

ARE YOU { RESEARCHING RUNNING REINVENTING } A CORPORATE UNIVERSITY?

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What you'll find in *Corporate Universities International*:

Corporate Universities International is the newsletter of CUX. It's the only newsletter dedicated to in-depth research and analysis of corporate university trends, and the only newsletter targeted to senior corporate university practitioners as well as representatives of institutions of higher education.

Cutting-edge ideas at corporate universities

Each issue of *Corporate Universities International* offers advice on all aspects of corporate university management, such as how to:

- Establish a governance system
- Use distance learning
- Measure your return on investment
- Market externally to your value chain

CORPORATE UNIVERSITIES *International*

Starting the First Quarter of Corporate Universities and Institutions of Higher Education Worldwide
January/February 2000 • Vol. 6, No. 1 • www.cuxpa.com

Corporate University Evolution: Operating as a Profit Center

To develop a well-timed workforce recruited to a fitting learning is often enough to establish a corporate university, but the advantages go beyond these immediate benefits. Entrepreneurs corporate universities actually add value to a company in a variety of ways. A corporate university can also increase competitive advantage by leveraging its organization's "brand name," and operate as an internally focused profit center offering training programs to outsiders for a fee. By marketing their expertise, facilities, and training products to outsiders, corporate universities can begin to offset their own operating expenses and generate positive revenue for their parent organizations.

Many organizations that have decided to construct large segments of their training facilities will look to established corporate universities to design and deliver both customized and general learning solutions. This will expand an already-growing training market and, increasingly, corporate universities that have proved to be major providers of world-class education to their own employees will receive into profit centers.

Operating the Corporate University as a Business

Before the idea of running a profit becomes a realistic prospect, it is necessary for a learning organization to start thinking and acting like a business, which means serving as a partner to employees as they achieve occupational performance and the organization meets its business goals and is recognized as a leader in the industry. World-class corporate universities must satisfy the

goals of service, satisfaction, and value to services within their respective organizations.

Also, learning organizations intent on operating like a business must themselves within the organization, they create business-driven measurements tied to the company's strategic issues, and they also strive to implement a self-funded, pay-for-service model. This type of thinking, and the resulting behavior, promotes a business mind-set, and provides a basis for the learning organization to move outside the parent organization to work business from external companies.

ABB's Automation University: Leading in Learning and Turning a Profit

ABB, an international technology and engineering company with 175,000 employees in 100 countries, initially conceived its corporate university as a profit center, and now ABB Automation University is that same strategic learning organization that actually raises money—a 10 percent net return to the company. Automation University was implemented in late 1998 to reduce the cost of delivering training to ABB's customers and to replicate the delivery of training while centralizing the entire company's learning functions. Part of this process entailed taking the responsibility for training from separate business divisions (sales/marketing), and putting it under a single companywide umbrella. One of the first steps involved in this implementation was to apply the company's profit-centered financial system and implement rigorous cost accounting—under which the other business units operate—in the training function.

Automation University's main focus areas are product training (ABB software and hardware products), process knowledge training (internal company processes), including a program called 30PS, which stands for Total Optimization of Process Standardization, and skills development (professional knowledge, including PC skills, communication skills, presentation skills, and management).

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Building a Bridge Between Business and LearningSM

Top-line findings from the *Survey of Corporate University Future Directions*

Our unique survey of 120 top corporate universities that addresses such crucial issues as:

- Budgets and percentage of payroll segmented by industry and size of organization
- Funding strategies of new and mature corporate universities
- Organization and reporting structures
- Management commitment among senior business leaders
- Selection criteria used to choose university partners

Trends in for-profit education

A market driven education system moves as fast as the marketplace. We help you stay up to date on this dynamic industry. Past and future articles on this key topic include:

- For-Profit Education Firms: The View From Wall Street
- The CEO as Teacher
- Corporate University Evolution: Operating as a Profit Center

Partnership Forum

Each issue features a corporate-college partnership case study and periodically includes original research on this major topic. Recent articles include:

- Top-line findings from CUX's leading-edge *Corporate-College Partnerships Survey*
- The Humane Society-Johns Hopkins certificate of nonprofit business management

- UNext.com's consortium of top universities delivering business education via the web

Technology Corner

For the latest in innovative learning technology, this is the place to turn. Some pieces in recent issues include:

- E-Teachers: Making the Transition to Online Instruction
- Launching a Virtual Corporate University
- Extranets: Portal to the Future of Online Training
- Doing Business on the Web: Training Employees in E-commerce Strategies

The Global Newsletter that Travels Around the World

Corporate Universities International covers strategic learning wherever it's taking place. Some recent articles detailing international corporate learning initiatives include:

- The MBA in Europe: Emerging Trends and Key Facts
- Corporate Universities in Brazil
- England's University of Water

Practitioner Xchange

Each issue of *Corporate Universities International* features in-depth profiles on corporate university leaders, such as:

- Burger King University
- GMU: A New Approach to Learning at the World's Biggest Company
- Ericsson Management Institute: Building the Global Company Through Leadership Training

Corporate University Xchange, Inc. (CUX) is a New York City-based corporate education research and consulting firm that assists organizations in optimizing their learning resources. CUX offers a wide array of services, including: consulting, research, conferences, and customized training for chief learning officers and their staff. CUX is recognized internationally as the leading expert on corporate universities and the firm's president, Jeanne C. Meister, has authored the definitive book, *Corporate Universities: Lessons In Building A World-Class Work Force* (McGraw-Hill, 1998).

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Corporate Universities

Lessons In Building A World-Class Work Force

Jeanne C. Meister

Co-published by McGraw-Hill & The American Society for Training and Development (ASTD)

"In your career, knowledge is like a carton of milk: It has a shelf life, and if you're not replacing everything you know every couple of years, then your career is going to turn sour just like a carton of milk."

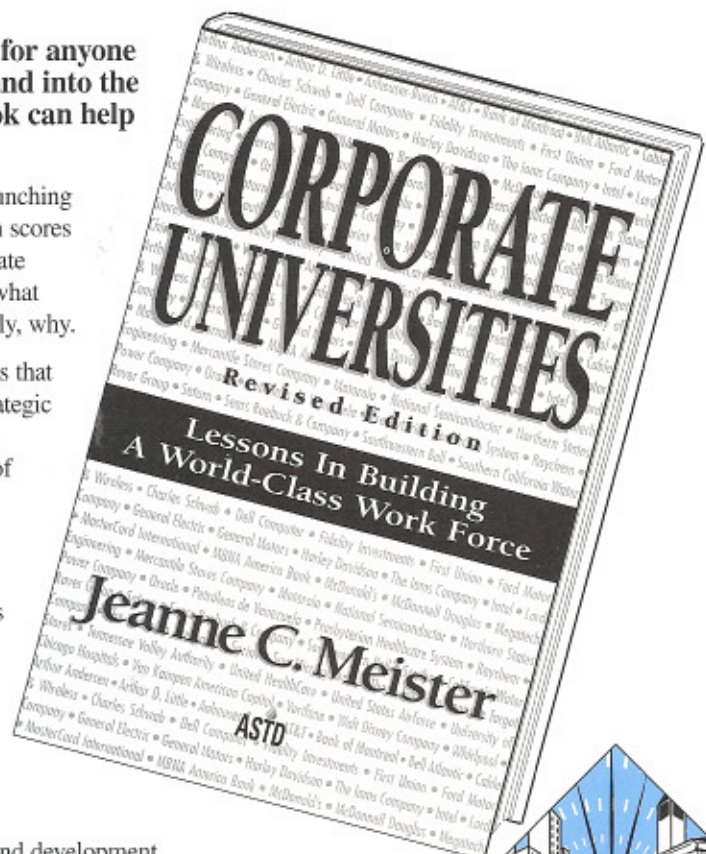
Human capital is replacing technology as the necessary foundation for improved productivity and competitiveness. As a result, corporations are realizing that learning how to manage knowledge is becoming crucial to success. In this dynamic business climate, corporate universities are emerging as a strategic umbrella for all education, for all employees, and the entire value chain—including customers and suppliers.

Corporate Universities: Lessons In Building A World-Class Work Force is corporate education expert Jeanne C. Meister's eagerly awaited follow-up to her best-selling book *Corporate Quality Universities*.

Corporate Universities is a comprehensive resource based on years of research from 100 corporate universities worldwide. The book includes answers to frequently asked questions, extensive interviews with hundreds of business leaders, and concrete examples of how to use technological innovations to create a market-driven educational system.

***Corporate Universities* is essential for anyone concerned about education now and into the next millennium. This unique book can help your organization:**

- Understand the key building blocks in launching a corporate university. With examples from scores of organizations that have created a corporate university, this book presents a model for what works, what does not, and, most importantly, why.
- Network with the leaders at 50 companies that use the corporate university model as a strategic umbrella for learning, including Motorola, Sun Microsystems, Dell Computer, Bank of Montreal, and Petróleos de Venezuela.
- Benchmark your corporate learning program against those of 100 corporate universities worldwide. This book provides you with highlights from the *Annual Survey of Corporate University Future Directions*. Unique research data allows you to compare your corporate education strategies and results with those of industry peers.
- Determine how to extend your learning and development programs beyond your own employees to key members of your value chain, and how forming a community of learning partners can turn the corporate university into a competitive advantage as well as a profit center.



Building a Bridge Between Business and LearningSM

Here's what industry leaders are saying about Jeanne Meister's book:

"Jeanne Meister has nailed the concept of a great quality corporate university."

Skip LeFauve
Senior Vice President
President GM University
General Motors Corporation

"The growth in the number of 'corporate universities' is one more sign of the information age in which learning has become a life-long commitment. Conventional colleges and universities are changing as a result, as are corporate learning strategies. We need to learn to know each other better. Jeanne Meister's book will help start that process."

Stanley O. Ikenberry
President
American Council on Education

"As the millennium approaches, corporations will increasingly take a closer inventory of their learning organizations and the manner in which they share and distribute knowledge. Jeanne Meister's book will help you prepare for this new day in corporate learning...by learning from numerous organizations who have already begun the journey."

Patricia Parker
President
SBC Center for Learning

"The growth of corporate universities raises critical strategic and operating issues for training executives and for the leaders of U.S. higher education. This book is a 'must read' for anyone who wants to understand trends that will help shape the future of post-secondary education."

Charles Hickman
Director of Projects and Services
AACSB-The International Association for
Management Education

"Corporate Universities is an invaluable reference for what is happening in the field of university-style programs. If you're a practitioner in this field—or want to be—you can't afford not to read this book."

Steven P. Kirn, Ph.D.
Vice President, Education and Development
Sears, Roebuck and Co.

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About the Author

In addition to *Corporate Universities: Lessons in Building a World-Class Work Force*, Jeanne C. Meister has written *Corporate Quality Universities* and is an internationally sought after consultant, speaker, and commentator on education issues. Ms. Meister is president of Corporate University Xchange, Inc., a New York City-based corporate education consulting firm. Corporate University Xchange, Inc. is committed to sharing knowledge and best practices on corporate universities, and publishes the newsletter *Corporate Universities International* and the *Annual Survey of Corporate University Future Directions* research report. Corporate University Xchange, Inc. also produces several annual conferences and workshops.

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