

# A New Hope: the Executive Assessment for PMBA

**Marjorie DeGraca, Executive Director, Admissions**  
UC Berkeley, Haas School of Business

**Dylan Stafford, Assistant Dean**  
UCLA, Anderson School of Management

**Manish Dharia, Director, Product Development**  
Graduate Management Admission Council

## Agenda

- The Executive Assessment - Manish
- The EA Experience at UC Berkeley EMBA - Marjorie
- The EA for Part-Time Programs – Key Considerations – Dylan
- Breakouts: Is the EA right for our program? Pros and Cons – All
- Plenary/Q&A - All



# The Executive Assessment

**Manish Dharia, Director, Product Development**  
Graduate Management Admission Council

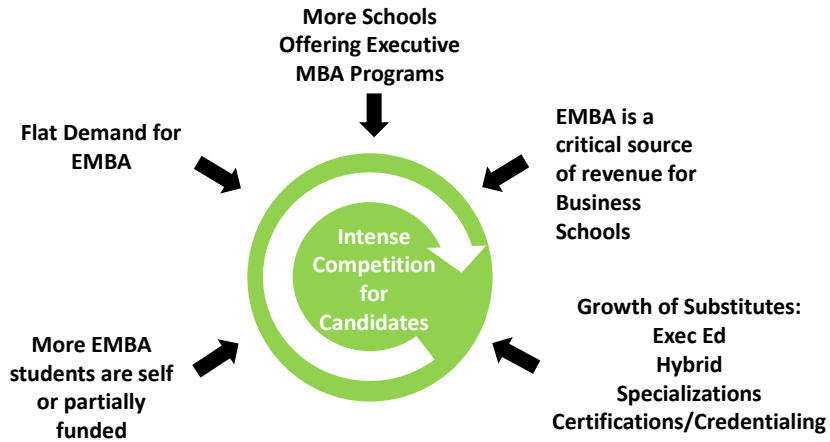
## Agenda

- Why GMAC Developed the Executive Assessment
- Design and Results
- School and Candidate Reception
- State of the PT MBA Market

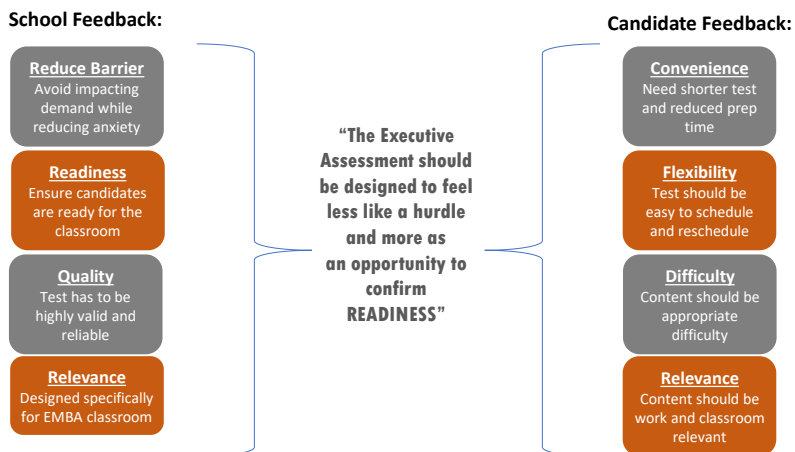




# EMBA Faces Highly Competitive Market Environment

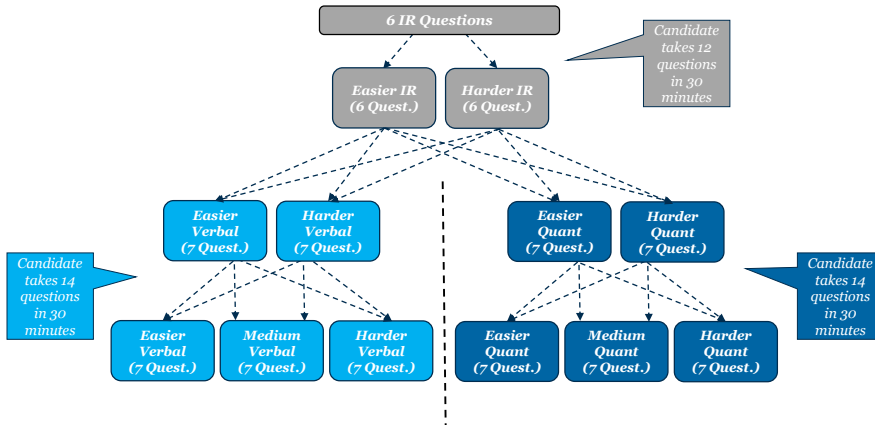


# GMAC Research Highlights School and Candidate Needs



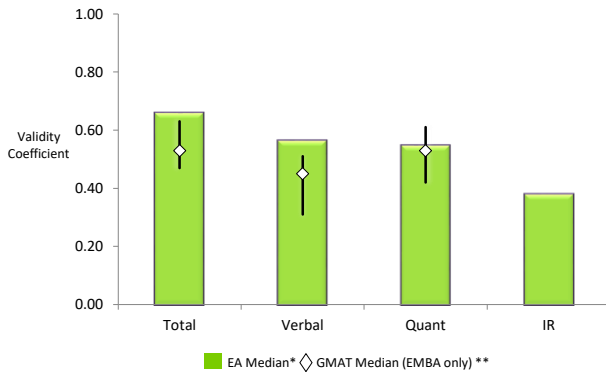


# Section Adaptive Design Addresses School and Candidate Needs



# EA Results are Highly Correlated to EMBA Classroom Performance

EA Comparison with GMAT Validity (EMBA only)



*"The quality of the class continues to get better year after year. They are intellectually curious, bright, and I continue to love teaching these talented students. I see no evidence of a different admissions standard."*

- Nelson Fraiman, Faculty, Columbia 2017

\*EA analysis is based on a composite dataset representing five EA using EMBA programs (n=257)  
 \*\*GMAT analysis is based on a composite dataset representing 25 studies (n=2,725)



# EA Today: 40 Schools Representing 58 EMBA, 6 PTMBA, 7 Ex MS, & 2 Online MBA Programs

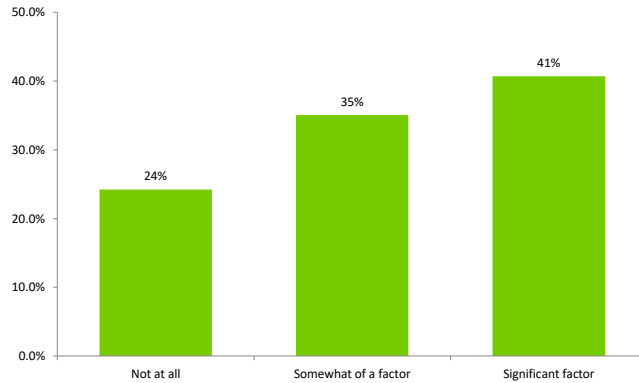
EA launched in March 2016 with 6 pilot schools. Wider expansion began in March 2017 following release of positive validity study results.

### Americas

### Europe

### Asia/Australia

## EA Option Factors Into Program Selection Decision for Over 75% of EA Testers



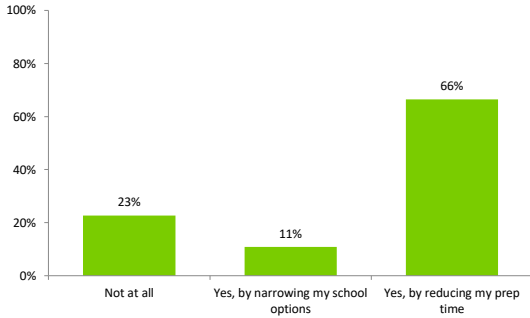
Q: The option to take the Executive Assessment was a factor in deciding where to apply

N=213 – Candidate survey went to 2018 EA Test Takers



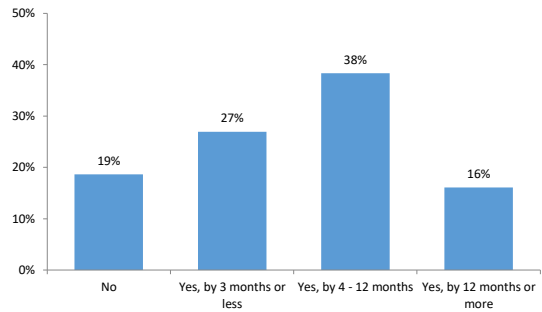
# EA Accelerates Candidates Through the Application Process...

**Reduced prep time key to accelerating application timeline**



Q: Did the Executive Assessment accelerate your application process?

**...and, over 80% would have delayed their application if the EA option didn't exist**



Q: I would have delayed my application if I had to take the GMAT/GRE instead of the Executive Assessment

N=213 – Candidate survey went to 2018 EA Test Takers



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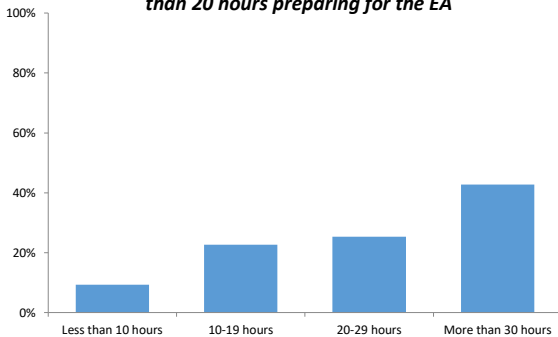
2018 MBA Conferences

# How Do Candidates Prepare for EA?



Nearly 90% of respondents used EA Official Prep Materials

**Over one-third of Candidates spent less than 20 hours preparing for the EA**



Q: How much time did you spend preparing for the Executive Assessment?

**EA Official Prep is delivered online and available via [gmac.com/ea](http://gmac.com/ea):**

- 300 practice questions** across all section types with answer explanations
- 50 additional IR questions** with answer explanations
- Two timed assessments** that simulate the real EA including the delivery of Total and Section Results

N=213 – Candidate survey went to 2018 EA Test Takers



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## Early Outcomes at EA Accepting Schools

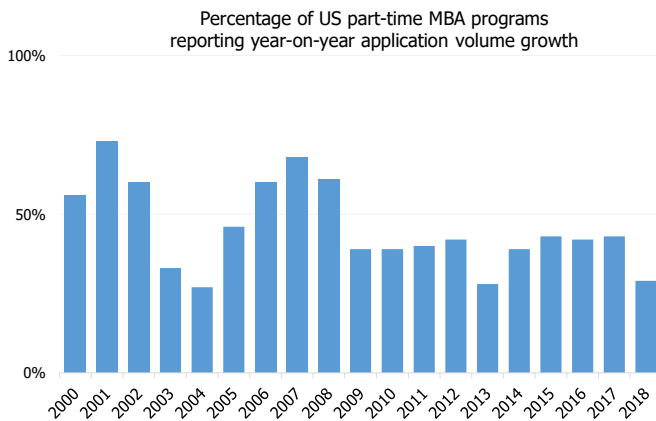
- Higher application volumes
- Higher conversion rate from test to application
- Higher class yield rates
- Fewer last minute declines or deferrals
- Easier candidate conversion from waiver expectation to EA



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## Overall, application data suggests demand for US part-time MBA programs is waning



It's been nearly a decade since the majority of US part-time MBA programs reported year-on-year application volume increases.

GMAC (2000-2018) Application Trends Survey.



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# Berkeley-Haas EMBA and Executive Assessment

Marjorie DeGraca, Executive Director, Admissions

UC Berkeley, Haas School of Business



## Agenda

- Review 5-year application volume trend
- Applications by test
- Demographics by test
  - Age, Gender, URM
- How did we market the EA?
- Path to launching EA and measuring results

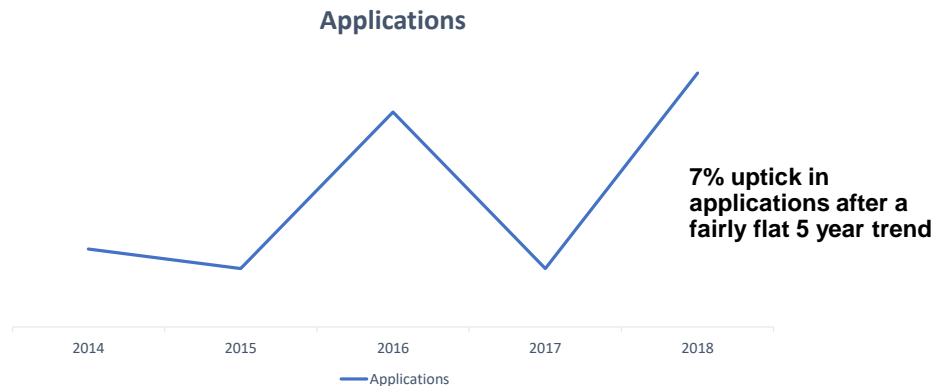




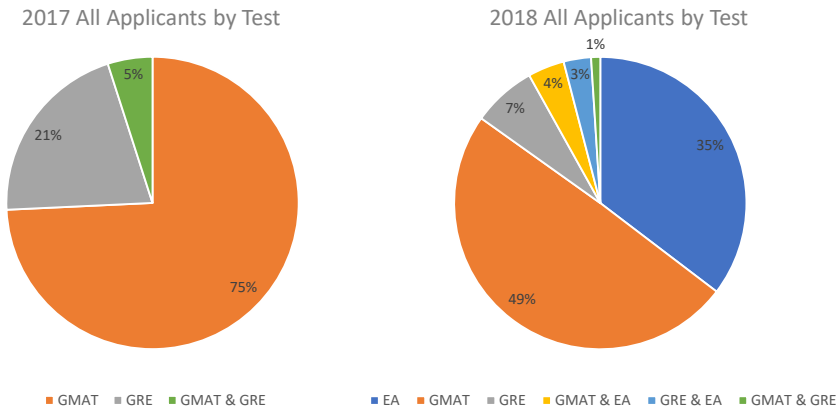
## GMAT Requirement: A High Barrier for EMBA

- Application numbers have been flat for past 5 years
- Historically, GMAT or GRE required for all applicants; began accepting the EA in Fall, 2017
- EMBA population reluctant to invest prep time for lengthy exams
- Still need to assess quantitative and verbal capabilities to maintain cohort quality

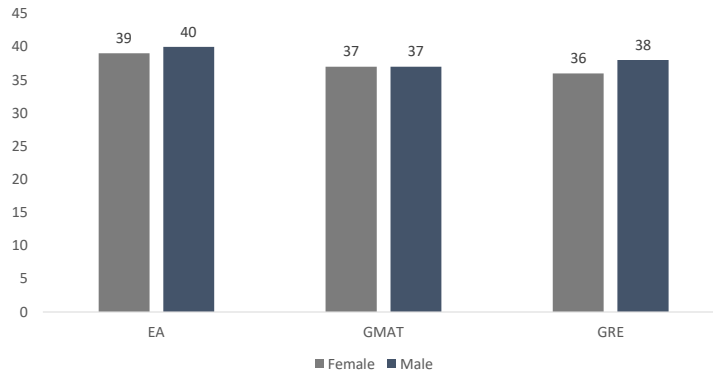
## EMBA Applications Increase with EA



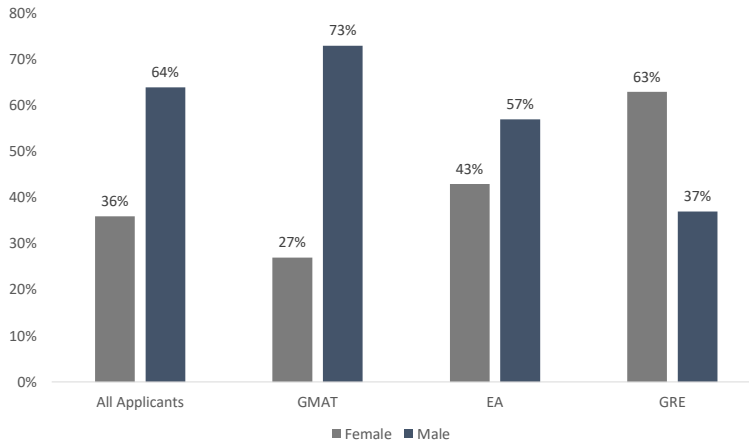
# Nearly 40% of Applicants Take the EA in Year 1



# EA Draws Older Applicants

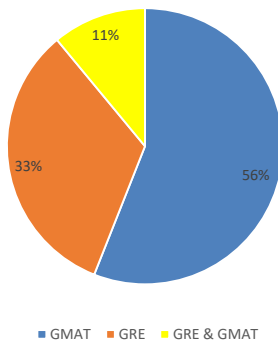


# Women More Likely to Take the EA and GRE

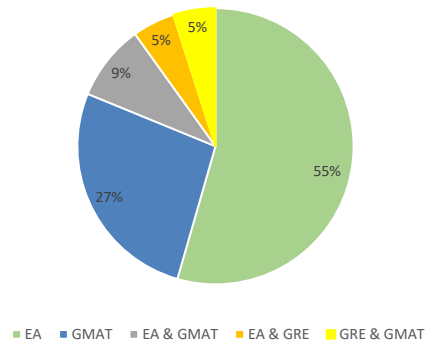


# URM Applicants Favor the EA

2017 All URM Applicants by Test



2018 All URM Applicants by Test



# Promoting the Executive Assessment

## Website/Blog Post

We were fully committed to the EA and gave all applicants the full endorsement. Our website clearly stated we accept the EA, GMAT or GRE with no preference for any particular test.

## Workshops

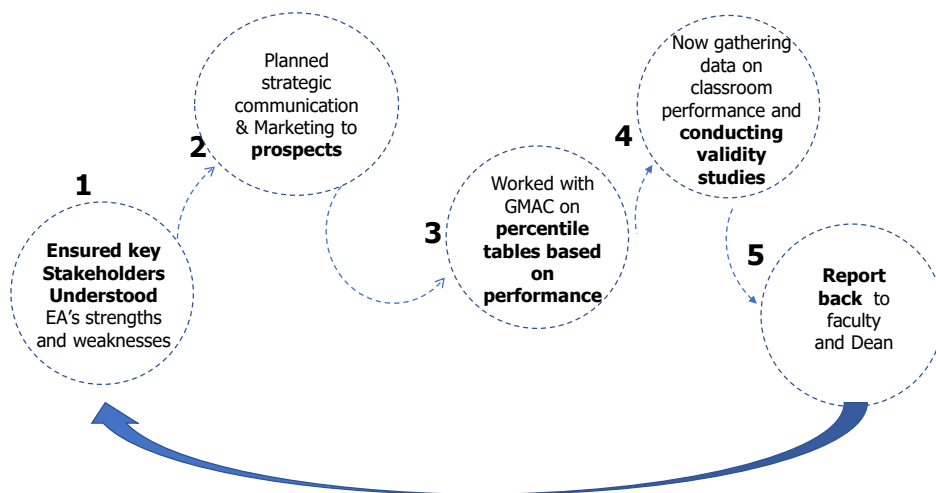
We held a workshop co-hosted with GMAC on campus as a way to introduce the exam to applicants.

## Webinars

We hosted webinars on “How to Choose” the right exam.



# Our Path to Launching EA and Measuring Results



# UCLA Fully Employed MBA and Executive Assessment

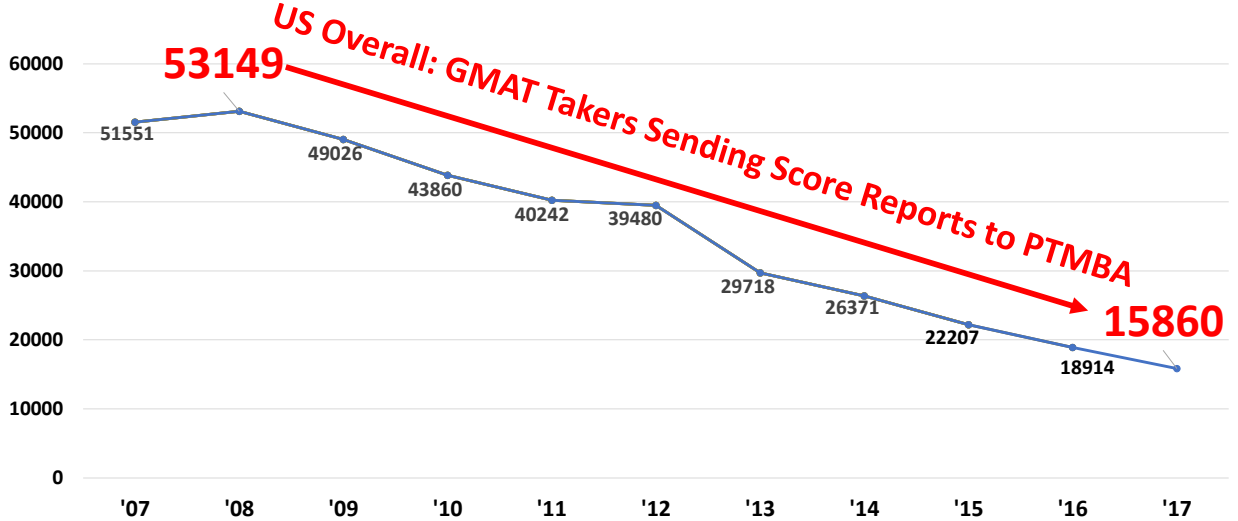
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The Next Slides represent some Problems  
facing Part-Time MBA Programs:

Shrinking Market  
Part-Time Competition  
Full-Time and Executive MBA Competition

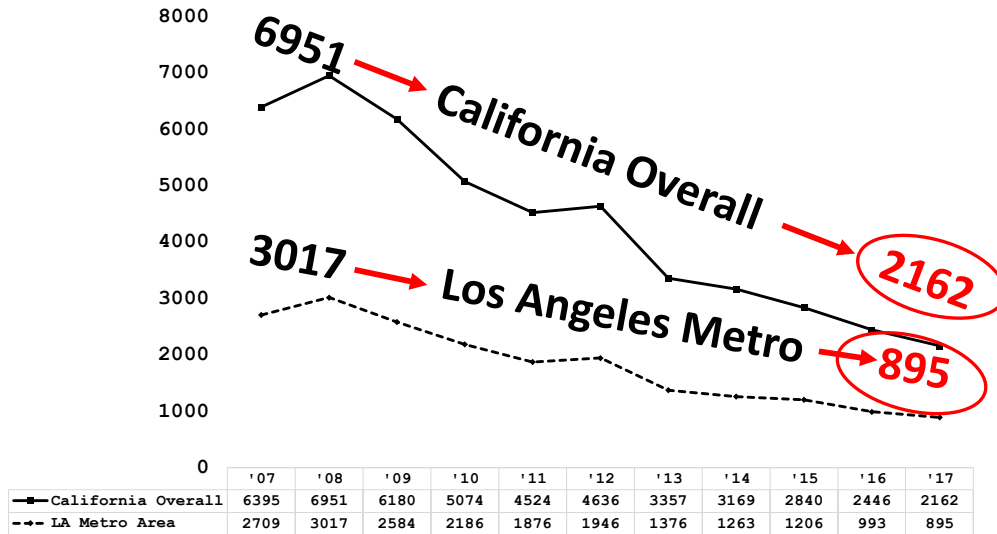
Could Executive Assessment help?

A brutal nine years: U.S. PTMBA market 70% smaller



Source: GMAC GMAT Takers Sending Score Reports to PTMBA programs

A brutal nine years: CA PTMBA market 69 & 70% smaller

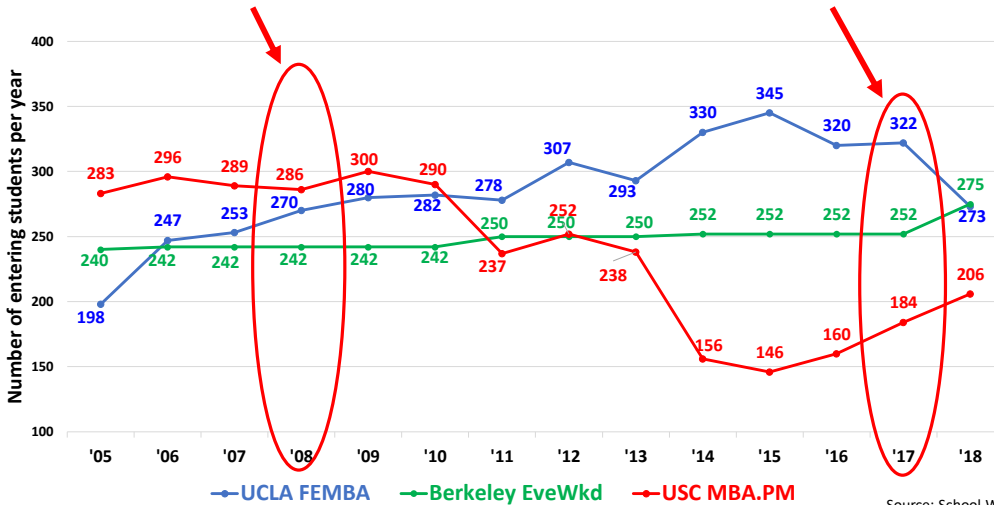


Source: GMAC GMAT Takers Sending Score Reports to PTMBA programs

**Pulling Rabbits from a 70% smaller Hat:**

Part-Time **USC, Berkeley & UCLA: # entering / year**

2008, **798** from **6951** CA GMATs vs. 2017, **758** from **2162** CA GMATs



Source: School Websites, Phone Calls, Emails

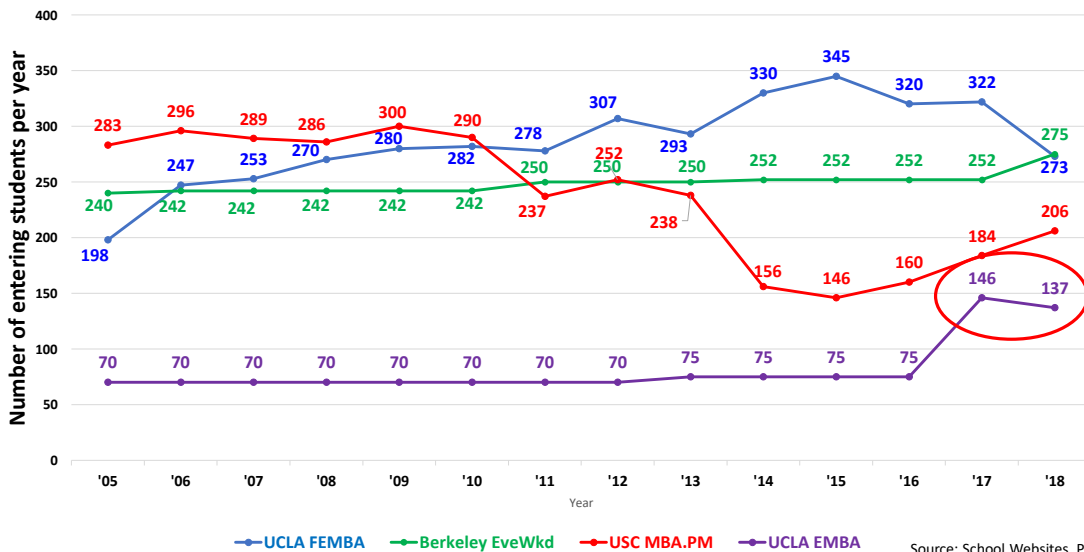


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**As if USC and Berkeley are not enough competition...**

Now our own **UCLA Executive MBA has doubled in size...**



Source: School Websites, Phone Calls, Emails



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## The Points So Far:

Brutal Part-Time Market Overall, 9 years in a row

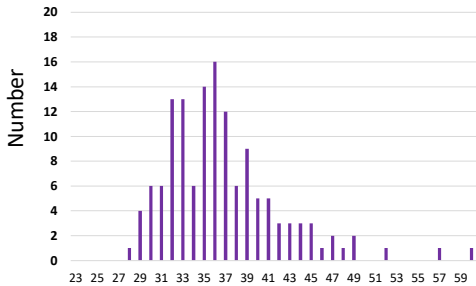
And now, our EMBA Program Doubled

But is there **overlap**, you ask,  
between Part-Time and Executive students?

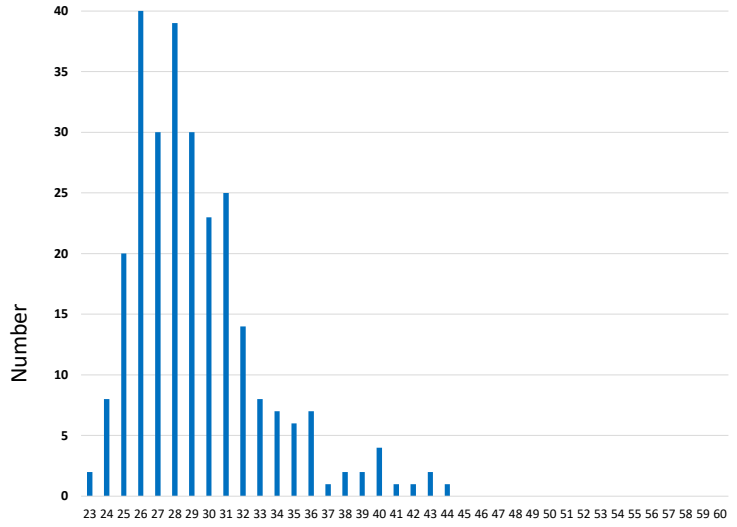


Mostly, Part-Time applicants consider Part-Time vs Full Time.

But, there is also **overlap** with the Executive MBA program.

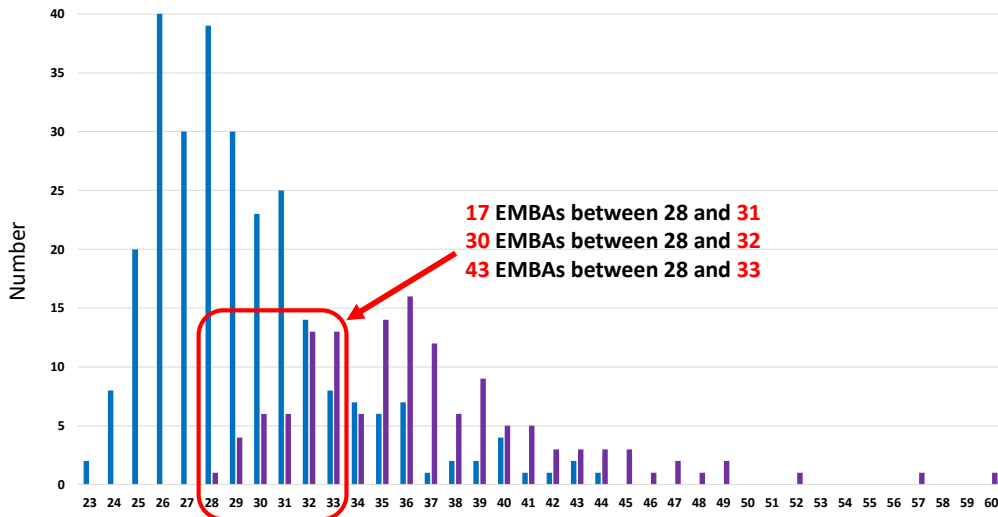


UCLA Executive MBA: Age upon Entering



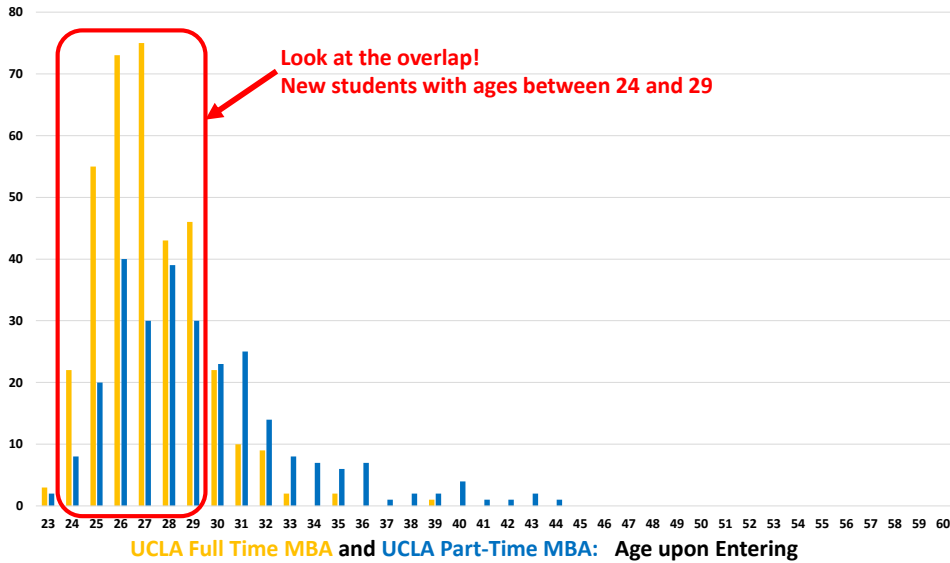
UCLA Part-Time MBA: Age upon Entering

How much **overlap** is there between Part-Time and **Executive MBA** students?

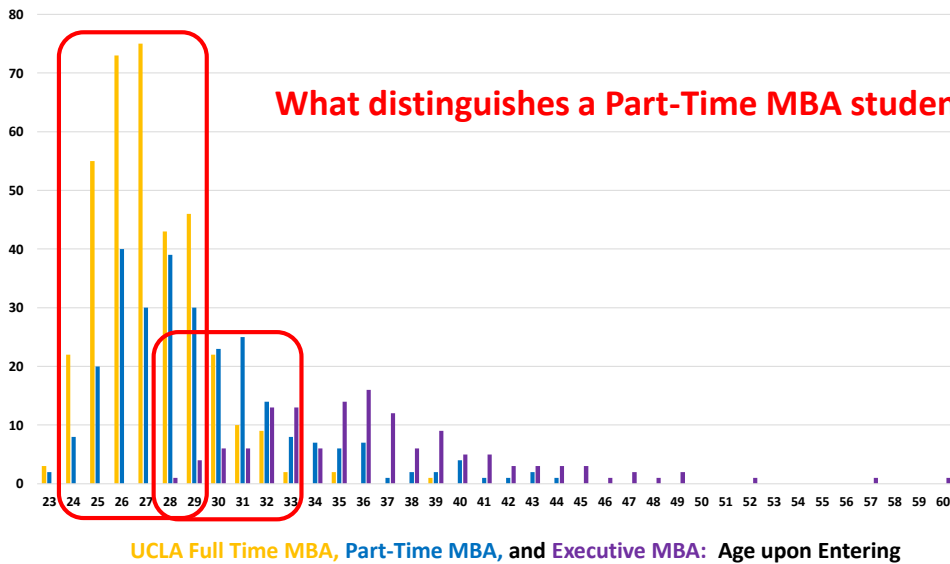


UCLA Executive MBA and UCLA Part-Time MBA: Age upon Entering

How much **overlap** is there between Part-Time and **Full Time MBA** students?



**Overlap** between FT and PT, and between EX and PT, becomes a **problem...**



# Can the Executive Assessment be part of a Solution?

## Key Considerations, Part-Time use of EA

Keep playing field “level” between Executive and Part-Time MBA applicants

Admissions criteria **not a factor** in selecting between EX and PT

Rather, **focus candidates** on program differences:

Choose PT or EX on duration, cost, class profile (not admissions criteria)

How to communicate to applicants: “Which test should I take?”

GMAT vs. Executive Assessment

(History: GMAT and GRE)

Perception & Communication to Market

“Why would a Part-Time program also accept the Executive Assessment?”

Execution

Accept Scores, Compare Scores

## EA Timeline

*for* Fall 2017

EMBA pilots EA

*for* Fall 2018

EMBA EA Yr 2

*for* Fall 2019

EMBA EA Yr 3

PT considered  
EA, Decided  
“no”

PT will Pilot EA  
Going Live in  
Round One

For the Rest of our Session:

Break into Small Group Discussions

Reconvene for a Plenary Discussion

In Groups:

Are you using/considering using EA?

Pros?

Cons?

Considerations?

Discuss and come back ready to share in plenary.

Thank You.

**Marjorie DeGraca**  
Executive Director, Admissions  
UC Berkeley  
Haas School of Business

**Dylan Stafford**  
Assistant Dean  
UCLA  
Anderson School of Management

**For further information regarding the EA, or to setup a  
more detailed overview meeting, contact:**

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