheck Choo, director of GANO.

The numbers and structure tell part of the story: The school’s overseas alumni network spans across five continents and 50 cities, with 15 business school alumni chapters and 35 contact points and 17 more university-level chapters.

The GANO strategic agenda rests on two foundations—building relationships and creating opportunities. GANO offers a platform for developing relationships, raising the profile and standing of alumni, promoting a spirit of giving and volunteerism, providing lifelong learning, and fostering internal and external alliances.

“Alumni provide the best testimony of success for the program,” says Pheck Choo. “The caliber and success of the alumni is not just an inspiration for incoming or current EMBA candidates, it also speaks volumes of the quality of learning and networking one can expect once they join the school’s community and program.”

The NUS Lifelong Learning Program demonstrates the school’s commitment to alumni, she says. For example, EMBA graduates may audit current MBA and EMBA classes. An online knowledge portal also offers access to NUS research-based articles and videos.

Communication with alumni is key to strengthening connections, she says. Alumni receive e-mail, e-newsletters, and alumni publications. In addition, the dedicated alumni web site, https://bizalum.nus.edu, allows them to reconnect with classmates, network with alumni, access career resources, view job postings, keep current with events and offerings, and volunteer.

The investment in alumni pays off in many ways, including referrals, financial support, and contributions to the program. “Cultivating a strong alumni network can bring multiple benefits,” says Pheck Choo.

**Engagement Strategies**

**University of Toronto**

Each year, the Rotman School of Management at the University of Toronto hosts a Life-Long Learning Conference for Leaders. Past conferences offered a look at Asian, American, and Canadian economies, global competitiveness, and new routes to value.

“It is a day where the Rotman community connects for networking and professional development and further business learning,” says Ryan Rodrigues, director of leadership development and recruiting for the Rotman Executive MBA Programs.

The school looks to generate value for alumni in its interactions and involves them in several ways, such as developing the brand, employing graduates, referring new students, donating time and contributing to the school, participating in events, and helping guide future directions.

The Executive MBA Programs use a variety of alumni engagement strategies, such as involving them in advocacy and stewardship roles on issues relevant to them, in programs that allow alumni to connect with faculty, staff, students, and the broader community, in support of key initiatives within the university, in ongoing learning opportunities, and in referrals.

An alumni advisory group helps shape alumni activities. In addition, class champions and other volunteer roles help lead activities that support the school and programs.

The programs measure their success with alumni efforts based on the positive perceptions of alumni programs and services, currently at 81 percent; volunteerism, with more than 750 active volunteers; alumni referrals, recognized as gifts-in-kind to the university; broader engagement, with more than 25 percent of alumni taking part in an event or activity in the last year; and accurate information about alumni, the foundation for the alumni database.

The school recently completed a major upgrade to its alumni portal, (http://www.rotman.utoronto.ca/Connect/AlumniNetwork.aspx), which includes learning and career management content. “This new e-community takes advantage of current social media, particularly LinkedIn, but provides a private, secure space for alumni to find and interact with each other.”

Alumni involvement is extremely important to the school’s EMBA Programs, says Rodrigues. “Alumni are volunteers and partners, ambassadors, advocates and donors, and mentors to current students and lifelong learners,” he says. “They embody the values, the knowledge, and the passion of the university and its commitment to serve the world.”
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Site highlights will be unveiled for member feedback at the 2013 conference with a launch target at the end of this year. Look for more information about the site in upcoming EMBA Council communications.

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- **INDUSTRY BLOG**
  - Perspectives on what’s happening and in EMBA Programs
- **PROFILES**
  - Enhanced information for students to learn about your EMBA Programs
- **ASK AN EXPERT**
  - Straight answers to questions from prospective students
- **LEAD GENERATION AND TRACKING**
  - Multiple mechanisms that allow prospective students to contact EMBA Programs
- **NEWS**
  - Stories and the inside scoop from programs on the EMBA experience
- **INDUSTRY BLOG**
  - Perspectives on what’s happening and in EMBA Programs
- **PROFILES**
  - Enhanced information for students to learn about your EMBA Programs
- **ASK AN EXPERT**
  - Straight answers to questions from prospective students
- **LEAD GENERATION AND TRACKING**
  - Multiple mechanisms that allow prospective students to contact EMBA Programs
Percept Research is a global leader in benchmarking assessments specifically tailored to graduate management education. The insights from our MBA Lifecycle Survey Suite drive continuous improvement and support accreditation efforts of full-time MBA, part-time MBA, and executive MBA programs as well as specialized masters programs.

We offer robust student and alumni assessments in modules to better position your program at each stage of the student lifecycle.
Powerful Momentum

INVALUABLE SHARING OF EXPERIENCES

As you read this article, I trust that you had a wonderful experience at the 2013 Executive MBA Council Conference in Houston. The goals of our annual conference are multifaceted, but one of the goals I have found most rewarding—both professionally and personally—is expanding my network of EMBA colleagues and friends.

Networking at its best

Learning about the successes of other schools that face similar issues to those at our own schools, understanding we’re not alone in the challenges we’re facing, and figuring out how to resolve these issues are reasons why the conference is so important to our professional development. I hope that as you settle back into your day-to-day work, the impact of your Houston experience continues to linger. Take action where you can; lead from where you are. Pick up the phone and call a conference presenter or colleague you met who is working on issues that you’re currently facing. Or send an e-mail to offer your experience in resolving an issue you know another colleague is experiencing. We are a membership that prides itself on helping each other and our industry. And remember to give back when and where you can.

Professional development for EMBA leaders

As Michael mentioned in his update to our membership (see page 20), we are advancing the idea of providing a professional development experience for EMBA program directors. As ‘small business owners’ within our respective business schools, we face an amazing number of challenges: recruiting new cohorts; advancing corporate outreach;
supporting alumni engagement; managing budgets (aka cutting costs while continuing to offer concierge level service); recruiting, developing, and retaining talented teams; providing academic advising; and leading strategic planning—to say nothing about our relationships with our competitors and the larger universities for which we work. And the saying “the buck stops here” is so true for the role of director. The constant flow of fires we’re putting out, which can undermine our best planning scenarios, cannot be overstated.

We often feel alone on an island where we are without a peer group. While we may have colleagues in similar positions that lead our residential or part-time MBA programs, the EMBA animal is a unique one with a wide-ranging set of demanding constituencies. As you may recall, the EMBA Council developed and executed a survey designed to measure interest in a professional development experience for EMBA program directors. The results are clear—EMBA directors are in search of opportunities to connect with one another and find a platform for discussing issues and finding solutions. The EMBAC board is considering options for how best to approach program design, and you will be hearing more about this in the coming months. On behalf of the members, I would like to extend a special note of appreciation to EMBAC board member, Peter Withers, who helped design and execute the directors’ survey.

Much thanks

As I leave the role of EMBA Council board chair, and reflect on the past year, I am overwhelmed by the hard work and generosity of my fellow board members and leaders at member schools. The willingness to go ‘above and beyond’ in meeting the needs of the EMBA Council, and its members, cannot adequately be put into words. While the board may be saying goodbye to Armando Dal Colletto, Louise Kapustka, and Gonzalo Freixes, there is no doubt that these three industry leaders will continue to be engaged with the council—and that’s the very good news. Here are some highlights of their service on the board.

- **Armando Dal Colletto, Dean, Business School São Paulo—BSP**
  In Armando’s first year on the board, he led the evaluation process for the annual conference and helped instill a process focus into the analysis of the results. In his remaining two years on the board, he co-chaired our membership committee. Again he found ways to help further operationalize our processes, further reducing the cycle time for reviewing new members. He always had an eye toward helping expand the membership with a focus on admitting high-quality members.

- **Louise Kapustka, Executive Director, Executive MBA, University of Washington Foster School of Business**
  Many will remember Louise as the co-chair for the 2010 conference but may not have realized she wasn’t on the board at that time. She assumed her board position at the conclusion of that conference and took on the co-chair role of our Center for Research. With Louise’s ability to think strategically and tactically she helped us further improve the quality of our research outputs from both a reporting and data capture standpoint.

- **Gonzalo Freixes, Associate Dean, UCLA Anderson School of Management**
  Last but certainly not least, Gonzalo. Gonzalo served as treasurer in his first year on the board. He raised his hand, and in the second year chaired the 2011 conference, our largest attended to date. But Gonzalo wasn’t done; he then assumed the role of board chair, and his clear thinking and open-minded approach to everything came through in helping guide the board. As is the case with all board chairs, he served his final year as immediate past chair, leading our board elections and chair elections.

  They all have contributed significantly to the success of the Executive MBA Council and to the Board of Trustees and without them we would not be nearly as strong as we are; they will indeed be missed.

As a program director of an Executive MBA Council member school, it is not often I get an insider’s view of the inner workings of our association. However, this all changed when I was fortunate enough to be elected to the Board of Trustees. Whether it is managing the Marketing & Admissions Program, bringing fresh ideas about our web site, corralling our committees, or leading the effort to become a global voice in business school research, the work of our EMBAC staff is truly extraordinary. And I would be remiss if I did not call attention to the leadership and inspiration of our executive director, Michael Desiderio. Michael’s passion, enthusiasm, and commitment to all of us and our schools is truly inspiring. He is a tireless advocate for our international industry. It has been a pleasure to work with him and my fellow board members in supporting, advancing, and enhancing the work of the Executive MBA Council.

Sincerely,

Barbara A. Millar
Chair, Executive MBA Council Board of Trustees
Putting the clichés aside, our conference team of volunteers, contractors, and staff has been working non-stop to bring you a conference focusing on the theme of igniting innovation. The team has taken some calculated risks in exploring new conference innovations, organizing concurrent sessions in formal tracks; inviting plenary speakers who will probably push the boundary of our thinking in regard to the approaches we use; experimenting with our own version of a Shark Tank; and closing the conference with a new approach to the last session. The concluding session will serve not as an ending point but instead as the beginning of an action point for participants.

Our hope is that these changes, some subtle and some dramatic, are evidence that we recognize our industry needs to continue to innovate and so do we as your association.

While it may not be viewed as “innovation,” the EMBA Council is taking a bold step this year with its support of a forward-looking research effort. By now you have probably heard me discuss the launch of a joint research effort involving AACSB, EMBAC, and UNICON, with EMBAC as the driver behind the effort.

As associations that serve the business management education industry, AACSB, EMBAC, and UNICON are interested in understanding the evolution of business and management education through a different set of lenses, specifically:

1. How are businesses changing the way they develop and retain managerial talent, and what are the links between business needs and management education providers?

2. How have business schools been changing to meet the evolving needs of business stakeholders as they relate to management education? The group is particularly interested in graduate and executive (degree and non-degree) education. This initial phase of a potentially much longer-term project involves gathering and synthesizing existing information to develop a credible understanding of how businesses are changing the way they develop and retain managerial talent and associated links between business needs and management education providers. Through a literature review, the resulting paper will provide necessary intelligence for the organizations commissioning this report and identify knowledge gaps.

I will continue to share the ongoing effort of this project and its significance to our industry. Our partnership with other organizations helps make the impending result even more powerful than if we had gone solo.

Speaking of projects, in 2010 one of the largest projects EMBAC had undertaken up to that point was the launch of a prospective student web site. This site went live at the conference in Vancouver. This decision for EMBAC to directly reach the prospective student by providing industry content and program information in a format targeted to them was not only new territory but a commitment to a long-term effort to enhance the industry brand. There’s an expression that says “one dog year equals seven human years.” In other words if you have a two-year old dog, it can be thought of as 14-years-old in our terms. While not scientifically accurate, it offers a frame of reference for comparison.

When I think of that web launch three years ago in October 2010, I’m scared to try and make a rational comparison to this dog analogy. What does one web year equal in human terms? With the rate of change on the web and the ever-expanding volume of information and vehicles to getting that information, three years is a very long time. Faced with this reality, we are not just expanding the existing site’s content, which has happened in the past three years. Instead we recognize the need to rebuild an even better presence to represent the industry outside of our membership.

We realize as a member association we can’t do some things that other web sites can do to position data and content, and provoke thinking. But we can certainly take the vision we have to be “the voice of the EMBA industry worldwide,” marry it
we offer in concert with our strategic partner GMAC, reached a record level of participants. We continue to turn the dials on the content for this offering every year, and the evaluations show that this program is indeed hitting the mark.

We invited Della Bradshaw from EMBA Council corporate member the Financial Times to lead a webinar focused on the FT rankings, which hit a new record for webinar participation.

And while it wasn’t a record, the very healthy response rate (96 percent) to our annual Membership Program Survey once again allows us to provide the most robust, rich dataset about the EMBA industry!

This data provides you with insights and trends to help you as you make decisions about the direction of your program in relationship to the overall industry. That data also allows the council to garner media attention for the space. While I’d like to think that reporters call to talk with me because of my charming personality, I realize that an informed viewpoint, with data to support it, is really what they really want, and that’s exactly what we strive to deliver every time the Financial Times, or the Economist, or the Wall Street Journal contact us.

Let me conclude by sharing that I feel privileged to serve as an association leader for an industry I love. The team of volunteers, contractors, staff, and board members who line up side-by-side to find ways to further the cause we serve continues to amaze me. It aligns perfectly with that culture I mentioned earlier...a culture created by you, the member. This unique culture fosters sharing of best practices and defies the competitive nature of our space with schools that come together for the goal of making the industry at large better than they found it. As an association, this is our true differentiator, this is our true cause, and this is what we will continually strive to enhance and propagate globally.

We’ve done some things well, but there is still so much more to be done. After the Houston conference I look forward to landing the rocket ship back home and preparing to launch the next one!

Sincerely,

Michael Desiderio
Executive Director
The Executive MBA Council welcomed more than 300 participants to the 2013 Executive MBA Council Conference, Igniting Innovation, Oct. 20-23, in Houston, Texas.

The three plenary sessions at the 2013 Executive MBA Conference offered insights on EMBA in business schools of the future, research on brain-friendly environments to facilitate executive learning, and discussions with three business school deans.

The conference featured several new additions this year: Concurrent sessions were organized in tracks, the conference ended with a concluding session that allowed participants to brainstorm and organize their takeaways, and special corporate member sessions were offered.

The conference also featured the popular pre-conference Director’s Forum for experienced administrators, and the Executive MBA Toolkit for members who are new to the industry.

Participation in Executive MBA Council research initiatives continues at high levels, with 96 percent of member programs completing the 2013 Executive MBA Council Membership Program Survey. The Program Survey offers the most comprehensive look available of Executive MBA Programs worldwide.

Participation also remained high with 98 programs taking part in the 2012 Student Exit Survey. The survey helps programs benchmark and improve their practices by providing insights about student opinions and degree impact.

The Student Entry Survey allows programs to collect benchmarking data on marketing and admission efforts, and 42 programs participated in the 2011-2012 Student Entry Survey, with 1,395 students responding.

Percept Research, an independent market research firm, conducts the surveys on behalf of the council.

Participation in this year’s regional meetings was high—some regions shattered records for attendance, with the USA/Canada Western Regional Meeting breaking an overall attendance record. During regional meetings, members explored issues that were both unique to their region and applicable to the industry at large. The following list highlights 2013 regional meetings.

**USA/Southeast Region**
- College of William and Mary
- The Wharton School San Francisco

**USA/Canada Western Region**
- Rotman School of Management, University of Toronto
- Southern Methodist University

**USA/Southwest Region**
- Stockholms School of Economics
- Kellogg School of Management, Northwestern University

**European Region**
- Williamsburg, Virginia March 3-5
- San Francisco, California March 18-19
- Toronto, Canada April 22-23
- Dallas, Texas June 17-18
- Stockholm, Sweden May 21
- Evanston, Illinois July 9-10
BRANDING/COMMUNICATIONS

The council distributed four issues of its online quarterly newsletter, *EMBA News*, which in addition to including news stories about the council and board and corporate member profiles, also highlights news and information from member schools.

The council published two issues of *Executive Connections*, a print magazine for members.

The council also named the winners of its fourth Executive MBA Council video contest, which took place at the 2012 conference. The University of Utah received top honors, capturing the gold medal, and the University of Chicago Booth School of Business and Duke University won silver medals, with Yale University receiving honorary mention. The contest helps shine the spotlight on the many merits of the degree.

In 2013, the council undertook a major revamping of its web site for prospective students, including adding new features (see page 15). In addition, a mobile application for the iPhone and iPad and an eBook are designed to offer prospective students resources and access to member programs as they explore the Executive MBA.

MEDIA

The council contributed to a number of stories about Executive MBA education in the past year, including the following media appearances:

<table>
<thead>
<tr>
<th>STORY</th>
<th>AUTHOR/OUTLET</th>
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<tbody>
<tr>
<td>Executive MBA Council Reports Key Trends from Annual Membership Program Survey (press release)</td>
<td>BusinessWire</td>
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<tr>
<td>Received more than 1,700 views. Posts include Yahoo! Finance, MarketWatch, UPI.com, Boston Globe, Miami Herald, and Houston Chronicle, among others</td>
<td>Oct. 12, 2012</td>
</tr>
<tr>
<td>B-School Twitter Roundup</td>
<td>businesswire.com</td>
</tr>
<tr>
<td>Received 1,200 views. Posts include Yahoo! Finance, MarketWatch, Morningstar, San Jose Mercury News, Newsday, and CBS Moneywatch, among others</td>
<td>Oct. 16, 2012</td>
</tr>
<tr>
<td>Technological skills are a must for EMBA students</td>
<td>Monique Smith/graduatetguide.com</td>
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<tr>
<td>Oct. 18, 2012</td>
<td></td>
</tr>
<tr>
<td>Executive MBAs Continue to See Higher Salaries</td>
<td>Catherine Groux/US News University Directory.com</td>
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<tr>
<td>Oct. 24, 2012</td>
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<td>New Salary, Employer Sponsorship Data a Mixed Bag for EMBA Hopefuls</td>
<td>Menachem Wecker/US News.com</td>
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<tr>
<td>Nov. 5, 2012</td>
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<tr>
<td>EMBA and Dream Salaries Go Hand-in-Hand, Survey Shows</td>
<td>Jason Price/www.embaworld.com</td>
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<tr>
<td>Nov. 11, 2012</td>
<td></td>
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<tr>
<td>Rise of the EMBA's</td>
<td>Julianna Davis/newleaderscouncil.org</td>
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<tr>
<td>Dec. 17, 2102</td>
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<tr>
<td>Surveys: EMBA Programs Adapt</td>
<td>BizEd</td>
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<tr>
<td>Jan./Feb. 2013</td>
<td></td>
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<tr>
<td>Washington U's arrival in Denver means MBA competition</td>
<td>Health Draper/Denver Business Journal</td>
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<tr>
<td>March 1, 2013</td>
<td></td>
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<tr>
<td>Executive MBA Council Report: An annual survey to help track industry developments</td>
<td>Business in Scandinavia supplement (Scandinavian Airlines Scanorama)</td>
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<tr>
<td>March 2013</td>
<td></td>
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<tr>
<td>Curriculum Changes for Two Top EMBA Programs</td>
<td>Francesca Di Meglio/ <a href="http://www.businessweek.com">www.businessweek.com</a></td>
</tr>
<tr>
<td>April 11, 2013</td>
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<td>Taking the MBA beyond the classroom</td>
<td>Caitlyn Coverly/Financial Post</td>
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<tr>
<td>May 29, 2013</td>
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<tr>
<td>Higher education: Get closer to your dreams with an MBA</td>
<td>Kristin Castillo/San Francisco Chronicle</td>
</tr>
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<td>July 2013</td>
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EDUCATION

The council once again offered the popular Marketing and Admissions Program. Held March 24-27, at the Georgia Tech Hotel and Conference Center in Atlanta, Georgia, and offered in collaboration with GMAC, the program attracted 55 participants from throughout the world, a record number.

The council launched the following webinar, which attracted record participation, in 2013:

**An Inside Look at Financial Times EMBA Rankings**

June 20, 2013

Della Bradshaw, business education editor of the Financial Times.

**MORE TO COME**

In the upcoming year, look for new and improved activities and services in the following areas:

- Revamped prospective student web site with greater visibility for members
- Ongoing research enhancements and collaborations
- Regional meetings and another outstanding conference, set for Los Angeles, California
- New webinar offerings
- Continued professional development opportunities
FINANCIAL HEALTH

THE COUNCIL REMAINS FISCALLY HEALTHY, ALLOWING US THE OPPORTUNITY TO INVEST IN STRATEGIC INITIATIVES, SUCH AS UPDATING THE COMMUNICATION VEHICLES THAT ARE DESIGNED TO PROMOTE THE EXECUTIVE MBA EXPERIENCE TO PROSPECTIVE STUDENTS AND TO INVEST IN EFFORTS TO INCREASE AWARENESS FOR THOSE VEHICLES.

The council received the majority of its revenue from dues and conference fees. The following graphs provide information about revenue and expenses from 2006 through 2012 and estimates for 2013.
2012-13 Board of Directors

Barbara Millar (Chair) ........................................................ millarb@virginia.edu
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Phone: 480.584.3046

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*Current list as of printing date

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