



# ANNUAL REPORT

## CUSTOM EXECUTIVE EDUCATION

# 2021-2022

GEORGETOWN  
UNIVERSITY

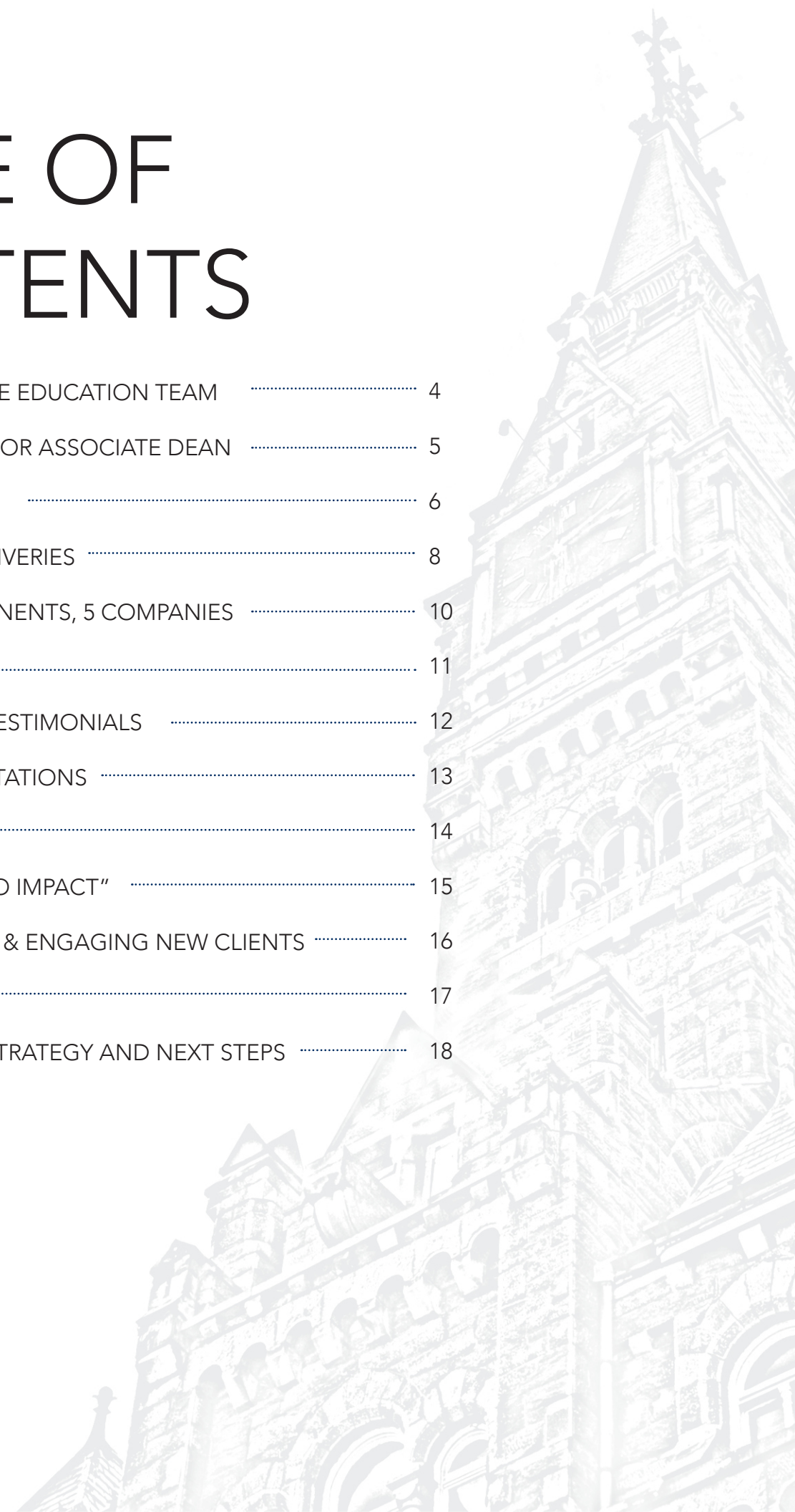
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McDonough  
SCHOOL of BUSINESS  
EXECUTIVE EDUCATION



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# THE CUSTOM EXECUTIVE EDUCATION TEAM

Georgetown University's McDonough School of Business has a highly experienced professional program staff to oversee the details of corporate executive training delivery and to ensure a successful and memorable custom experience from beginning to end.



**ASHLEIGH SPUNAUGLE**  
Assistant Director of Program Management



**IMKE SIMPSON**  
Assistant Dean of Custom Executive Education



**ROBERTO FLORES**  
Associate Dean of Program Management



**ASHLEY BAKER**  
Associate Dean of Custom Executive Education



**KIM HUNT**  
Director of Custom Executive Education



**SIDDIQ IDDRISU**  
Assistant Director of Custom Program Management



**DAVID LANGE**  
Assistant Director of Custom Program Management



**LYNN MAALOUF**  
Associate Director of Marketing



**HOANG LE**  
Assistant Director of Custom Program Management



**MICHAEL O'LEARY**  
Senior Associate Dean for Custom Executive Education and Teaching Professor of Management



# LETTER FROM OUR SENIOR ASSOCIATE DEAN

The last two years have been challenging times personally and professionally for everyone at Georgetown and especially for Custom Executive Education. When covid hit in March of 2020, clients for our in-person programs put things on hold, expecting that the world would return to normal by September. When September rolled around, things were far from normal and the Custom Executive Education team was hard at work helping faculty refine their use of existing tools, experimenting with new ones, and re-designing programs to be high-impact while still online.

As we entered Fall 2020 and Spring 2021, clients realized that they needed to increase professional development, enhance team work, build new leadership skills, deploy superior analytics, and be more strategic and innovative than ever before. They also realized that sustainability, diversity, equity, inclusion, and advanced technology (AI, NLP, ML, etc.) would be at the heart of their survival and success. With this realization, we worked with clients to design, re-design, and update programs, which combined the best of synchronous and asynchronous learning and development.

This shift was extremely challenging for every organization, including ourselves and our clients, but the Custom team persevered. After seeing precipitous declines in revenues in 2020, the hard work and creativity of the Custom team supported a resurgence of programs, participants, and revenues. For FY 2021-22, we project that revenues will near \$7 million and be higher than any previous year.

This success has been the result of the whole team's tireless efforts; ability to deal with considerable ambiguity; and willingness to pivot, adjust, and innovate in the design and delivery of our programs. It has also been the result of incredible faculty – more than 75 of them from McDonough, and also from McCourt, SFS, the Graduate School, and the Law Center – who have shifted their own approaches to teaching and learning in ways that leveraged the affordances of Zoom and other tools, while dealing with the constraints imposed by our all-virtual status from March 2020 until August 2021.

In FY21-22, those clients have included corporations, non-profits, government agencies, and international universities with whom we have deep, long-lasting relationships (e.g., KPMG, Booz Allen Hamilton, Merrill Lynch, AARP, USAID, DCPS, FINRA, Bahrain Fintech Bay, ESADE,

Pacifico, Pontificia, Essec, Mannheim, and Rotterdam). They also include clients with whom we have nurtured new relationships and created new high-impact programs to help participants advance their own careers and their organizations' success (e.g., several U.S. government agencies, Omantel, the Atlantic Council, Amazon Web Services, OCP, Qiyadat Global). Amidst the considerable uncertainty of the last year, we have been able to leverage technology (as well as the team's and faculty's hard work and collaboration) to expand our reach to more clients and learners in more countries (e.g., the G20 member countries, Oman, Bahrain, Chile, Peru, etc.).

Achieving this – helping clients achieve their strategic objectives, engaging and supporting our outstanding faculty, and generating revenues for the school at levels that we project will exceed their pre-pandemic highs – has been the result of a fantastic team working well together and in close collaboration with our partners in offices all over McDonough and the rest of the university, as well as vendors outside Georgetown. The team has done so despite considerable resource and operational constraints; pressure to recover from the pandemic's worst days of 2020-21; and challenges to everyone's personal lives, families, and physical/emotional health. This would not have been possible without the steady and inspiring influence of veteran team members Ashley Baker, Roberto Flores, Kim Hunt, Binita Raval, Imke Simpson, and Adam Theis; nor would it have been possible without new team members diving in and contributing from Day 1 – Siddiq Iddrisu, Hoang Lee, David Lange, Lynn Maalouf, Ashleigh Spunaugle, and Tori Phillips. They've been supported by fantastic student interns Olivia Chuang and Julio Salmeron-Perla.

The remainder of this annual report provides summary data and a qualitative window into the incredible work that the team has done. It comes on the heels of an incredibly difficult time, but also signals the optimism that we feel about FY22-23 and the great work to come.

**MICHAEL O'LEARY**  
Senior Associate Dean



# FACTS & FIGURES

Expected Growth for FY2022 is +200% compared to FY 2021 and +20% compared to FY2020

**50%**  
OF CLIENTS ARE INTERNATIONAL



**70%**  
OF OUR PROGRAMS ARE FOR RETURNING CLIENTS



**100+**  
SITE VISITS



**150+**  
GUEST SPEAKERS

**2330+**  
PARTICIPANTS

*"I was very skeptical about taking this course virtually as it came so highly recommended from colleagues and I wanted the DC experience, but I have to say it has been one of the best virtual courses that I have participated in since this pandemic began. The sessions are engaging and the breakout groups are great... Thank you for an amazing class!"*

—Booz Allen Participant

**30**  
PROGRAMS DELIVERED

*"The overall retreat experience was excellent. I appreciate the time allotted to learn more about fellow cohort members. I left the retreat feeling empowered to learn and grow as a leader. The time and effort put into making the retreat a success is greatly appreciated. I truly enjoyed each session facilitated by Dr. Bies and Dr. Turner. I look forward to the next class!"*

— DCPS Participant

**12**  
DIFFERENT INDUSTRIES

*"I thought the week was excellent. The topics were relevant, the instructors are very good, and the supporting materials excellent. This is a very valuable experience for a multitude of reasons. I am honored to have been a part of the program. I can't say enough how well run and organized it was logistically. Thank you for everything!"*

— FINRA Participant

**266**  
PROGRAM DAYS

*"Very well run program especially given the pivot to 100% virtual. Professors did a fantastic job of engaging everyone in the program. When invited to participate, while honored, I was skeptical on how I was going to find the time for this and my "day job" but after the very first session I was extremely excited, and looked forward to the subsequent classes."*

— AARP Participant

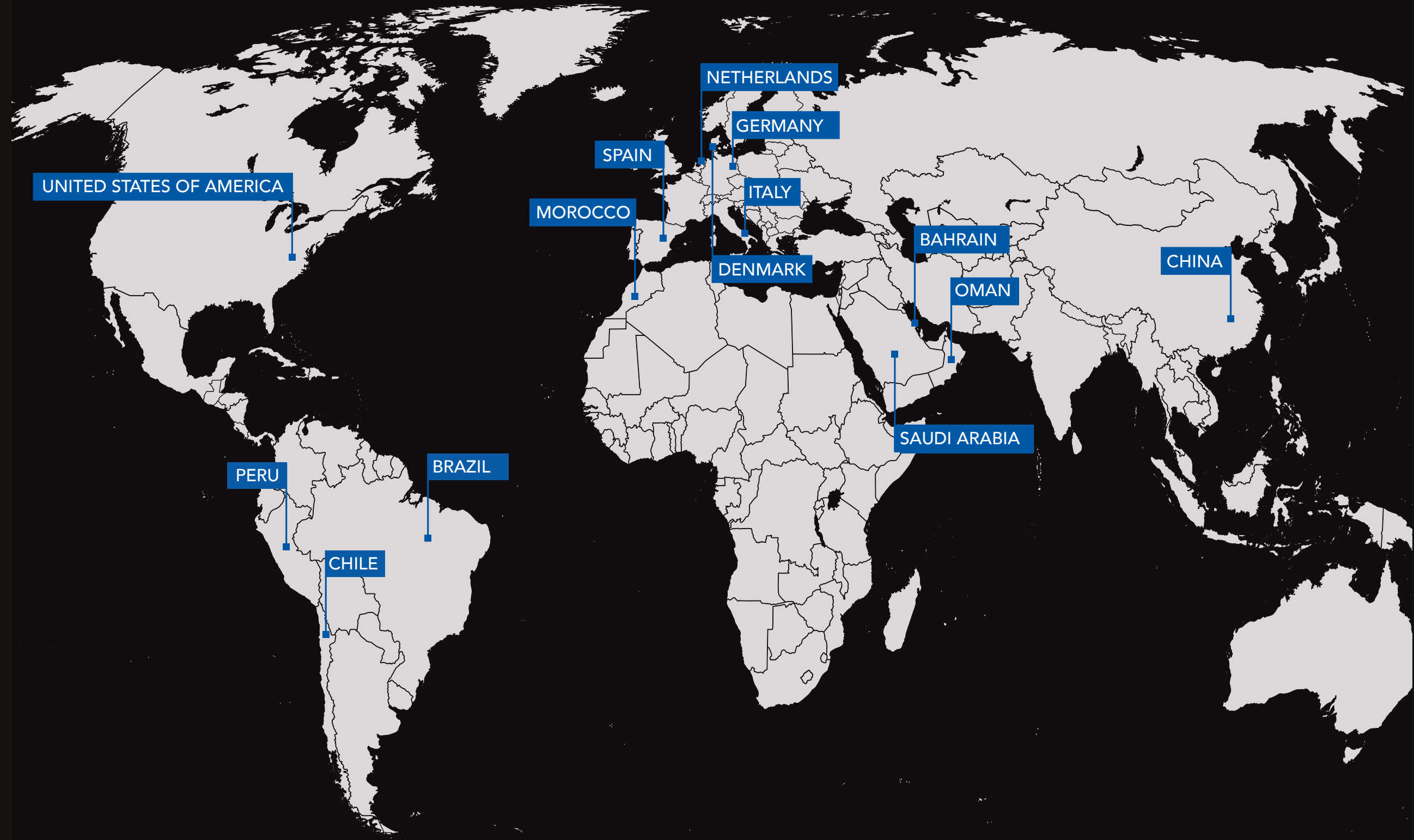
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FACULTY MEMBERS ACROSS 5 DIFFERENT GEORGETOWN SCHOOLS

For FY22, we anticipate having 52 programs and being back to pre-pandemic numbers.

# GLOBAL CLIENTS

*Despite the pressures of COVID, the Custom Executive Education Team delivered programs for clients on five different continents.*



CASE STUDIES  
**5 CONTINENTS**  
**5 COMPANIES**

**Europe: Santander**  
**SOCIAL INNOVATION AND ENHANCING FINANCIAL INCLUSION IN THE DIGITAL AGE**  
 We designed and developed an innovative program, Social Innovation and Enhancing Financial Inclusion in the Digital Age, to deepen participants' knowledge of financial services and better understand how finances and social issues intersect. The 10-day program, delivered on Georgetown's Washington, D.C. campus, brought together participants from Europe, Central America, and South America who had applied for the program.

The program began with an introduction to global business and competitiveness, followed by sessions in financial literacy and personal finance. The class also learned about the mortgage market, affordability of housing, and consumer access to home financing.

The second week explored fintech topics, including blockchain technology and artificial intelligence, as well as entrepreneurship and the gig economy. Throughout the two-week course participants worked

together on team projects, which they presented on the final day. Offered as an in-person program in Washington, D.C., in 2019, the program was delivered virtually in 2020.

**Asia: FinTech Bahrain**  
**PROFESSIONAL DEVELOPMENT PROGRAM IN FINTECH**  
 We have partnered with the FinTech Consortium Institute to develop and deliver the first professional development program in fintech, specifically for the Middle East and North Africa.

The three-month Professional Development Program in Fintech focuses on understanding, creating, and enabling financial innovation using new technologies such as blockchain that are disrupting financial transactions. The Georgetown program explores the application of new technologies to a wide range of vertical businesses. Technologies such as artificial intelligence, blockchain, and crypto assets are covered, along with applications to alternative lending, open banking, payments, regulation, and insurance. The program is a hybrid of asynchronous and live modules. More than 100 participants have benefited from the program and received certification.

Fintech is creating new opportunities for existing businesses as well as spawning new ventures, so the program also offers a parallel track in entrepreneurship that helps participants evaluate business opportunities in the region and beyond.

**South America: KPMG**  
**LATIN AMERICA LEADERSHIP DEVELOPMENT PROGRAM**  
 Participants in the multi-city program focus on building personal leadership, developing and leading others, and influencing the organization through sessions with Georgetown faculty. The program also incorporates executive dialogs with senior firm leaders and outside experts who help ensure the program curriculum is firmly

connected to practice.

**North America: FINRA**  
**CERTIFIED REGULATORY AND COMPLIANCE PROFESSIONAL (CRCP) PROGRAM**  
 The Certified Regulatory and Compliance Professional (CRCP) program provides compliance, legal, and regulatory professionals with an in-depth understanding of the foundation, theory, and practical application of securities laws and regulation. The program comprises two non-consecutive, week-long residential courses in addition to extensive pre-course readings and casework. The CRCP certificate is awarded to those who successfully complete the program within two years. Past participants in the program include compliance and business professionals on a leadership track, practicing attorneys, and foreign, federal, and state securities regulators. Program participants benefit from access to world-renowned professors and experts drawn from the securities industry and build lasting professional relationships with participants from diverse backgrounds.

**Africa: OCP**  
**THE LEADING FOR SUSTAINABILITY PROGRAM**  
 This program centers on sustainability, innovation and growth, technology and strategy. Sessions focused on enhancing strategic alignment, scaling sustainability initiatives; stakeholder engagement; anticipating the impact of new technologies, and using data in decision making. Working in teams and individually, executives participate in several interactive and problem-solving case studies and simulations.



# PROGRAM TOPICS

*In 2021/2022 we ran the following programs closely linked to the school's priorities*

## A RECORD OF HIGH PARTICIPANT SATISFACTION...

**100%**

*of respondents gave the overall program a rating of five out of five. KPMG Program*

**96%**

*of participants would recommend the Women's Financial Boot Camp at Georgetown to a friend or family member. Merrill Lynch Program*

**94%**

*of respondents say they agree or strongly agree that as a result of their participation, they have improved skills needed to apply the content from the course in order to influence or implement gender equity interventions at their workplace. GEELP Program*



# FACULTY EXPERIENCE TESTIMONIALS



**Prof. Jim Angel**  
*on cutting-edge teaching*

"Working closely with FINRA forces me to stay up to date on how our rapidly changing financial markets really work. This informs my research and improves the quality of what I teach in our regular classes.

There are many synergies between teaching in executive education and regular degree programs. Many of the items I cover in my fintech course in our MSBA program were originally developed and tested out in our fintech certificate program in Bahrain.

It is important for business professors to work closely with practitioners in order to stay relevant. Exec Ed helps us to do that. Many of the things I teach about did not exist when I was an undergrad. Working closely with a client such as FINRA and examining their needs helps us to deliver a better product in all of our programs."



**Prof. Jeanine Turner**  
*on customization*

"The collaboration with AARP has been a true partnership. Our faculty have benefited by understanding how the frameworks and strategies they present play out within the complex, multidimensional challenges of a large non-profit organization. Our AARP participants benefit because with each encounter, we learn more about the organization and can reframe our ideas to more closely customize the material to their needs. AARP and Georgetown's Custom Executive Education program highlight the learning potential when academics and organizations work together."



**Prof. Jeremy Yip**  
*on simulations*

"Dr. Walton and Lead 360 assembled a terrific group of leaders who brought energy and insights to a simulation about judgment and decision-making. Through discussion, we were able to leverage the collective wisdom in the room and advance our understanding about the factors that influence our decisions to compete or cooperate.

We also engaged in an important dialogue about the challenges associated with scaling DEI in the workplace".



# VIRTUAL COURSE ADAPTATIONS

*Reflections from Prof. Nick Lovegrove*

"Teaching a week-long ILE (Intensive Learning Experience) in March 2020, as the world shut down around us, was a surreal experience. We started the week in the physical classroom, but by Friday we were mostly just staring at a computer screen. In between, we had experimented real-time in various forms of hybrid delivery. I think I may actually have been the last person in the building on Friday night - I didn't return for more than a year.

We didn't know it then, but of course this was just the start of our enforced period of physical isolation and virtual connection. Zoom was no longer just for snow days - it was the way we would teach and learn until the "all clear" sounded (which, of course, it never entirely did). We taught a whole year of some programs - such as EML - entirely online, so much so that when the cohort finally gathered in-person, people didn't really know how to interact.

Our custom executive programs gave us a window into how companies were coping and adapting. I had taught a program with Duracell in the "before times" and stayed in touch with them as they pivoted from a high-touch, travel-intensive model of sales and marketing to running sales meetings from their spare bedrooms. There were clearly some tangible benefits - less time "on-the-road", more time with family - and they would often say that "we'll never get back to the way things were.

But more recently, it had become apparent that they were craving human contact - not only with each other, but with their customers. It has been a special pleasure for us at Georgetown to provide a context for exactly that - a week-long program

for Duracell's senior Americas team that we will deliver in-person, on-campus in May. At that point, it will really feel that we have come full circle - and we'll have the opportunity to assess what the "new normal" really is going to be. Along the way, we have learned a little bit about our collective capacity for adaptation and resilience."





### GEELP Results

On March 16, 2021, thirty-four participants graduated from the Gender Equity Executive Leadership program developed in partnership by USAID and Georgetown's Executive Education Custom Programs. The 12-month program cohort accomplishments soared with: More than 190 gender equality activities implemented, 25 policies drafted, more than 400 women hired, 730 women promoted, and more than 800 women and 730 men trained on gender equality topics.

### FinTech Bahrain Success Stories

Maryam Alawadhi and Sereen Abu-Odeh were two participants of the Georgetown FinTech Program in 2019. Alongside the Georgetown FinTech Program, they were placed in fintech internship roles. Maryam had an internship with Al Baraka Bank, a retail bank based in Bahrain; while Sereen secured an internship at a fintech firm, Pyypl, based in Dubai and operating in Bahrain. After completing the program, both participants traveled to Silicon Valley. They both shadowed local fintechs and developed a steep learning curve of the working of a fintech startup which they learned from the program itself. Applying theoretical knowledge gained from the Georgetown FinTech Program to the practical world, both participants were engaged in the fintech

ecosystem and were able to grasp further in-depth knowledge about the industry and its key players. Today, Maryam Alawadhi works for one of the largest cryptocurrency exchanges in Bahrain, Rain Financial. Sereen continues to work with Pyypl in her key role of forming relevant partnerships and ensuring successful operations of the fintech.

### CMAP Action Learning Projects

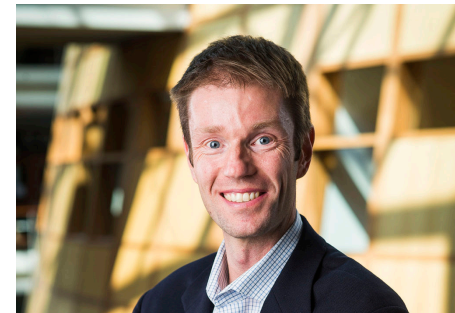
Over the last 40 cohorts, teams from Booz Allen have done over 150 action leading projects:

*"A decade ago when we developed the Change Management Advanced Practitioner program in collaboration with Booz Allen Hamilton, our goal was to bring together the very best in academic theory coupled with cutting-edge practice. The central thread pulling them together is the Action Learning Projects that participants start working on from day one of the program. Working in groups, students apply each day's material to real change challenges faced by clients. At the end of the program, these groups make presentations to senior BAH leaders with work plans to address these challenges. As a group, this year's presentations represent some of the strongest in the history of the program. Many of these theoretically grounded, practice-tested plans will go to their clients just a few days*

# IMPACT

*We help clients, we help participants, we help faculty, and we help advance the school priorities*

*after presentation to our panel of judges. This is exactly the type of real-world impact we hoped for in designing the program".Prof. Brooks Holtom*



### SPOTLIGHT

### Faculty engagement and collaboration

In January 2022, Jason Schloetzer, the Area Coordinator of Accounting and Business Law and Associate Professor of Business Administration engaged in the IEDP Webinar on future works. Over 130 executives with titles Head of L&D, Chief of Staff, Talent Management Director, VP HR, Human Resource Partner attended from companies such as Bayer, Ericsson, Siemens, Total, Cisco, Boeing, Barnes. The webinar featured interactions between participants and Professor Schloetzer through the Chat and Q&A features and many participants followed up with Prof. Schloetzer directly for more insights and access to his research and studies.

# Qiyadat: "Empower to Impact"

The Qiyadat Global-Georgetown Women's Leadership Program celebrated the graduation of over 200 female leaders across six cohorts in Riyadh, Saudi Arabia.

The certificate program is designed for females in mid-to senior level positions in the Middle East or G20 member countries who have shown high potential in a current leadership position for a business, government, or not-for-profit organization. More than 200 women from over 20 countries took part in the global program this year.

The theme of this year's program was **"Empower to Impact."** Drawing from the expertise of global educators, participants engage in

lessons surrounding organizational change management, emotional intelligence, effective decision making, leadership styles, and other critical management subjects.

Diversity, equity, and inclusion (DEI) was also a key goal throughout the program, according to the founder and executive director of Qiyadat Global, Nouf Abdullah Al-Rakan (IBP'18). "The program not only gives women the tools to be powerful and successful leaders, it also connects them to a global group of business women and leaders that can share their unique and diverse insights and experiences," said Al-Rakan.

Ingrid Naranjo, a graduate of the program and an investment

banker in Dubai, explained how she implemented lessons from her program to protect women:

"Through the program, I learned about common mistakes I was making as a leader," said Naranjo. "I have always cared about women's empowerment and inclusion. The program empowered me to find my voice and fight for a change in women's rights and protection from abuse through the foundation I started in Ecuador."

In addition to recognizing its latest class of graduates, the Qiyadat Global-Georgetown Women's Leadership Program also announced its extension for 2022.





## CLIENT RELATIONS

# DEEPENING RELATIONS & ENGAGING NEW CLIENTS

*By deepening our relationships with existing clients we are able not only to maintain our clients from a year to another, but also develop new programs with existing clients on top of the ones that are currently running.*

For example, we have been running the FINRA CRCP program for over 5 years now, we have now developed a new program with another entity within FINRA that will be focused on data analytics. We have also been running the FinTech Bahrain program for multiple years now, and we are in the process of adding two new programs with this same client as part of a bigger Fintech and Entrepreneurship academy.

### LONG LASTING & RETURNING CLIENTS

- DCPS
- USAID
- FinTech Bahrain
- Merrill Lynch
- GCL
- AARP
- Booz Allen Hamilton
- Santander
- FINRA
- Duracell
- KPMG

### NEW CLIENTS

- Grundfos
- Omantel
- Lead 360
- Atlantic Council
- Amazon Web Services
- Qiyadat Public Policy
- OCP
- USG Marketing Program

### UNIVERSITY PARTNERS

- ESADE
- Rotterdam School of Management
- Pacifico
- Mannheim Business School
- Pontificia Universidad Católica de Chile
- CityU Hong Kong (New)
- Essec Business School (New)



# MARKETING UPDATES

*1 year, 5 main goals*

1

### Built a Consistent Brand Image

Re-branded all of our marketing tools to give Custom a refreshed new look, while keeping the design timeless, yet modern. All our marketing tools now reflect our storytelling, giving our clients a brand image that they feel connected to

2

### Generated Content

Developed a series of content for the team to build thorough proposals. A series of topic pagers have been developed helping us better define our offering in those areas (ex: DEI pager). We have also built a proof point database that help us differentiate ourselves from competitors, inspires our audience, and speaks to their pain points.

3

### Recruited New Clients

Gaining customers is key to expanding our reach and growing our business. We have focused our efforts for high-quality leads, through alumni activation, webinars, Financial Times online ad campaign, and other activities such as reworking our website SEO to drive organic traffic. What we have done so far in this area has been important to reactivate the brand post-COVID.

4

### Elevated the Client Experience

Today, it's more important than ever to delight our existing customer base, keep the people our business depends on happy and, whenever possible, helping them to promote us. This is why we re-developed our swags and giftings, launched a CRM strategy, developed action learning grad books and implemented Canvas for business to give participants a seamless onboarding experience.

5

### Developed/Deepened Internal & External Collaborations

A loyal community will engage with our audience and better yet, spread the word to others. We want to ensure all internal stakeholders are given what they need in order to talk about CEE with confidence to prospects and customers and become ambassadors for our brand. We supported MSB faculty by organizing webinars and helping them promote their work. We have also been pioneers in testing new elements and having other departments in the building replicating it. We have made good use of tools developed by other departments such as the 60 years alumna book that was sent out to prospect clients.

# LOOKING AHEAD TO FY2023

"Looking forward to 2023, Georgetown Custom Executive Education will continue deepening relationships with existing clients and developing partnerships with new clients. Drawing from our expertise in customization, our programs continue to be uniquely adept at providing impactful results for our clients across a broad range of topics including DEI, sustainability, change management, and leadership. We always emphasize our value-add in customization for long-standing and new clients."



*Ashley Baker, Associate Dean of  
Custom Executive Education*

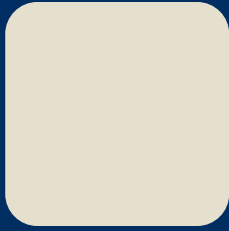
As we transitioned between in person and hybrid, the program management team worked extremely hard under varying circumstances, developing new capabilities and adapting to changing environments. For our clients situated around the world, we worked to provide 24/7 support for international deliveries during days and times of the week that are important for global clients. The team implemented innovative online platforms, onboarded new staff members, as well as worked with translators, proving our commitment to a holistic approach to client engagements. Going forward, we will continue to champion our white glove client experience, and look eagerly to fiscal 2023 with hope.

***"As the costs of the Great Resignation continue to grow, companies need more ways to attract and retain employees. One clear approach is to offer more training and development—according to a 2019 LinkedIn study, 94% of employees said they would stay with their employer if it invested in their development."***

*— Harvard Business Review, March 2022*



*Roberto Flores, Associate Dean  
of Program Management*



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