Salaries of Executive MBA Graduates Rise by 16.8 Percent

The salary and bonus packages of recent Executive MBA (EMBA) program graduates who participated in the 2014 Executive MBA Council (EMBC) Student Exit Benchmarking Survey increased by 16.8 percent from program start to program end.

The average salary and bonus package at program start for students in the 2014 survey was $155,848, up from $140,310 in 2013. By the end of the program, the average salary and bonus package rose to $181,965, up from $159,963 in 2013.

EMBC conducts the Student Exit Benchmarking Survey to track the perceptions and opinions of EMBA program graduates and to help measure the return on investment of the degree. The survey included 2,223 students from 79 EMBA programs.

In addition, the percentage of graduates who received new responsibilities increased slightly from 51 percent in 2013 to 54 percent in 2014, as well as those who reported a promotion during their time in the program, from 38 percent in 2013 to 41 percent in 2014.

"When I talk with EMBA graduates, they share their stories about how their time in the program helped them grow," says Michael Desiderio, EMBC executive director. "They gain skills and enhance their leadership abilities in ways that help them add value to their organizations. The return on investment statistics in the EMBC survey also help show the impact of the degree."

EMBC graduates also report high levels of satisfaction with their EMBA experience, ranking program quality (4.1 on a 5-point scale), their willingness to recommend their program to a colleague or friend (4.2) and the likelihood of supporting the program as alumni (4.3).

When evaluating programs, survey participants said the six most important program attributes are overall length of the program (4.4 on a 5-point scale); compatibility of class schedules with work, class size and reputation of business school (all 4.4); and quality of other students and quality of study team/study groups (all 4.1).

For more information about the EMBA experience and to search for EMBA programs worldwide, visit www.executivemba.org.

The Executive MBA Council (www.embc.org) provides a forum for programs to share best practices and gathers industry data for member use. Percept Research, an independent market research firm and the council's research partner, conducted the survey analysis.
MBA Programs of Today Add More Choice and Flexibility

The MBA Roundtable, a nonprofit organization focused on MBA curricular design and innovation, has released the results of its 2012 MBA Curricular Innovation Study. The triennial study indicates that MBA curricular changes in the past three years have focused on adding more choices, in the form of new concentrations and electives, as well as program flexibility, such as accelerated degree completion options.

Among the findings:

- 94% made some change to their elective content in the past three years, with 63% indicating it was a moderate or greater change.
  - The most common elective additions were entrepreneurship (51%), international national business (40%), leadership (39%), and corporate responsibility (36%).
  - Common additions to concentration offerings included healthcare, entrepreneurship, and business analytics.
  - Programs outside the U.S. were making deeper changes, with 26 percent making significant or greater changes and none reporting that no changes had been made.

Action-based learning was the most common change to core or required content.

- The most common type of change was increasing applied and action-based learning (66%). Other common changes included an increase in global content (48%), program flexibility (41%), and interdisciplinary courses (35%).
  - The most common subject matter additions were corporate responsibility (6%), entrepreneurship (4%), environmental/geostrategy (4%), ethics (4%), and leadership (4%). The most significant subject matter reduction was in information technology (11%).

Structural flexibility provided additional options for students.

- Part-time programs were most institute program structure changes, with 25% adopting a new delivery mode and 21% reducing the length of their program through such means as additional weekend and summer course delivery.
- Executive MBA programs were most likely to remain a lock-step program (90%) and 55% of all respondents), but were much more likely to deliver a blended (online and face-to-face) program (30%) than full-time MBA programs (8%).

“Three years ago we saw significant changes in many MBA programs,” said Sarah Gandil, president of the MBA Roundtable and dean of the University of Iowa’s Henry B. Tippie College of Business. “It’s not surprising that this year’s survey shows fewer dramatic changes. This has been a period of implementing core changes and modifying the elective portfolio and other program areas to ensure our programs remain relevant and cover the subject areas most important to students and employers. The study showed that MBA programs have been successful in adding new topics and skills without reducing existing content. The primary means have been integration, more elective choices, and co-curricular additions, such as career development and consulting projects.”

One of the primary objectives of the study was to provide MBA Roundtable members with a comparative assessment tool that would support their curricular management and change efforts. The study was sponsored in part by the University of Tennessee-Knoxville MBA Program and the George Mason University School of Management, where MBA Roundtable board member Roy Hinton serves as associate dean of executive programs and director of the Executive MBA program.

“It’s imperative that MBA programs continually explore new content and delivery methods, or we risk our relevance in today’s dynamic business environment,” said Hinton. “The MBA Curricular Innovation Study and the MBA Roundtable as a whole are invaluable resources for recognizing trends and sharing best practices. We are pleased to be able to support the research study and help contribute to that body of knowledge.”

The 2012 Curricular Innovation study, as well as the 2009 study, was developed and sponsored by the MBA Roundtable and administered by Percept Research.

The 2012 Web survey was fielded by Percept Research in February and March of 2012. Representatives from 710 MBA programs around the world were invited to participate, including members and nonmembers of the MBA Roundtable. A total of 232 full-time, part-time, and executive MBA programs completed the survey, a 36 percent response rate. The respondents represented 171 business schools world-wide, with 81 percent U.S.-based and 19 percent based outside the U.S.

Founded in 1995, the MBA Roundtable is a global association of business schools working together to inform and inspire MBA curricular and programmatic innovation. The MBA Roundtable seeks to improve MBA education and the practice of management by creating forums to challenge, debate, and shape the future of MBA curricular design; Equipping business school faculty and administrators with the knowledge and resources needed to advance MBA curricular and programmatic innovation; and Promoting and recognizing MBA curricular achievement, change, and innovation.
THE BEST PLACE TO SEE

BEYOND THE HORIZON

IS FROM DEEP IN THE VALLEY.

This is where individuals rise and through them, we all do.

See how we impact this region at CSUN.EDU/RISE
Graduate-level education, and especially an MBA, plays an important role in helping professionals ascend the career ladder. According to the Graduate Management Admission Council, three out of four graduates say they could not have obtained their current job without their graduate business education. In addition, GMAC also reported that the number one reason people were considering an MBA was to “improve job opportunities.”

This is particularly important for women who tend to advance more slowly than their male peers, in terms of both career progression and pay. While women outnumber men in completing academic programs and women hold 50 percent of managerial positions, the reality is that only 4.6 percent of U.S. Fortune 500 CEOs are women and of California’s top 400 companies only 14 have women CEOs. Further, even at the CEO level, women’s salaries are consistently lower than men’s.

The good news is that a recent Pew Research Center survey on women and leadership found that “most Americans find women indistinguishable from men on key leadership traits such as intelligence and capacity for innovation, with many saying they’re stronger than men in terms of being compassionate and organized leaders.”

While women may feel competent and be perceived as being equally qualified, it does not necessarily translate into confidence. There is in fact a confidence gap and many women are eager to develop a leader identity and improve their leadership confidence. Higher education, especially an MBA, helps women develop the confidence, credibility and expertise they need to advance in their career. In addition to mastering technical skills, an MBA provides the opportunity for women to further develop the leadership skills needed to secure management level positions, increase salary potential and fill the gap that exists in organizations worldwide.

The Pepperdine University Graziadio School of Business and Management, the school helps its MBA candidates leverage their degree so that they can advance their career in their current organization or secure higher-level, higher-paying positions elsewhere. The school strategically aligns desired skills and workplace needs with its programs so that it can help women—and men—move up the career ladder.

Continued on page 36

**Name of Institution**
Pepperdine University

**Name of Business School or Program**
Graziadio School of Business and Management

**Business School Dean**
David Smith, PhD, Interim Dean

**Year Institution was Founded:** 1997

**Year Business School or Program Started:** 1989

**Total MBA Enrollment (all platforms offered):**
1,729 enrolled
82% domestic, 19% international
11:1 Student Faculty Ratio

**MBA Platforms Offered**
MBA:
- Full-Time
- Part-Time
- Hybrid (on-campus and online)
- Online

Joint BSM and MBA:
- Part-Time
- Hybrid

60 units of BSM & 30+ units of MBA course work

**MBA Programs Offered**
- Executive MBA (19 months)
- Part-Time MBA (15 months)
- Full-Time MBA (19 months)
- Cohort & Part-Time MBA (15 months)
- MS Programs:
  - Master of Science in Accounting (FT)
  - Master of Science in Applied Finance (FT)
  - Master of Science in Global Business (FT)
  - Master of Human Resources (FT, PT)
  - Master of Management and Leadership (FT)
  - Master of Science in Organization Development (Cohort, Hybrid)

**MBA Areas of Emphasis Offered**
- Digital Innovation and Information Systems Dispute Resolution (concentration or certificate)
- Entrepreneurship
- Finance
- Leadership and Managing Organizational Change
- Marketing
- International Business through Study Abroad
- SEER (Sociably, Environmentally, and Ethically Responsible Business Strategy) Certificate

**Length of Programs:**
- Full-Time MBA: 20 months (15 and 12 month options)
- Master of Science in Accounting: 9-12 months
- Master of Science in Applied Finance: 12 months
- Master of Science in Business Global: 15 months

**Master of Human Resources:**
12 months (FT), 15 months (PT)
- Part-Time MBA: 24 months + (20 month option)
- Online MBA: 24 months + Joint Bachelors of Science in Management and MBA: 3.4 years

**Master of Management and Leadership:** 16 months
- Cohort & Part-Time Executive MBA: 19 months
- Presidents and Key Executives MBA: 15 months
- Master of Science in Organization Development: 2 years

**Program Campus Options**
West Los Angeles, Malibu, Irvine, Encino, Westlake Village, Silicon Valley

**Program Accreditations:**
AACSB, WASC

**Rankings**
- No. 10 - College Courses that Pay Off at Work, U.S. News and World Report
- No. 9 - Most Entrepreneurial University, Forbes
- No. 12 - Best Part-Time MBA Program in the Western Region, Bloomberg BusinessWeek
- No. 19 - Best Part-Time Program, Forbes
- No. 23 - Best Executive MBA Program in the World, Bloomberg BusinessWeek
- No. 51 - Undergraduate Business Program, U.S. News and World Report
- No. 63 - Best Full-Time MBA Program, Bloomberg Businessweek
- No. 3 - Best Campus Environment, The Princeton Review
- No. 45 - Best Graduate Finance Program in the U.S., The Financial Engineer

**Total Cost of MBA**
- Full-time MBA: $67,215 (15, 20 month MBA 4 terms: $89,620)
- International MBA (4 terms): $89,620
- Master of Science in Accounting: $48,000
- Master of Science in Applied Finance - $69,600
- Master of Science in Global Business - $52,800
- Master of Human Resources (FT, PT): $63,180

**MBA Platforms Offered**
- Full-Time MBA
- Part-Time MBA
- Hybrid (on-campus and online)
- Online

**Contact the school for further details**

**Upcoming Information Sessions**
- Part-Time MBA: Fall 2015
- Full-Time MBA: Fall 2015

**Application Deadlines**
- Round One (early acceptance): June 8, 2015
- Round Two (regular admittance): Aug. 24, 2015
- Round Three (waitlist): Sept. 18, 2015

**Upcoming Information Sessions**
- Part-Time MBA: Fall 2015
- Full-Time MBA: Fall 2015
- Round One: Sept. 1, 2015
- Round Two: Oct. 15, 2015
- Round Three: Nov. 3, 2015

**Required Testing**
- GMAT or GRE, varies by program

**Contact the school for further details**

http://bschool.pepperdine.edu/ (310) 506-4000
If you’re a working professional interested in pursuing a business degree part- or full-time, you’ll expand your thinking and widen your network as a Gaziadio Business School student. Small classes and accessible faculty mean you’re part of a close-knit, high caliber community that helps strengthen and clarify your aspirations and supports your career advancement.

Our top-ranked degree programs integrate hands-on learning into an experience-driven, results-oriented education. Go beyond traditional case studies and solve multifaceted, real-life business challenges for global powerhouses in the Education-to-Business course, which was named one of the Top 10 College Courses That Will Pay Off at Work, according to U.S. News & World Report.

Get to Know Us. bschool.pepperdine.edu/mba-sfv | (888) 339-0109 | Los Angeles | Malibu | Irvine | Encino | Westlake Village | Silicon Valley
Woodbury University

The mission of Woodbury University’s School of Business is to prepare future leaders of organizations to communicate effectively, act ethically, and think globally in a strategic manner.

Founded in 1884, Woodbury University has been empowering students to do extraordinary things for 130 years. The school’s motto is “transform the world by transforming yourself.” As such, Woodbury transforms students into educated professionals and socially responsible citizens by integrating its Four Pillars into the MBA program—Transdisciplinarity, Design Thinking, Entrepreneurship and Civic Engagement.

Woodbury’s MBA program is designed to prepare future leaders by cultivating their authentic voice and developing their distinctive talents. Like most successful MBA programs, one of Woodbury’s key factors of success is the personal mentorship that students experience from faculty members who are also accomplished businessmen and women.

Woodbury’s intensive MBA program also prepares business leaders to compete in a dynamic, global environment marked by rapid technological and social change. Whether students are looking to transition into a new industry, start their own business or further a career in their current field, an MBA from Woodbury University gives students a competitive edge.

During their MBA studies, degree candidates participate in unique service learning initiatives. In their projects, students take on a leadership role by identifying a topic, finding an organization to work with, and creating a connection in order to engage in a morally responsible venture. This unique degree requirement marries the foundational pillars of the university with developing the skills—statistics, communication, presentation, team management—that our students will need in the current business landscape.

Woodbury’s program proudly offers Capsim Simulations, which are used by the world’s best companies (e.g. Johnson & Johnson, Microsoft, Lockheed Martin, and Sony Music Entertainment) to train emerging leaders in the management of a multi-million dollar company. Capsim is designed to teach all the elements of running a business: finance, the cause and effect relationships between functional departments, satisfying customer demands, competitive analysis, leadership, management development, and team-building skills.

Woodbury’s students represent the cultural diversity of Southern California and personify the American dream of education and hard work. With an average class size of fifteen, Woodbury students learn from a combination of full-time and part-time faculty. This mix of highly credentialed, academically trained professors with extensive practical business experience is led by the Dean of Woodbury’s School of Business, Andre van Niekerk, who is a specialist in international and luxury brand marketing. Dr. van Niekerk’s long history of work as an academic researcher and a strategy consultant for Mercedes-Benz demonstrates how Woodbury provides its students with the best of both worlds.

Woodbury University is an accredited member of AACSB International—the Association to Advance Collegiate Schools of Business. It is also accredited by the Accreditation Council for Business Schools and Programs (ACBSP) and the Western Association of Schools and Colleges (WASC) since 1961.

Woodbury students attend classes on a 22-acre residential campus nestled at the foot of the Verdugo Mountains on the border of Burbank and the City of Los Angeles.

Woodbury University has educated more than 75,000 alumni. Three-quarters of its graduates have resided in Southern California and Woodbury alumni can be found in all 50 states and in 49 countries. Notable alumni have founded and built businesses, led national publications, held public office, led non-profit organizations and much more.

Today’s world requires a totally different breed of leaders; leaders who are centered but not self-centered; who are socially conscious, entrepreneurial, holistic, and creative design thinkers. Woodbury’s MBA program is specially designed to help students discover, polish, and share their unique gifts and talents. The school believes that a successful MBA education embodies learning, living, and leaving an enduring legacy.
BREAK BOUNDARIES
WITH A WOODBURY MBA

Woodbury University’s MBA is designed to help you discover, polish, and excel with your unique talents. Schedule a campus visit today!

818-252-5224
#woodburyuniversity
UCLA Anderson School of Management

UCLA Anderson isn’t content with how things are; instead, they look to the future to discover and chart what will be. The school describes itself as a community defined by three core qualities:

1. We share success: performance and innovation are not about winning at the expense of others. Success comes from creating the new direction of business — together.

2. We think fearlessly: our faculty and students provoke new thinking and experimentation with bold ideas.

3. We drive change: we’re impatient unless we can measure our efforts against tangible impact.

From its home in Los Angeles, the creative capital of the world, UCLA Anderson celebrates these qualities and builds what’s next together.

When UCLA Anderson was founded during the Great Depression, its mission was to provide business education and thought leadership to individuals and communities in the Southern California region. Today, it is recognized internationally as an innovator in management education and research.

As a leader in advancing knowledge about business models, decision making and market behavior, UCLA Anderson’s faculty and research centers are influential in shaping theoretical and practical developments in critical areas ranging from global capital markets, information technology management and organizational strategy to entrepreneurship and leadership. Its alumni network is vast, with more than 36,000 alumni worldwide, reaching the highest levels of business, government and non-profit organizations across the world, affirming the value of a UCLA Anderson education and a community that is so well connected. UCLA Anderson’s faculty and alumni are people who play a key role in enhancing understanding, providing solutions and offering insights and sharing foresights about fundamental business forces that shape our global economy.

The intellectual capital of the school’s world-renowned faculty is a key distinguishing feature of all of our programs, and is essential to who we are as a leading business school. It has created a culture built on integrity, teamwork and an entrepreneurial spirit, and is nimble in adapting to emerging business challenges and opportunities.

Using an extensive network of faculty, staff, alumni, leading executives on its board of visitors, and corporate partners throughout the world — UCLA Anderson constantly creates new forums and learning programs that challenge conventional thinking about business and management. The opportunities presented by the vibrant and rapidly changing Southern California region add a special advantage and are leveraged into powerful learning and immersion experiences woven throughout its programs.

UCLA Anderson offers both degree and non-degree programs, including online, international, full-time, part-time and executive programs, to meet the diverse educational needs and professional goals of students. UCLA Anderson’s rigorous programs, all taught by the same world-class faculty, offer exceptional academic preparation, a cooperative and congenial student culture, and access to a thriving business community, as well as support services for scholastic and career advancement.

Specialized centers support faculty research and sponsor courses, extracurricular activities and conferences. They also provide varied opportunities for furthering the education and interaction between scholars, students and industry leaders.

UCLA Anderson started with a promise to prepare its students to lead organizations. Today, it is a global leader, transforming how business people think and act.

Name of Institution
University of California, Los Angeles

Name of Business School or Program
UCLA Anderson School of Management

Business School Dean
Dean Judy D. Olian, Dean and John E. Anderson Chair in Management

Year Institution was Founded: 1919

Total MBA Enrollment (all platforms offered): About 1,800 students

MBA Program Contact Information
Email: mba.admissions@anderson.ucla.edu
Website: http://www.anderson.ucla.edu/degrees/mba

Ph.D.
Program Contact Information
Email: ms.phd.admissions@anderson.ucla.edu
Website: http://www.anderson.ucla.edu/degrees/phd

Program Areas of Emphasis
Accounting
Decisions, Operations, and Technology Management
Communications, Media, and Entertainment Management
Entrepreneurial Studies
Finance
Global Economics and Management
Human Resources and Organizational Behavior
Information Systems
Marketing
Policy
Real Estate

Length of Programs:
Ph.D. – 4 years
MBA Program – 22 months
Fully Employed MBA – 36 months
Executive MBA – 22 months
Global EMBA for Asia Pacific – 15 months
Master of Financial Engineering – 13 months

Program Campus Options
Los Angeles

Program Accreditations:
AACSB

Rankings
MBA
• #11 - Bloomberg Businessweek 2014

Full-time MBA Rankings
• #11 U.S. / #13 Global - The Economist 2014 Full-time MBA Rankings
• #13 - Forbes 2013 Full-time MBA Rankings
• #14 U.S. / #25 Global – Financial Times 2015 Full-time MBA Rankings
• #15 - U.S. News & World Report 2016 Full-time MBA Rankings

Fully Employed MBA
• #5 – U.S. News & World Report 2016 Part-time MBA Rankings
• #4 - Bloomberg Businessweek 2013 Part-time MBA Rankings

EMBA
• #3 U.S. / #13 Global - The Economist 2013 EMBA Rankings
• #8 - U.S. News & World Report 2016 EMBA Rankings
• #9 U.S. / #41 Global - Financial Times 2014 EMBA Rankings

Global EMBA for Asia Pacific
• #3 - The Economist 2013 EMBA Rankings
• #4 - Financial Times 2014 EMBA Rankings

Total Cost of MBA
Ph.D. – (2015-2016) California residents – $16,000 non-California residents – $32,000

Full-time MBA – $39,540 (yr)

Executive MBA – $70,700 (yr)

Global EMBA for Asia Pacific – $107,828 (total)

Master of Financial Engineering – $57,268 (total)

Required Testing
Academic transcripts; GMAT; TOEFL/IETS score for international applicants

Upcoming Information Sessions
Ph.D.
http://www.anderson.ucla.edu/degrees/phd

MBA Program:
Information Sessions take place on campus every other Wed. at 5:00 PM (in the summer)

MBA SPOTLIGHT

MBA NEWS

MBA GUIDE

UCLA Anderson School of Management

Fully Employed MBA:
http://www.anderson.ucla.edu/degrees/fully-employed-mba

Executive MBA:
http://www.anderson.ucla.edu/degrees/executive-mba

Global Executive MBA for Asia Pacific:
http://www.anderson.ucla.edu/degrees/global-embba-for-asia-pacific/events

Master of Financial Engineering:
http://www.anderson.ucla.edu/degrees/master-of-financial-engineering/admissions/events

Application Deadlines
MBA Program:
Submission Decision
Round Deadline Release
1 10/6/2015 12/15/2015
3 4/12/2016 5/24/2016

Fully Employed MBA: April 29
Executive MBA: June 1

Global Executive MBA for Asia Pacific: January 15

Master of Financial Engineering: Jan 31, Mar 31 and May 31

Program Contact Information
UCLA Anderson School of Management
110 Westwood Plaza, Los Angeles, CA 90095

Ph.D.: m.s.phd.admissions@anderson.ucla.edu
Website: http://www.anderson.ucla.edu/degrees/phd

MBA Program:
Phone: (310) 825-6944;
Website: www.mba.anderson.ucla.edu
Email: mba.admissions@anderson.ucla.edu

Ph.D.: ms.phd.admissions@anderson.ucla.edu
Website: http://www.anderson.ucla.edu/degrees/phd

Fully Employed MBA:
Phone: (310) 825-2632;
Website: www.anderson.ucla.edu

Executive MBA:
Phone: (310) 825-2032;
Website: http://www.anderson.ucla.edu/embba

Global Executive MBA for Asia Pacific:
Phone: (310) 206-2544;
Website: globembba.asia@anderson.ucla.edu;
http://www.anderson.ucla.edu/degrees/global-embba-for-asia-pacific

Email: info@anderson.ucla.edu
Continued from page 30

The Pepperdine MSML program focuses specifically on developing the knowledge and skills needed to effectively manage people and lead teams. The MSOD prepares leaders in the art and science of managing strategic change and is the only graduate Organizational Development program in the world that spends more than 50 percent of class time learning in international locations. The MSIR aligns human resources with business growth objectives so that HR professionals can become strategic business partners within their organizations.

There also is a new initiative at Pepperdine University called the Center for Women in Leadership, which aims to expand the leadership capacity of women students, staff and faculty through research, dialogue, skills development and mentoring opportunities. External trends point to the need for more gender diversity in senior management positions and the preparation of these women leaders begins with their college experience.

This Center for Women in Leadership was created in an effort to meet the needs of the growing number of women entering academic programs (more than 4,000 women across all Pepperdine programs), the increased need to move women into positions of leadership and the need to prepare women to traverse the confidence gap that they face compared to their male counterparts. The Center will create programs that include mentoring, roundtable discussions, as well as a research portal of Pepperdine gender related research to help inform external trends and advance knowledge.

At the innovative and exciting programs at the Pepperdine Graziadio Business School employ a values-centered, experience-driven learning model that helps women develop personal as well as professional skills so that they can advance to and succeed in senior leadership positions with greater confidence. Ultimately, through working closely with world-renowned professors in small, intimate classes, women— and men—who graduate from Pepperdine School of Business and Management will be prepared to lead with confidence and drive business results.

Information for this article was provided by Phillips Graduate Institute. Contact the admissions counselors for additional information at (818) 386-5660.