



How to Save Your MBA

Working Session to Understand the Changing MBA Landscape
and How to Adapt
March 2022

Professional & Adult Education Forum

We help schools support students from enrollment to graduation and beyond

➤ **ROOTED IN RESEARCH**

8,000+ Peer-tested best practices

500+ Enrollment innovations tested annually

➤ **ADVANTAGE OF SCALE**

2,100+ Institutions served

9.5M+ Students supported by our SSMS

➤ **WE DELIVER RESULTS**

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

➤ Find and enroll your right-fit students

➤ Support and graduate more students



➤ Prepare your institution for the future

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1 The MBA Landscape Today

2 Workshop Breakouts

3 Closing Summary

MBA Retains High Appeal for Students and Schools

“Future of the MBA” Fuels Endless Chatter

*Employers only care
about skills, not once-
prestigious degrees*

*Students will flood to
one-year, narrow
programs to gain skills
and back into the
workforce*

*Students will flood to
micro-credentials and
not even commit to a
degree*

*The MBA is on the
decline and schools
should invest elsewhere*

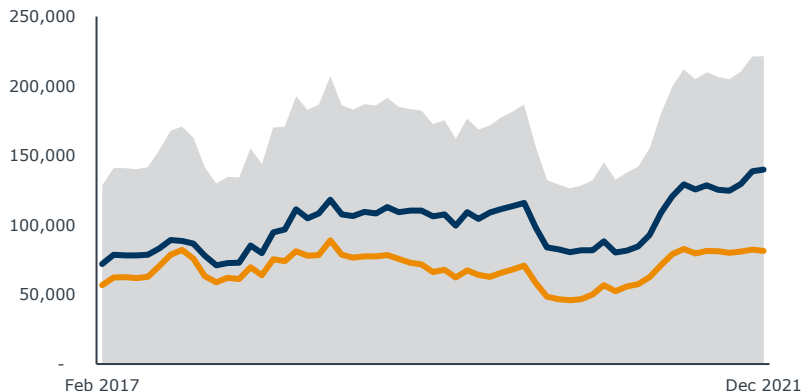
Realities of Today’s MBA Market

- ▶ Employers continue to value and reward the MBA
- ▶ Shorter and specialized master’s remain small
- ▶ Non-degree alternatives serve distinct needs, not a replacement

Employers Continue to Value and Reward the MBA

Many Job Opportunities Explicitly Calling for MBA and More Jobs Request Graduate-Level Business Degrees

Job Postings Nationwide, February 2017-December 2021



- All job postings relevant to an MBA graduate
- Job postings that specifically prefer or require an MBA
- Job postings require business skills and a master's degree, but do not mention an MBA

+ \$28,000

MBA salary premium over all master's level salaries

\$85,000

Median MBA base starting salary

98%

Nearly all MBA programs pass ROI benchmarks

1) Median salary is from graduates of AACSB-accredited schools.
2) ROI defined as students who earn more annually two years post-graduation than the federal loan debt they accrued. Based on College Scorecard data.

Source: EAB analysis; Emsi Burning Glass; AACSB, "2019-20 BSQ Employment Module," 2020; College Scorecard, US Department of Education, Aug 2021; Dr. Rahul Choudaha et al., "2021 Corporate Recruiters Survey: Demand of Graduate Management Talent," Graduate Management Admission Council, June 2021.

Specialized Master's Market Remains Small

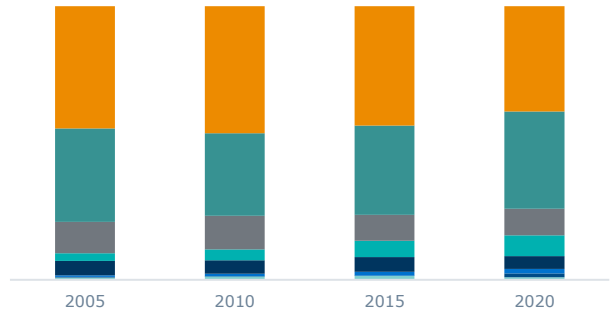
MBA Eclipses Conferrals in the Most Popular Business Fields

Degree Completions Nationwide, 2020



MBA Losing Share; Health Care Admin. Has Most Notable Gains

Degree Completions Nationwide, 2005 to 2020



- MBA (-6.250%)
- Other business (+1.383%)
- Educational administration (-1.627%)
- Health care administration (+4.749%)
- Public administration (-0.631%)
- Sport and fitness administration (+1.096%)
- Computer/IT administration (+1.141%)
- Security and protective services administration (+0.140%)
- Food services administration (-.001%)

Non-degree Alternatives Aren't a Replacement



8

Traditional Master's

- Prestigious through exclusivity, difficulty to access, and expense
- Time-consuming across years
- In-person networking a value-driver

Business Education Landscape

Alternative Credentials

- Few barriers to entry, low cost
- Relatively quick completion
- Often self-paced / flex schedule
- Unfamiliar to hiring managers

MBA Innovation Offers Greatest Potential to Serve Students



Universally recognized credential



Immediate applicability and comprehensive education for the long-term



Accessible to today's working professionals

Aligning to Today's MBA Student

Today's MBA Student



Balances part-time education alongside personal and professional responsibilities



Expects flexibility and is significantly experienced in virtual education or work



Seeks faster goal attainment by applying skills and earning credentials quickly



Aims to personalize their education to achieve their individual goals



Encounters significant choice in advanced or alternative business education

▶ Admissions

Don't keep qualified and ready students out of your program

▶ Speed

Don't delay students' achievement and career advancement

▶ Flexibility

Don't prevent working professionals from learning alongside living

▶ Content

Don't limit your program's relevance to students' careers

Adult Learners Are Highly Pragmatic

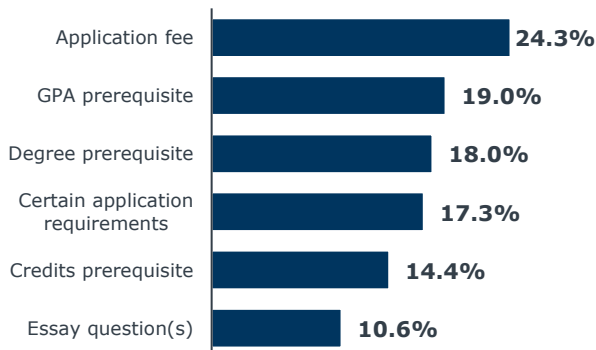


40.9% Applied to two or fewer schools

69.3% Said an application or admissions requirement deterred them from applying



"Which application and admissions requirements (if any) influenced your decision not to apply to a specific school or program?"



Admissions Requirements

4 Key Principles

Accuracy

Do you have enough to make a good decision in most cases?

Speed

Can you respond very quickly to most candidates?

Clarity

Can you communicate your admissions criteria easily?

Access

Have you eliminated unnecessary hurdles?

1) Students Aged 26 and Older, Winter 2020 Survey

Minimize and Clarify Admission Requirements



Explicit Flexibility in Limited MBA Admission Requirements at Tennessee Tech

Qualification Type	Points Earned
Work Experience	<ul style="list-style-type: none">• 1 year of professional work experience: 3• 3 years: 4• 5+ years: 5
Academic Experience	<ul style="list-style-type: none">• Graduate degree: 4• Terminal degree: 5
Undergraduate GPA	<ul style="list-style-type: none">• 2.50-2.99 GPA: 3• 3.00-4.00 GPA: automatic admission
GRE/GMAT Score	<ul style="list-style-type: none">• 400-499: 3• 500-599: 5• 600+ : 7
Applicants may also receive up to 2 points for strength of resume or statement of purpose.	
Total Number of Points Needed for Admission	10



Qualified Student A

- 5 years of professional work experience
- 2.65 undergrad GPA
- Strong resume



Qualified Student B

- 2.95 undergrad GPA
- 595 GMAT score
- Strong statement of purpose



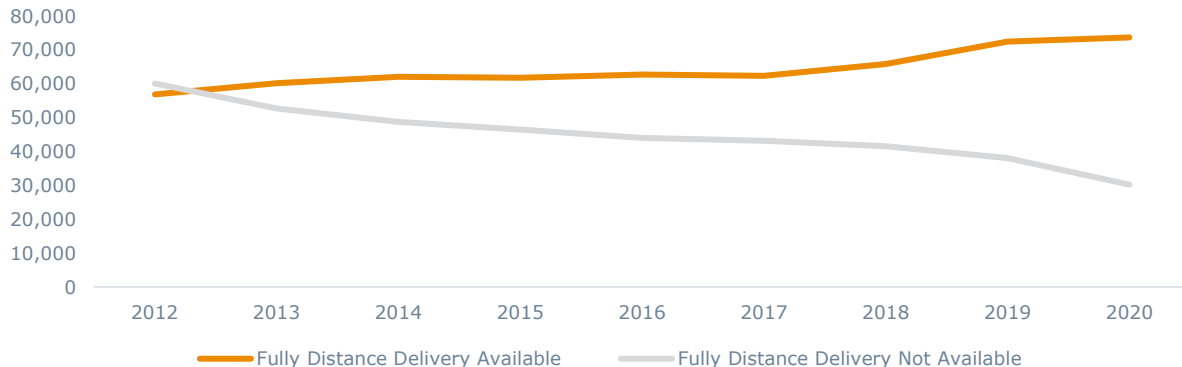
Provisionally Admitted Student C

- 2.80 undergrad GPA
- 490 GMAT score

Offer Online, Asynchronous Education



Conferrals of MBA and Similar Degrees Growing Online



69%

Online learning offers the flexibility I need to continue my education.

49%

Taking online classes at my own pace (e.g., on-demand classes) is my preferred method of learning.



“COVID 19 made me more willing to complete online school and pushed me to enroll in an online MBA.”

Winter 2020 Adult Learner Survey, Free Response on Impact of COVID-19

1) Nationwide Master’s Degree Conferrals in “Business Administration and Management, General”

2) Current or prospective business graduate students, Winter 2020 Survey

Not Waiting to Accomplish Their Goals

Fastest Advertised Under 12 Months, Intolerable Beyond Two Years

Top 3 Motivations to Pursue Education

- To advance my career (56%)
- To increase my earning potential (41%)
- To learn new information/skills (33%)

“

“Because of the time commitment and cost, [traditional two-year MBA] programs are only accessible and attractive to a very small subset of the working population.”

Designing Programs for the Millennial Workforce (EAB, 2015)

”

Advertised Time to Completion at Sample of Fastest-Growing MBA Programs



Program Length
Approx. 10 months



Southeastern Oklahoma
State University



Finish in as few
as 12 months

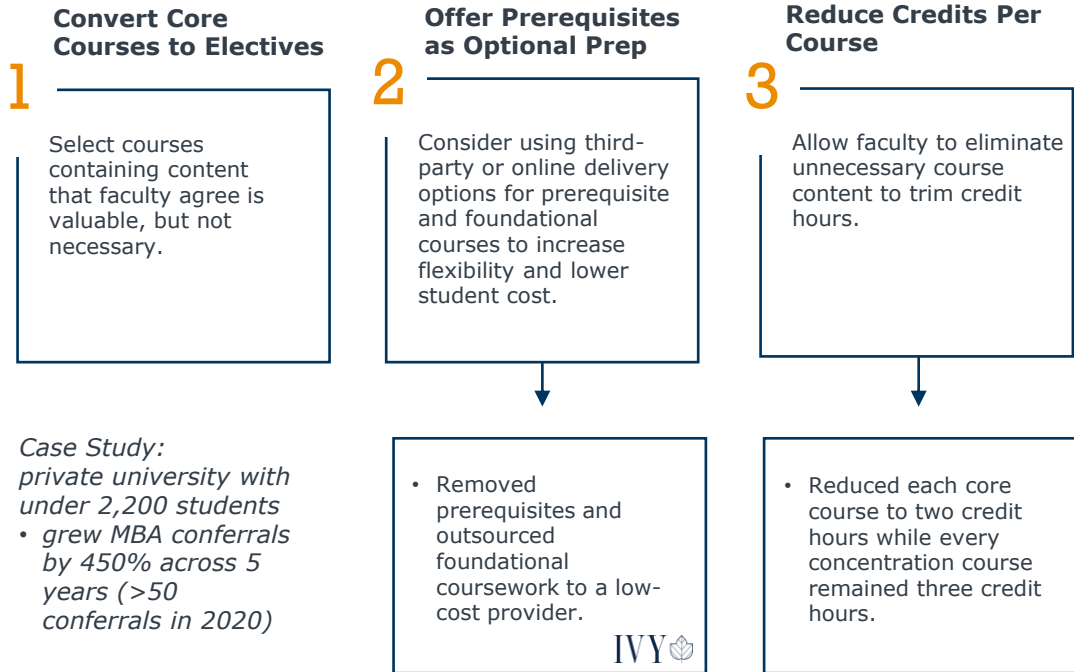


-in as few as 12 months.

Enable Completion Within 18 Months or Faster



Programs Reduce Credits to Shorten Time to Completion



Maximize Curriculum Personalization



Top 3 Motivations to Pursue Education

To Advance My
Career

What Career?

To Increase My
Earning Potential

In What Field?

To Learn New
Info/Skills

What Skills?

Sampling of MBA Graduate Occupations



Marketing Managers



Management Analysts



Financial Managers



Medical and Health Services
Managers



Computer and Information
Systems Managers

Top Skills Requested of MBA Graduates

1. Finance
3. Strategic Planning
5. Product Management
9. Data Analysis
19. Supply Chain

Increase Elective or Specialization Options



Creighton's 36-Credit MBA Curriculum Adapts to Student Background and Goals

Core | 4 courses | 12 credits

- Leadership and Organizational Behavior
- Business Policy and Managerial Action
- Survey of Business Intelligence and Analytics
- Business, Ethics, and Society

✘ *Undergrad. business education*

✘ *Relevant professional experience*

Functional Core
4 courses | 12 credits

- Financial Reporting for MBAs
- Managerial Finance
- Economic Analysis for Managers
- Marketing Management

✘ *Undergrad. business education*

✔ *Relevant professional experience*

Relevant professional experience can substitute for any functional core course; students then take additional concentration or elective coursework.

✔ *Undergrad. business education*

Remaining 12-24 credits for Electives and Optional Concentration

Concentration | 3 courses | 9 credits

Accounting · Business Intelligence and Analytics · Finance ·
Financial Psychology and Behavior Finance · Leadership · Personal Financial Planning ·

International Audience's Needs Differ Dramatically

Prioritize Alignment with Visa and Extended OPT Requirements

Dos

Require in-person, on-campus class attendance



Increase STEM content and classify within a STEM CIP code



Consider flexibility in English language proficiency evaluation (e.g., IELTS, Duolingo)



Don'ts



Worry about shortened time to completion



Underestimate the appeal of AACSB accreditation

Assessing Your MBAs on Today's Standards

▶ Admissions

Are you keeping qualified and ready students out of your program?

▶ Flexibility

Are you preventing working professionals from learning alongside living?

▶ Speed

Are you delaying students' achievement and career advancement?

▶ Content

Are you limiting your program's relevance to students' varied careers?

MBA Assessment: Your University
February 2022

This assessment reviews your MBA program against MBA design best practices as identified in our recently completed analysis of the MBA landscape. We assessed the MBA in detail below and using the indicated program website, reapproaching the assessment as if a prospective student with limited knowledge of your program.

The MBA program at your university has room for further improvement but largely aligns with program design recommendations. Prioritize shortening time to completion and allowing more specialization credits. Aim to preserve program strengths such as minimal admission requirements and program flexibility.

Your MBA Program's Competitive Outlook
Program name: College of Business Administration
Program webpage: [removed]

Standard	Performance	Next Steps
Admissions Programs should evaluate admission requirements to those essential to students' success, and identify acceptable substitutes.	B	While not overly restrictive, unless if there are admission requirements that substantially impact or impede students' ability to enroll, or otherwise qualify applicants, and address if these requirements can be adjusted.
Flexibility Programs should accommodate working professionals' personal and professional lives through online and asynchronous courses.	A	Your program offers significant flexibility for working professionals.
Speed Programs should enable completion within 18 months, or shorter if possible.	B	MBA program stakeholders should explore strategies to shorten their program time to completion.
Content Programs should maximize curricular opportunities for personalization and specialization.	B	Develop additional opportunities for personalization to further reduce required core credits and allowing more elective and specialization credits.

Scores above reflect how the program performs regarding domestic working professionals given this is the audience with the greatest enrollment potential for most MBAs. Very few programs can serve a near exclusively international student body and typically must also appeal to domestic working professionals to meet enrollment goals.

MBA leaders choosing to pursue international student audiences will need to design programs differently, however, to suit that audience. International students desire programs that meet visa requirements and maximize their "offshore practice" training period post-graduation. They must attend courses on campus in the United States and are less concerned with time to completion. These students of course similarly benefit from content aligned to employers' needs, and in particular value STEM-designated programs that will qualify graduates for additional time in United States on their student visa.

Today's Workshop







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Appendix: Fastest Growing MBA Profiles

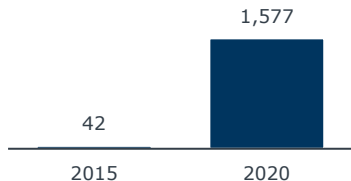
Programs that reported over 100 conferrals under the Business Administration and Management, General CIP Code (52.0201) in 2020 after experiencing significant growth since 2015

Note: all are AACSB accredited



+3,655% Growth

MBA Conferrals



10+ Months to Completion

30 total credits

A+

Inclusive Admissions

Qualified applicants have:

- Bachelor's degree + 3.0 GPA
- Bachelor's degree + 2.5 GPA + 3 years work experience
- Bachelor's degree + 2.5 GPA + 450 GMAT
 - GMAT score + (200 x overall undergrad GPA) \geq 1000
- Graduate degree



Flexible Education

- Online delivery
- Accelerated courses
- Multiple start dates per year



Customizable Content

9 elective credits, 21 core credits

- 4 optional foundational courses (e.g., Fundamentals of Accounting)
- 10 concentrations (e.g., data analytics, project management)
- Optional 2-week study abroad



\$12.5K Est. Total Cost

\$416 per credit

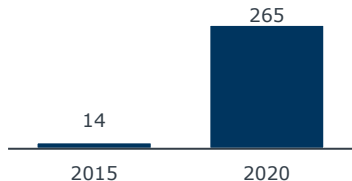


Southeastern Oklahoma State University, [MBA](#)



+1,793% Growth

MBA Conferrals



12+ Months to Completion

36 total credits

A+

Inclusive Admissions

Qualified applicants have:

- Bachelor's degree + 3.0 GPA
- Bachelor's degree + 2.5 GPA + 3 years work experience
- Bachelor's degree + 2.5 GPA + letter of application + 3 professional letters of rec.
- Bachelor's degree + 9 graduate hours with 3.0 GPA



Flexible Education

- Online delivery
- Accelerated 7-week courses
- 6 start dates per year



Customizable Content

12 elective credits, 24 core credits

- 4 1-week leveling courses if without undergrad. equivalent (e.g., Business Statistics)
- 15 concentrations (e.g., entrepreneurship, strategic communication)



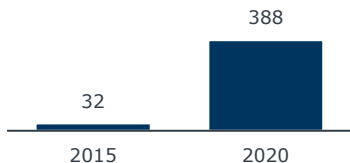
\$12.1K Est. Total Cost

\$337 per credit



+1,113% Growth

MBA Conferrals



12+ Months to Completion

33-39 total credits

- 1 year full-time with 2-year and 3-year part-time paths available

A+

Inclusive Admissions

Qualified applicants have:

- Official bachelor's degree transcript + Resume + Personal statement + GMAT + 2 letters of rec.
 - Can enter as "soft start MBA" without GMAT and letters of rec.
 - Waive GMAT if 3.5 GPA, advanced degree, alt. exam



Flexible Education

- Asynchronous, online; hybrid; or in-person delivery
- Accelerated 8-week courses
- 3 start dates per year



Customizable Content

14-19 elective credits, 21 core credits

- Leveling courses for non-business undergrads
- 9 concentrations (e.g., finance, investment management)
- Graduate colloquium



\$20.1K Est. Total Cost

- \$469.50 per core credit in-state/ \$828.50 out-of-state
- \$637.50 per concentration credit in-state/ \$996.50 out-of-state

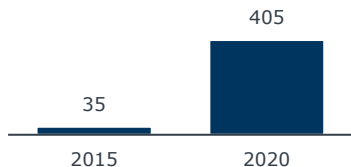


University of Southern Indiana, [MBA](#)



+1,057% Growth

MBA Conferrals



12+ Months to Completion

30 total credits

A+

Inclusive Admissions

Qualified applicants have:

- Bachelor's degree + 3.0 GPA
- Bachelor's degree + 2.5 GPA + 3 years work experience
- Bachelor's degree + 2.5 GPA + 500 GMAT (or 8 GMAC ESA or 300 GRE)
- Bachelor's degree + Beta Gamma Sigma member
- Graduate degree



Flexible Education

- Online delivery; or mix of in-class and online
- Accelerated 8-week courses (and 16-week courses available)
- 6 start dates per year



Customizable Content

9 elective credits, 21 core credits

- 6 concentrations (e.g., health care administration, human resources management)
- Advise to take Accounting 601 and Economics 601 before Finance 601 if no previous finance coursework



\$12.9K Est. Total Cost

- \$430 per online credit
- \$409.77 per in-person credit in-state/ \$802.71 out-of-state

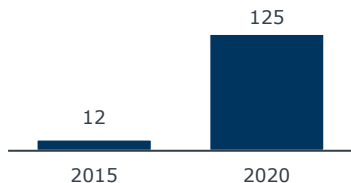


University of North Carolina-Pembroke, [MBA](#)



+942% Growth

MBA Conferrals



A+

Inclusive Admissions

Qualified applicants have:

- Bachelor's degree + 3.0 GPA
- Bachelor's degree + 2.5 GPA + GMAT
- Graduate degree



Customizable Content

12 elective credits, 24 core credits

- 4 foundational courses (e.g., Foundations of Finance) if not previously completed
- 6 concentrations (e.g., forensic accounting, supply chain management)



12+ Months to Completion

36 total credits



Flexible Education

- Online delivery
- Accelerated 7-week courses
- 4 start dates per year



\$9.6K Est. Total Cost

- \$268.10 per in-state credit / \$965.54 out-of-state