The Executive MBA Council (EMBAC) recently announced the results of the 2017 EMBAC Membership Program Survey, which revealed more students are applying for Executive MBA (EMBA) programs to augment their skills as the workforce continues to globalize and new technologies emerge. Students tend to seek out EMBA programs for career development and the hope of gaining new perspectives to look at business issues through a strategic lens while solving problems in an efficient and forward-thinking way. Demand for established EMBA programs remains strong, and in fact the average class size in 2017 was up, with the increase being driven by larger programs which tend to be outside of North America. "An Executive MBA is an investment in one's future," said Michael Desiderio, executive director of EMBAC. "With an increase in demand for future leaders, these programs are a catalyst for students to explore new professions, new industries and even new countries. Global opportunities are available, and those who've completed an Executive MBA program are positioning themselves as invaluable players in the market. As a result, the need for these programs is only increasing." As globalization evolves, diversity within EMBA programs continues to increase as well. The 2017 results show the percentage of enrolled female students reached its highest point ever at 30.1 percent. This six year upward trend shows the desire for women to continue pushing the glass ceiling higher. In 2017, the average age of enrolled EMBA students stayed at 38 years old with 14 years of work experience and approximately nine years of management experience. After slight increases over recent years, the average age, students’ full-time work experience and managerial experience show early signs of stabilizing. Additional insights from the 2017 EMBAC Membership Program Survey include:

• Electronic delivery of course materials remains the most commonly implemented technology change for the fourth year in a row. Other fast-growing methods include video delivery of coursework/lectures and business simulation usage.
• The percentage of programs offering scholarships and the average number of scholarships per program have risen since 2013.
• The trend toward more self-funded students and fewer fully-funded students continues. In 2017, more than 45 percent of students were self-funding and nearly 35 percent of students received partial sponsorship.

"At about age 29 or 30, people start transitioning to managers, without all the necessary tools, so even with students self-funding, it makes sense that EMBA demand remains strong," said Desiderio. The EMBAC Council currently includes more than 200 colleges and universities that administer 300 plus programs in more than 30 countries worldwide. Each year the EMBAC conducts a Membership Program Survey using the current methodology annually since 2003. In 2017, the survey was conducted by Percept Research, held from April 5 to July 9, and was completed by approximately 90 percent of the member programs.
Beyond Success: A Program That Prepares MBA Candidates for Immediate Impact

The Executive MBA from California Lutheran University’s School of Management is designed for mid-career professionals who have already experienced some success and want to identify and achieve bigger goals in their careers. The program presents issues faced in today’s business environment, making the studies immediately relevant and impactful to each student’s current role.

“The idea is to focus experienced professionals toward bringing their peak potential to their career path,” explained School of Management Dean, Gerhard Apfelthaler. “Beyond the functional skills you might expect from any business school program, our students also learn how to lead through change.”

Students develop an excellent portfolio of business knowledge and competencies, enhance analytical abilities and gain strategic leadership expertise to influence the direction of organizations.

FORMAT
Designed with busy lifestyles in mind, the Executive MBA begins each Fall and Spring and is delivered over 18 months to a cohort of professionals from diverse backgrounds who have a minimum of 5-7 years of relevant managerial/professional business experience. The program features 15 courses, three units each, delivered in a hybrid model: seven courses online and eight on-campus in a compressed weekend format.

CURRICULUM
California Lutheran University’s School of Management’s interdisciplinary, experience-driven curriculum is organized around five key areas:

- Leading Operations
- Managing Process
- Leading Strategy
- Leading People
- Professional Advancement

Each includes relevant course topics, including Innovation and Organizational Entrepreneurship, Global Economics for Executives, Strategic Decision Making for High Performance, Organizational Design, and Leadership and Change Management.

KEY BENEFITS
The Executive MBA program prepares students for top leadership positions in public or private organizations and new ventures by providing opportunities to:

- Focus on what matters most.
- Develop an excellent portfolio of business knowledge and competencies.
- Focus on personal development, especially communication, teamwork, and interpersonal skills.
- Develop and apply analytical abilities to business issues.
- Gain strategic leadership expertise to influence the direction of organizations.

Put what you learn into practice, as you learn it:

- Work on issues faced in your professional environment as part of your coursework, making your studies immediately relevant and impactful.
- Prepare for a lifetime of learning and continuous personal development.
- Develop a network of professional peers.
- Receive personal attention, every step of the way.

With a Cal Lutheran Executive MBA, you can:

- Speed your career progression
- Boost your earning potential
- Transfer your skills or switch careers
- Unleash your inner entrepreneur

“The Cal Lutheran Executive MBA program has allowed me to step away from the day to day operations and rethink some of our strategies at Blue Microphones,” said John Maier, CEO of Blue Microphones. “The program’s faculty and curriculum focus on real world scenarios and techniques. It’s a refreshing approach that doesn’t spend too much time on textbook or scientific theories.”

Learn more about California Lutheran University’s School of Management MBA program by visiting CalLutheran.edu/emba
Architecting the Sustainable MBA

By Satinder Dhiman, Ph.D., EdD.

As we make our way through the tumultuous second decade of 21st century, a new vision is emerging to effectively address inequality, protect the planet and ensure well-being for all as part of our shared destiny. Achieving these ends will require the concerted efforts of the business sector, governments, informed citizens, society at large, and, of course, educational institutions.

Working collaboratively through the MBA program as a vehicle, academia and the business sector can do their part by elevating sustainability as a pedagogical imperative. The curriculum must say: “We only have one planet on which to live. Let’s cultivate it together.” This is mindful business, business with a conscience, business with an ethical core. The shorthand: “Sustainability matters.”

At Woodbury University, our belief is that a focus on sustainability within an MBA framework can help harness what is good for students, good for society and good for the planet. That’s why this mindset should rightfully transcend any specific campus or institution. The mission for business schools might well be something along the lines of “Cultivating Transformational Leaders for Sustainable Business.” Taking sustainability seriously means not tracking just the carbon footprint of business, but its total footprint. It means viewing business holistically through a triple lens: economy, equality and ecology.

It is incumbent on tomorrow’s business leaders to examine these macro issues objectively and to seek out diverse perspectives for reflection. This new credo for business education asks for an additional commitment: examine existing belief systems in light of the evidence presented, rather than scrutinizing the evidence based on pre-existing notions. This expectation is at the heart of every scientific endeavor; students must be mindful of confirmation bias and premature cognitive commitment. It’s a sure way to discover the difference between being on the side of the evidence and insisting that the evidence be on your side. That realization, indeed, is a precursor to shaking up the status quo in schools of business… and well beyond.

Aristotle is reported to have said the following of his teacher, Plato: “Plato is dear; still dearer is the truth.” This is the most important key to understanding all profound questions of life and leadership. And the spirit of that ancient edict informs Woodbury’s notion of the Sustainable MBA.

Satinder Dhiman, Ph.D., EdD., serves as a Professor of Management and as the Associate Dean, Chair, and Director of the MBA Program at Woodbury University’s School of Business in Burbank.

Learn more about Woodbury University’s MBA Experience event on March 10. Visit woodbury.edu/MBAExperience for more information.
The **Executive MBA** from California Lutheran University’s School of Management is designed for mid-career professionals who have already experienced significant success in their careers and want to identify and achieve bigger goals.

The program is delivered by top professors in a hybrid format of in-person compressed weekend and online courses with a schedule that respects your professional and personal commitments. The interdisciplinary curriculum presents issues faced in today’s business environment, making the studies immediately relevant and impactful to your current role. Alongside a cohort of motivated and like-minded professionals, you’ll focus on developing skills in:

- Leading Operations
- Managing Process
- Leading Strategy
- Leading People
- Professional Advancement

**Reach your peak potential.**

Learn more at [CalLutheran.edu/EMBA](http://CalLutheran.edu/EMBA)
AACSB Anticipates a New Era in Business Education

Last year, AACSB International (AACSB), the world’s largest global business education network, launched a new face for the future of business education through the rollout of a new brand identity. The effort culminates a more than two-year transformational journey that was driven by the organization’s new mission and vision as well as market input from key stakeholders—students, the business community, employees, and a global membership network—and accelerated by major organizational milestones, including the appointment of a new CEO, the celebration of AACSB’s centennial, and the announcement of an industry-wide vision for business education.

“The world is changing at a tremendous rate, and it is our job as educators to lead and shape that change,” said Thomas R. Robinson, president and CEO of AACSB. “The industry identified this imperative through the launch of the Collective Vision, and since then, momentum has been building. AACSB knew more was needed to unify the industry and demonstrate the value, relevancy, and impact of business education—and to have a voice globally and locally in the regions we serve.”

Over its 100-year history, AACSB has consistently evolved to champion high-quality business education. Through a new strategy and identity, AACSB is expanding on its legacy in accreditation to assume the role of an industry-wide global “connector,” uniting the best minds in business education—and business—to prepare the next generation of business leaders. “AACSB’s centennial was a moment of pride and reflection,” said Santiago Iñiguez, chair of the AACSB Board of Directors and president of IE University. “This turning point was spurred by a desire to do more to meet the changing needs of society and business, to reach out to new stakeholders, and to tap the limitless potential of the next generation of students.”

“This turning point was spurred by a desire to do more to meet the changing needs of society and business, and to tap the limitless potential of the next generation of students.”

Our new brand is the embodiment of this new trajectory, and the first of many steps the organization will take to fulfill our deep-rooted commitment to connecting the industry around a common goal: transforming business education for global prosperity.

Inspired by a new mission focused on engagement, innovation, and impact, and a bold new vision, AACSB will continue to refine its global portfolio of services while inviting leading educators and business innovators to become part of the movement through its Business Education Alliance. Examples include:

- Fostering engagement with educators and industry. Through its Business Practice Council and Co-Lab conference, AACSB connects the business community with educators to help shape the future of business education, co-create knowledge, and work together to address the needs of business and society. The AACSB Bridge Program connects senior business executives to classrooms as trained faculty, providing students worldwide with access to industry insights and practices.
- Accelerating innovation through new ways of thinking and doing, ensuring success of business and future business leaders. Across global events such as ICAM 2017, the AACSB Dean’s Conference, topic-focused webinars, and through BizEd magazine, industry leaders share best practices and diverse perspectives. AACSB’s annual Innovations That Inspire challenge showcases the creativity and resourcefulness of business schools around the world.
- Amplifying impact, demonstrating how business schools serve as a force for good. Through the Influential Leaders challenge, AACSB recognizes alumni of accredited schools who use their knowledge and skills in unique and impactful ways and, in doing so, underscore the critical role that business education plays in society. The Best Business Schools website provides resources to help prospective students research, select, and apply to the best business program to help them achieve their career aspirations.

“This turning point was spurred by a desire to do more to meet the changing needs of society and business, and to tap the limitless potential of the next generation of students.”

“Today business schools are educating students for a world that doesn’t yet exist, and for demands not yet known,” said Robinson. “As long as we as an industry are committed to transforming ourselves, together we can prepare the leaders of today and tomorrow for whatever lies ahead.”

Information for this article was provided by the AACSB. Learn more at AACSB.edu.