

Over the Next Horizon: Future ROI of PMBA Programs



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Introductions

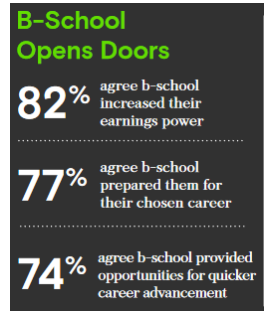
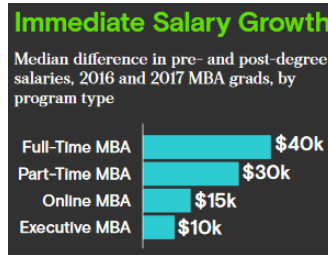
- **Kathleen Edwards**
 Director, MBA Admissions
 Goizueta Business School, Emory University
- **Kara Fichthorn**
 Director, Evening MBA Student Affairs
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- **Jillian Melton**
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Common 10-year Part-time MBA ROI Definition

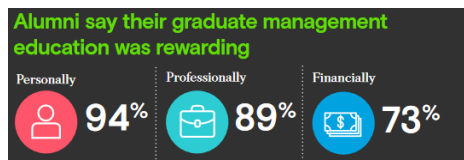
Total cost of Attendance (Tuition, Fees, Supplies minus scholarship and employee benefits)	\$80,000
Estimate of post-MBA salary	\$100,000
Pre-MBA salary	\$70,000
Post-MBA Salary increase (x 10 years)	\$300,000
ROI (profit/investment)	37.5% (1 year) or 287% (10 year)
10-year ROI (Salary Increase – Total Cost)	\$220,000
Payback period	2.7 years



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Non-Financial Reasons to Pursue an MBA

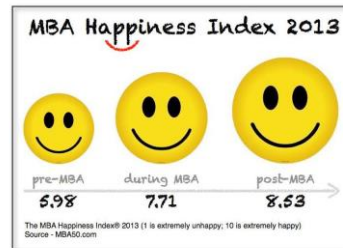
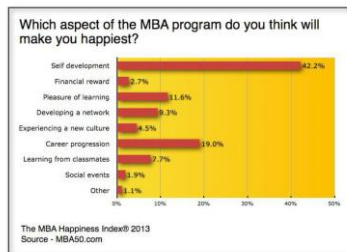
- Skills development:
 - Teamwork
 - Problem solving
 - Critical thinking
 - Leadership and Executive Communication
- Network, Friends, Peer Group
- Personal satisfaction of challenging oneself
- Fear of “being left behind” by peers or passed over for promotions without degree



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Work Longer Hours and Become Happier: Other Measures of Return

- MBA Happiness Index: MBA50 surveyed over 1000 current MBA students:
 - How happy were you 12 months before your MBA?
 - How happy are you now, during your MBA?
 - How happy do you expect to be post-MBA?
- On average, post-MBA grads worked 15% more hours, but were 58% happier in career*



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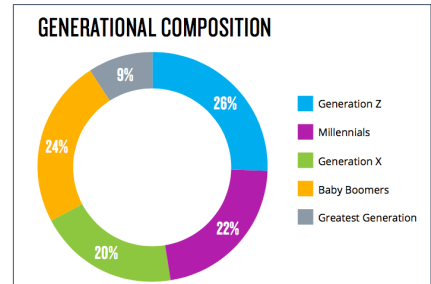


Gen Z vs Millennial

How will current and future generations respond to ROI messages?

“The Frugal, Brand-Wary, Determined Anti-Millennials”

- Currently aged 6-22, born between 1996 and 2011
- 60 million people in US (1 million more than Millennials)
- Shaped by the 2008 recession
- GMAC already has 120K+ in their database



*Nielsen 2017 Total Audience Report

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Generational Differences



Millennials

- Now focused
- Want to be discovered
- Collaborative and sharing

Gen Z

- Future focused
- Want to work for success
- Independent and conservative

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Gen Z Attitudes

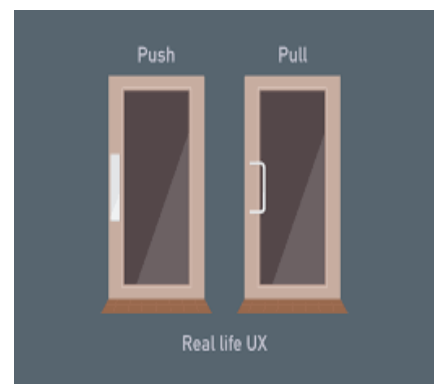
- Financially more conservative than Millennials:
 - Top 3 priorities are: getting a job, finishing college, safeguarding money for the future
 - 89% remain optimistic about future
 - 66% say #1 concern is drowning in college debt.
 - 75% say there are ways of getting a good education besides going to college.
- Skeptical of Big Brands
 - Skeptical of big brands: used to transparency and information to find out what is true.
 - Respond with facts, tell the ROI story with concrete data
- Career-focused
 - 77% think they will have to work harder than the prior generation to have satisfying professional lives
 - Preference for working for large company is increasing
- Active Learners
 - Expect on-demand services and information
 - Looking for experiential learning opportunities. Believe that technology should be integrated into everything they do, including education



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How to Communicate: Foster Graduate Usability Study

- Conducted by Alante Fields, UX Analyst, Marketing & Communications
- Why? Provide a top-level, big-picture look at the behavior & perceptions of prospective MBA and Master's students interested in the Foster graduate portfolio
- Methods: Survey, Semi-structured Interviews, Affinity Diagram & Sentiment Analysis
- 152 participants in 4 categories: Submitted app (11.2%), Working-on app (23.7%), Planning to apply (25%), and Still deciding (40.1%)
- Participants were mostly interested in the Full-time and Evening MBA programs



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How to Communicate: Foster Graduate Usability Study Findings

- Prospective students take a holistic vs. programmatic view when researching information about Foster
- Emails are the second most preferred method after the website
 - The difference between good emails and great emails is value-add content and frequency
- Student Experience features ranked as the top blog content
- Not interested in text messages: makes institution look “cheap”
 - Make it opt-in vs opt-out
- Participants reported not understanding Foster’s social media content is created by current students
 - Increases trust in the content when it is clear it is student driven vs. administration



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Break-Out Session #2

Groups: Are you here for Tex-Mex or BBQ?



Question: How will generational trends shift the ROI conversation?

- Will you change your ROI and value proposition message for Gen Z?
- Will Gen Z trends impact the classroom, career management, your school’s brand?
- How does your school become more transparent?
- Which do you think is more important for Gen Z: Financial ROI or Non-financial Value Prop messages?

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Future of ROI

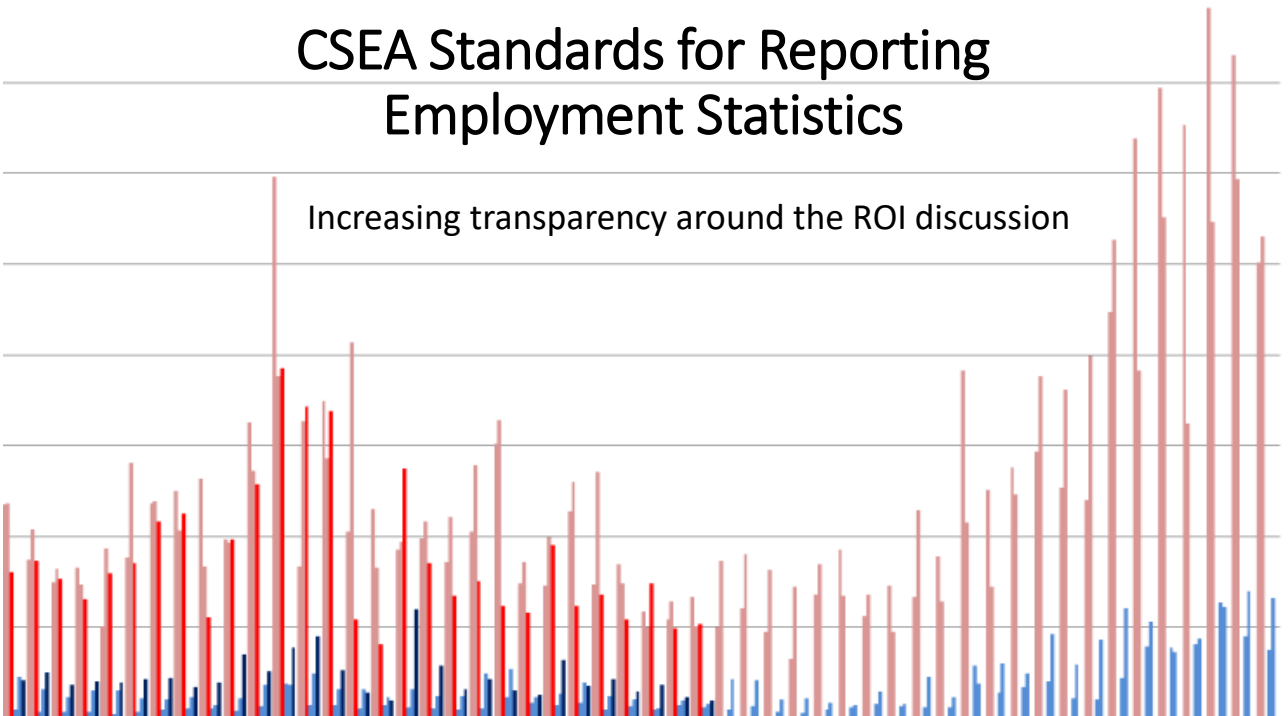
- BOTH financial ROI and broader messages around value proposition will be important in the future
- Gen Z might want even more on the financial ROI than Millennials
- How do part-time MBA programs evolve and prepare for this?



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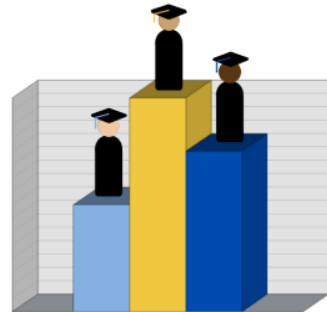
CSEA Standards for Reporting Employment Statistics

Increasing transparency around the ROI discussion



CSEA Standards for Reporting Employment Statistics

- Created from a need to:
 - Reduce media generated rankings
 - Better represent performance of part-time MBAs in the job market
 - Reduce inflated salary statistics
 - Produce a reliable method for comparing schools
- MBA CSEA focused on a point-in-time career profile



“The part-time MBA population is typically already employed, and their ‘outcome’ can occur at any time (or many times) during their program” (page 3)

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Data Collection and Timing

- Each school has 4 months post-graduation to collect data to create a point-in-time career profile
 - The date the degree is awarded, not the graduation ceremony
 - If you have multiple graduation dates, data should be collected from each and one profile reported
- Each school will have a start and end date for acceptable data collection
 - No earlier than 12 months prior to graduation
 - The end date for reporting data is one month after the 4 month window
 - The reporting year is defined as July 1 – June 30
 - Schools should publish the Part-time Employment Profile no later than December 31
- If a student's status changes during the data collection window, it is the status at four months after graduation that is to be reported



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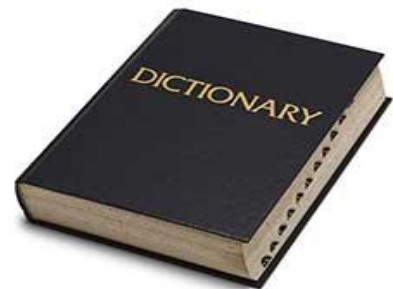
For the Evening MBA Class of 2019...

- Foster's Graduation Ceremony is on June 15
- Degrees are awarded the following Wednesday, so on June 19
- That means our data must be collected by October 19
- Our report should be published by November 19, and no later than December 31, 2019



Definition of Part-time MBA Programs

- Working professionals, taking one to three courses at a time and takes longer than two years to graduate.
- Employment statistics should capture Part-time MBAs in different modes of instruction, defined by MBA CSEA as:
 - In-Person (meets primarily in-person)
 - Online (meets primarily online)
 - Hybrid (meets at least 40% and no more than 60% in-person)
- The standards do not include Executive MBA



Data to be Reported: Part-time Graduates by Program Delivery

	In-Person	Online	Hybrid	Total
Employed				
Started/Starting Own Business				
Unemployed				
No Recent Information				
Left the Workforce				
Total				

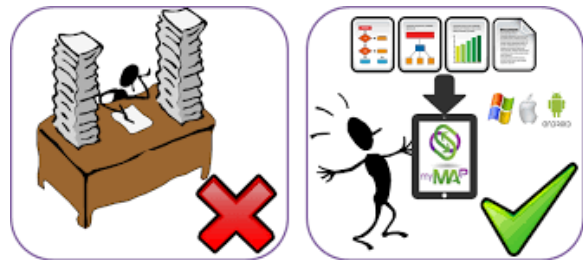
- MBA CSEAs target for “the percent of total graduates for whom your school has information is 70%”
- The data collected in this table is important for the schools own knowledge, but does not have to be used in the formal employment profile

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Optional Data to be Reported: Employment and Compensation Data

Salary data **is not required** for the following categories:

- Function
- Industry
- Geographic Regions
- Level of Professional Experience



With the right survey design all of these categories could be captured

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Data to be Reported: Base Salary and Bonus (Optional)

“While the goal is to obtain information from 100 percent of employed graduates, the MBA CSEA minimum target is 75 percent of students who are employed” (Page 28)

BASE SALARY						
	NUMBER Reporting base salary	PERCENT Reporting Base Salary	MEAN	MEDIAN	LOW	HIGH
TOTAL REPORTING						

STARTING/SIGNING BONUS (OPTIONAL)						
	NUMBER Reporting Starting/ Signing Bonus	PERCENT Reporting Usable Starting/ Signing Bonus	MEAN	MEDIAN	LOW	HIGH
TOTAL REPORTING STARTING/ SIGNING BONUS						

Data to be Reported: Primary Source of Current/Accepted Position

	In-Person	Online	Hybrid	Total
School Related/Alumni Network				
Current/Former Employer				
Executive Search Firm/Headhunter				
School Posting/Recruiting Activity				
Graduate's Own Network				
External Job Posting				
Other				
Total				

Optional Data to be Reported: Employment Changes

Reporting job change by function is optional

OPTIONAL	START OF MBA		FOUR MONTH POST MBA	
	NUMBER	PERCENT	NUMBER	PERCENT
Function 1				
Function 2				
Function 3				
Function 4				
Function 5				
Function 6				
Function 7				
Function 8				

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Optional Data to be Reported: Employment Changes

Reporting job change by industry is optional

OPTIONAL	START OF MBA		FOUR MONTH POST MBA	
	NUMBER	PERCENT	NUMBER	PERCENT
Industry 1				
Industry 2				
Industry 3				
Industry 4				
Industry 5				
Industry 6				
Industry 7				
Industry 8				

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Optional Data to be Collected: Gender, Race, and National Origin

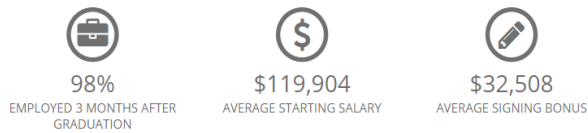
It is highly recommended that this data is collected, but not published



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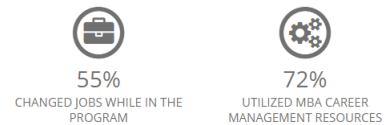
Foster Full-time MBA Employment Profile

Employment Quick Stats (MBA 2017)



Foster Evening MBA Employment Profile

Quick Stats (MBA 2017)



Graduate Salary Breakout (MBA 2017)

Function	Percentage	Average
Consulting	27%	\$128,144
Finance / Accounting	20%	\$112,971
General Management	6%	\$118,200
Marketing / Sales	33%	\$116,696
Operations / Logistics	12%	\$122,550

The Future of Reporting Employment Statistics

- Optional salary data should be reported to better paint the part-time MBA landscape
- Data should be collected regarding gender, race, and national origin to inform internal decision making



Break-Out Session #3

Groups: On-campus and Online programs

Question: How will the new CSEA reporting affect your program?

- How do you collect data currently? What works well?
- Do you have concerns about collecting CSEA data?
- How can you use this information?
- What decisions could it influence?



Summary

- Generations are changing, and with it institutions should be focused on both the financial and experiential measures of ROI
- Understanding and talking about your institutions ROI is one aspect, but communicating it online via email, websites, and social media is another
- The MBA CSEA Standards are here and will help the part-time MBA world, so prepare your surveys and publish your data!

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Q&A

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