Managing Client-Based Experiential Projects

March 22, 2016
Webinar
Agenda

• Why the topic
• What B-Schools are doing
• What B-Schools can do
• Q and A
Experiential Learning and B-Schools

Innovations in pedagogy and course design must reflect teaching and learning styles — they **must promote experiential learning** and critical thinking in the student.

**MBA Teaching Mix**
- Lecture
- Case Studies
- Team Projects
- Experiential Learning

**Types of Experiential Learning**

**Classroom-Based**
- Case Studies
- Role Plays
- Group Projects
- Simulations

**Field-Based**
- Internships
- Service Learning
- Practicum
- Client-Based
## Survey: B-School Offerings

### Client-Based Experiential Projects

<table>
<thead>
<tr>
<th></th>
<th>All MBA</th>
<th>Full Time</th>
<th>Part Time</th>
<th>EMBA</th>
<th>Online/Blended</th>
<th>Specialized MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Currently Offer</strong></td>
<td>69%</td>
<td>92%</td>
<td>70%</td>
<td>62%</td>
<td>44%</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Plan to Offer</strong></td>
<td>7%</td>
<td>5%</td>
<td>6%</td>
<td>4%</td>
<td>12%</td>
<td>13%</td>
</tr>
</tbody>
</table>

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## Survey: B-School Strengths

<table>
<thead>
<tr>
<th>Learning application and integration</th>
<th>28%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning by doing, real time, hands-on</td>
<td>15%</td>
</tr>
<tr>
<td>Student academic and personal maturation</td>
<td>15%</td>
</tr>
<tr>
<td>Better prepared students</td>
<td>6%</td>
</tr>
<tr>
<td>Potential jobs</td>
<td>6%</td>
</tr>
<tr>
<td>Learning about the project process</td>
<td>6%</td>
</tr>
<tr>
<td>Team and leadership skills</td>
<td>6%</td>
</tr>
<tr>
<td>Engaging with business community</td>
<td>6%</td>
</tr>
<tr>
<td>Giving back opportunity</td>
<td>5%</td>
</tr>
<tr>
<td>Industry understanding</td>
<td>5%</td>
</tr>
</tbody>
</table>

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## Survey: B-School Challenges

<table>
<thead>
<tr>
<th>Projects</th>
<th>Securing and sustaining quality projects</th>
<th>28%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Managing project scope</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>Consistency across projects</td>
<td>integrating with course</td>
</tr>
<tr>
<td>Clients</td>
<td>Managing client expectations and engagement</td>
<td>13%</td>
</tr>
<tr>
<td>Students</td>
<td>Matching, preparing and setting student expectations</td>
<td>13%</td>
</tr>
<tr>
<td>Resources</td>
<td>High level of resources required</td>
<td>database and tracking</td>
</tr>
<tr>
<td>Faculty</td>
<td>Background, engagement, support</td>
<td>10%</td>
</tr>
</tbody>
</table>

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Survey: B-School Responsibilities

Securing:
- Tenured Faculty
- Non tenured Faculty
- Clinical Faculty
- Administrative Staff
- Other

Delivering:
- ~65% Faculty
- ~30 Administrative Staff
Survey: Free or Fee

- Plan To
- Currently

~70%
Do not currently nor plan to charge
How do these findings resonate with what your school does?

A. Almost exactly
B. Mostly
C. Not so much
Anne Ferrante, PhD
Executive Director,
MBA Roundtable

David Comisford
Founder,
EduSourced

Jackie Wilbur,
Consultant,
EduSourced

EduSourced
Platform
• Experiential transitioning from loosely organized to formalized
• The need to tell your program’s story with reporting and metrics
• Importance of consistent program data without adding overhead
#1 software platform managing client-based project programs
Organizing Client Relations

Past

Spreadsheets
Email records

Present

Searchable, consolidated client records

Future

College-wide CRM integration
## Potential for Synergy

<table>
<thead>
<tr>
<th>Level of Stakeholder Information</th>
<th>Level of Resources</th>
<th>Potential</th>
<th>Poised for Growth</th>
<th>Limited</th>
<th>Constrained</th>
</tr>
</thead>
</table>
| Low                              | High               | • Sufficiently staffed  
• Appropriately supported by technology  
• No awareness of other projects | • Sufficiently staffed  
• Appropriately supported by technology  
• Awareness of other projects | • Inadequately staffed  
• Minimally supported by technology  
• No awareness of other projects | • Inadequately staffed  
• Minimally supported by technology  
• Awareness of other projects |
| High                             | Low                |           |                   |         |             |
Anne Ferrante, PhD
Executive Director,
MBA Roundtable

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Founder,
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Jackie Wilbur,
Consultant,
EduSourced

White Paper
Best Practices
EduSourced White Paper: Topics

EduSourced has recently completed a white paper titled “Meeting Key Challenges in Delivering Client-Based Learning Programs within MBA Programs” in which we explore some of the key administrative challenges faced by business schools and provide examples of best practices in how to address these challenges. The paper focuses on the following topics:

- Sourcing enough and the right kinds of projects
- Retaining sponsor companies
- Managing your School's brand
- Managing multiple stakeholders in a decentralized delivery system
Best Practices: Contributing Schools

Thank you to the following schools for contributing to the white paper:
Best Practices: Sourcing and Retaining

**Sourcing great projects**

- Articulate the value of participation
- Assemble a team
- Leverage existing relationships
  - Alumni
  - Industry partners
  - Advisory boards
- Discover new channels
  - i.e. Establish partnerships with external organizations to source not-for-profit projects

**Retaining great sponsors**

- Deliver an excellent project outcome
  - Evaluate prospective projects for a close fit with learning goals
  - Set expectations with project sponsor on all aspects of the project
  - Provide proactive communication on project progress
  - Discuss process and evaluate progress and results with sponsor
Best Practices: Managing School Brand

• Raise the importance of managing your brand with all internal stakeholders

• Link projects to externally articulated learning outcomes

• Formalize student commitment to project excellence
Best Practices: Multiple Stakeholders

- Define expectations
- Communicate milestones and metrics
- Share and leverage learnings
EduSourced White Paper: Summary

Business schools are discovering the many benefits of offering client-based projects: deeper student learning and better prepared alumni, increased MBA student satisfaction, and improved ties between the business school and industry. They are also discovering that providing a high-quality and sustainable client-based experience for students and sponsors is a resource intensive endeavor. Some key take-aways included in this paper are:

• Provide consistent messaging to prospective and existing sponsors, ensuring that expectations are aligned with student needs and abilities, beginning with how your program is presented to potential sponsors through the entire project delivery process
• Structure regular check-ins with sponsors and internal stakeholders
• Organize sponsor and project records in a central location to support future project sourcing efforts
• Review each project cycle upon completion to determine what improvements can be made going forward
Questions?  Observations?
Thank You!

Survey Summary and White Paper highlights will be emailed to webinar registrants and posted on our websites.

MBA Roundtable
www.MBARoundtable.org

EduSourced
www.EduSourced.com
## Survey Findings

### Securing Projects

<table>
<thead>
<tr>
<th></th>
<th>All MBA</th>
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<th>Online Blended</th>
<th>Specialized</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tenured</strong></td>
<td>21%</td>
<td>16%</td>
<td>29%</td>
<td>27%</td>
<td>17%</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Non-Tenured</strong></td>
<td>21%</td>
<td>21%</td>
<td>23%</td>
<td>16%</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Clinical</strong></td>
<td>16%</td>
<td>20%</td>
<td>11%</td>
<td>16%</td>
<td>8%</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>34%</td>
<td>39%</td>
<td>29%</td>
<td>34%</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>8%</td>
<td>4%</td>
<td>9%</td>
<td>9%</td>
<td>42%</td>
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## Survey Findings

### Deliverables

<table>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Tenured</strong></td>
<td>24%</td>
<td>19%</td>
<td>29%</td>
<td>27%</td>
<td>27%</td>
<td>29%</td>
</tr>
<tr>
<td><strong>Non-Tenured</strong></td>
<td>24%</td>
<td>23%</td>
<td>27%</td>
<td>18%</td>
<td>36%</td>
<td>21%</td>
</tr>
<tr>
<td><strong>Clinical</strong></td>
<td>15%</td>
<td>19%</td>
<td>10%</td>
<td>16%</td>
<td>9%</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>29%</td>
<td>33%</td>
<td>25%</td>
<td>27%</td>
<td>18%</td>
<td>29%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>8%</td>
<td>6%</td>
<td>10%</td>
<td>13%</td>
<td>9%</td>
<td>7%</td>
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## Survey: B-School Responsibilities

<table>
<thead>
<tr>
<th></th>
<th>Securing</th>
<th>Delivering</th>
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</thead>
<tbody>
<tr>
<td><strong>Tenured</strong></td>
<td>21%</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Non-Tenured</strong></td>
<td>21%</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Clinical</strong></td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Administrative Staff</strong></td>
<td>34%</td>
<td>29%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>8%</td>
<td>8%</td>
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