



# ***The Shifting Sands of Executive Degree Education***

EMEA Regional Meeting

4/28/25

*Presented by: Michael Desiderio*



**Atlanta Oct. 5 – 8**

***Omni Hotel at Centennial Park***



**Pre-Conference offerings**

# A Few Other Important Happenings

- 2025 Program Survey
- Virtual Discussion Forums (VDFs)
- Community of Communities!
- Board election
- Asia Summit







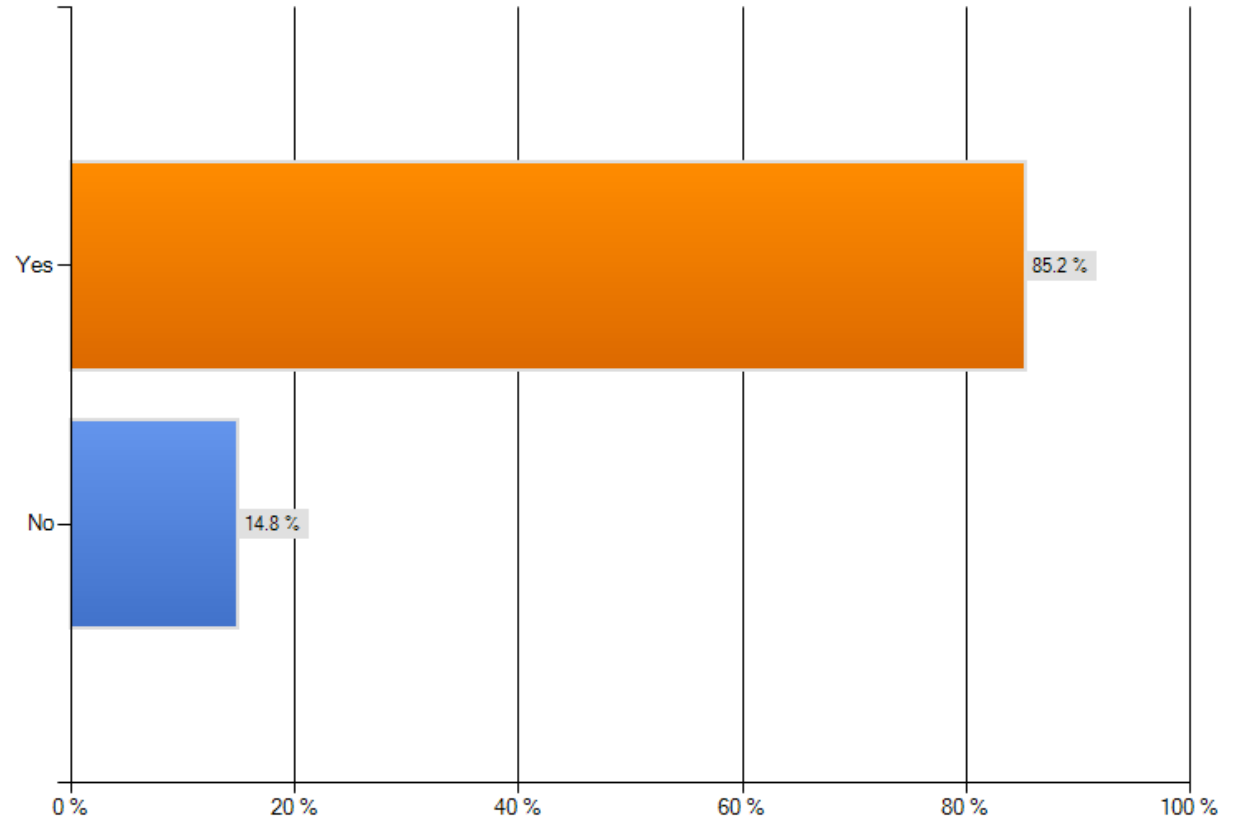
# March 17, 2011

## Summary – Industry Tuition Changes

Reimbursement	1988	1995	2003	2010
Full	70%	57%	40%	29.6%
Partial	n/a	n/a	35%	35.7%
None	10%	14%	25%	35.4%

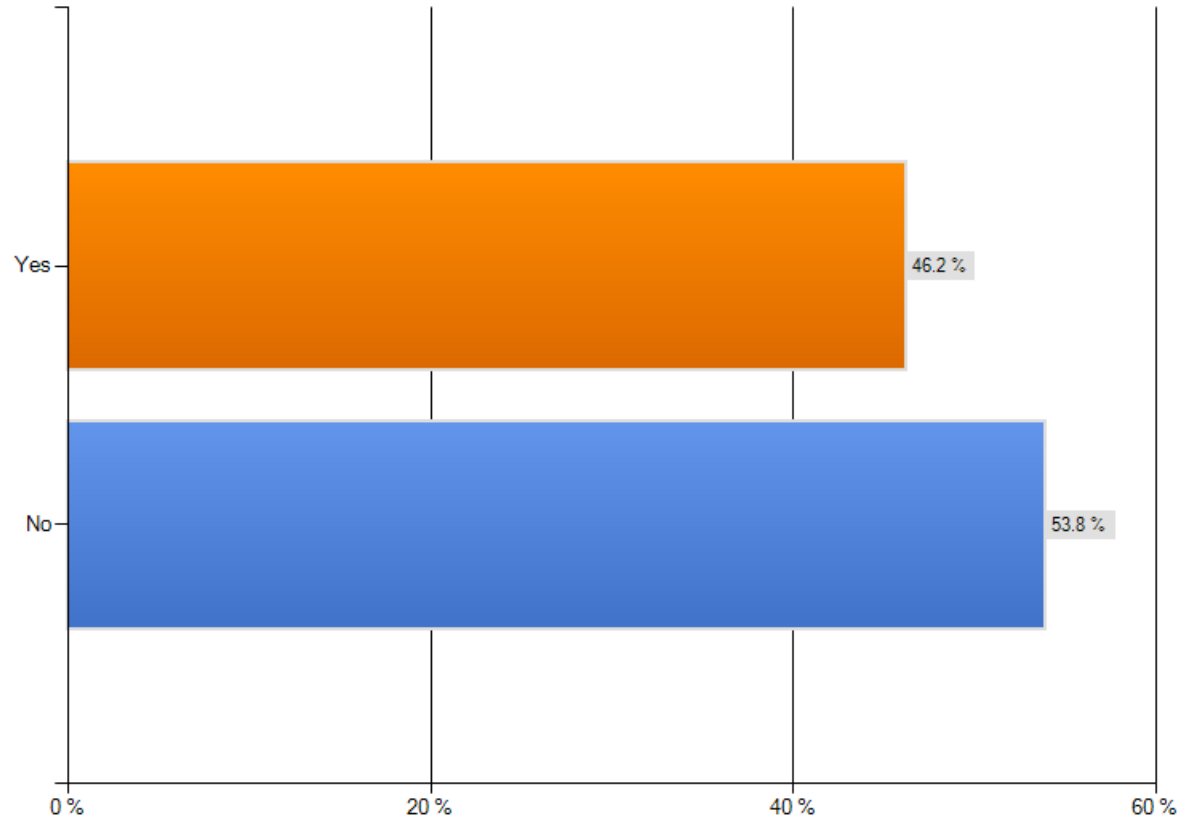
In recent years there has been a change in the financial sponsorship of EMBA students globally.  
Has your specific market changed in this regard during the last five to ten years?

*Circa  
2011*



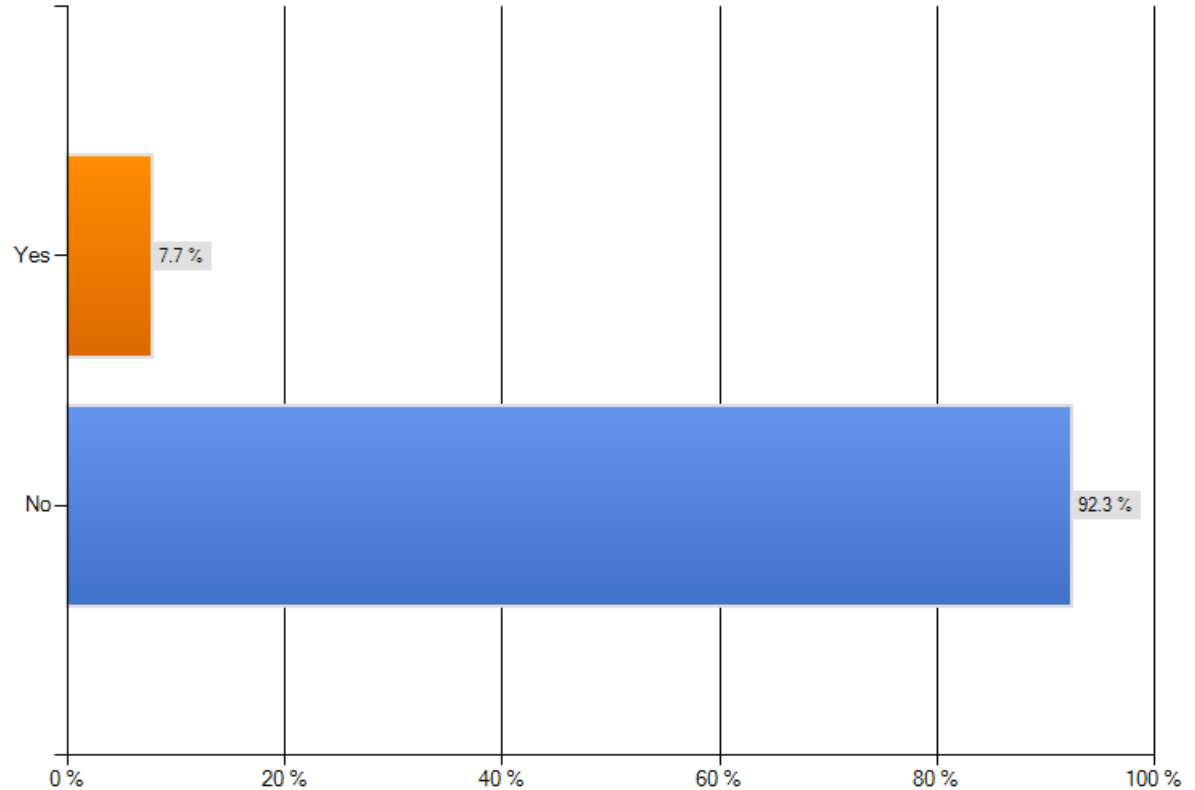
*Circa  
2011*

Has your marketing approach changed due to changes in financial sponsorship?



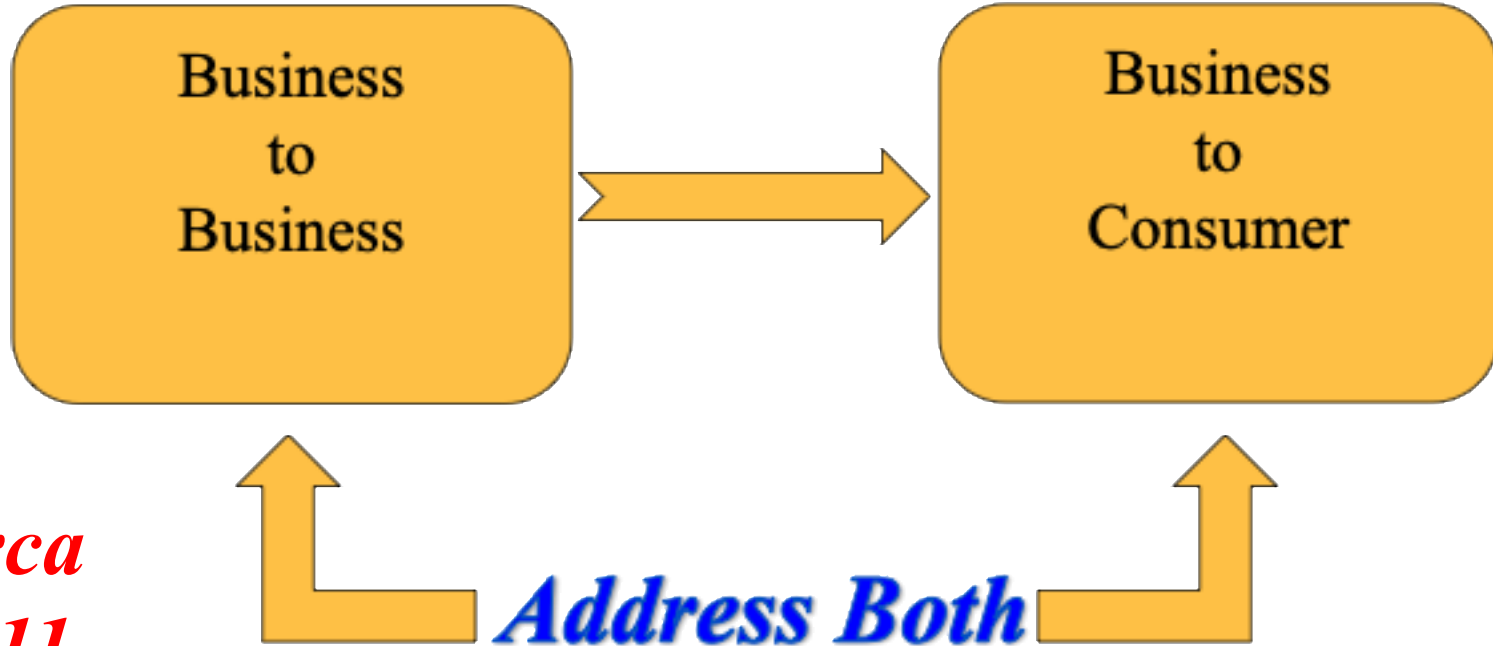
Has the content of your program been modified in reaction to changes in financial sponsorship?

*Circa  
2011*





# Changing Model



# Some Implications

- Direct outreach to students is no longer optional
  - Broader marketing channels are needed
    - Need to be where they are
  - Marketing to both organizations and individuals
- Some downward pressure on tuition
- Program format shifts

*Circa  
2011*



# Takeaways

*Circa  
2011*

- The market has changed, we need to change to capture it
- We need to get better at managing our communication channels
- The demographic is the same but the students in the pipeline will view outreach and teaching approaches differently
- Technology should be embraced as a tool in the classroom, not as something to be “outlawed”...





*14 years ago*

B-2-B ceded to B-2-C

The flipped classroom

Electronic course materials









The background of the image is a volcanic eruption. A large, billowing plume of orange and yellow smoke and ash rises from a mountain peak. In the foreground, the dark, rocky slopes of the volcano are visible. Scattered throughout the scene are numerous 3D-rendered numbers and letters in various colors (gold, silver, red, blue). These characters appear to be floating or falling through the air, some near the base of the volcano and others higher up in the smoke plume. The overall atmosphere is one of intense heat and chaos.

**Artificial Intelligence**

**Mass travel restrictions**

**Onslaught of information**

**Geopolitical turmoil**

**Budget cuts**

**COVID**

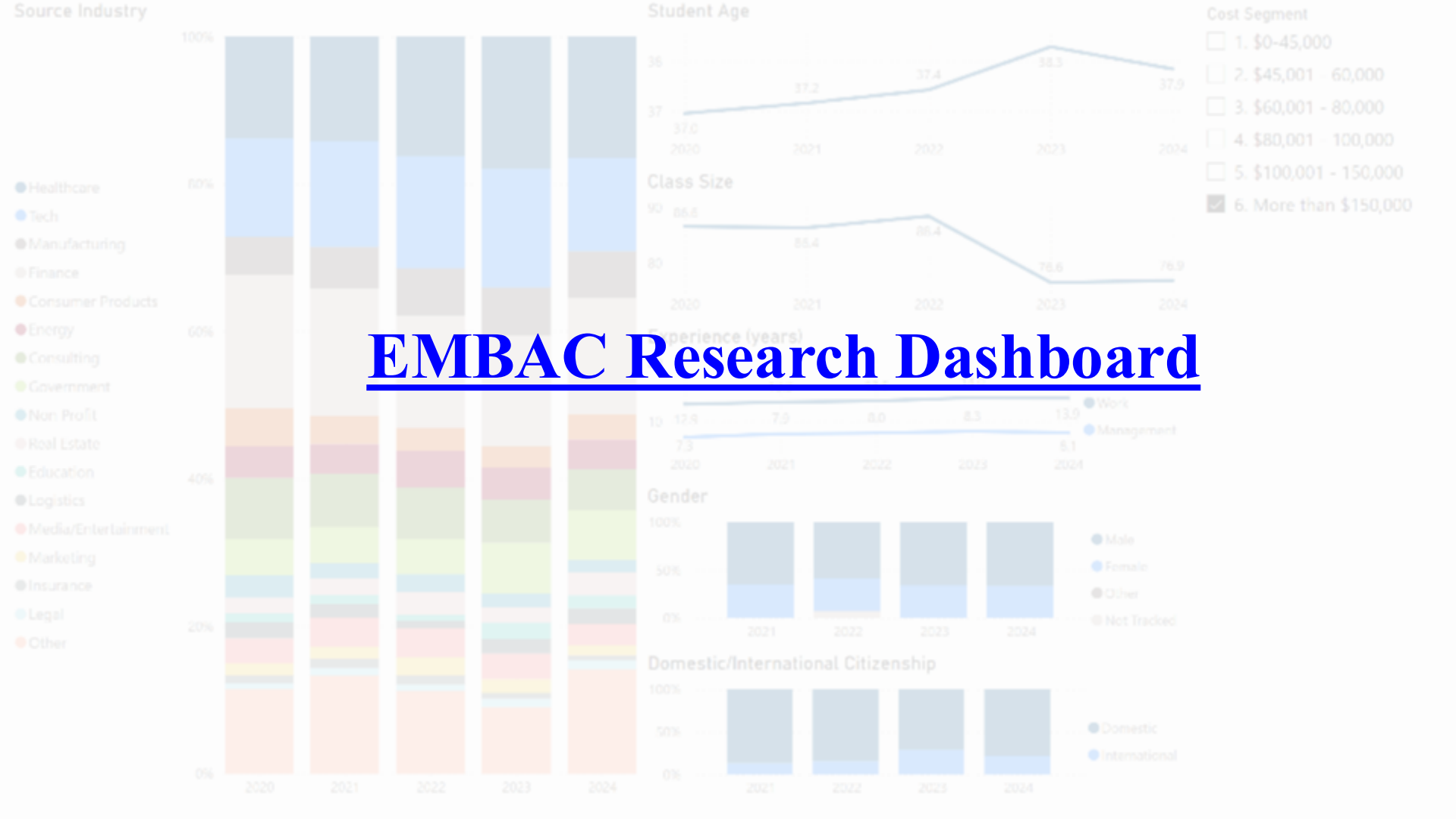
**Can we  
make  
sense of  
it all?**







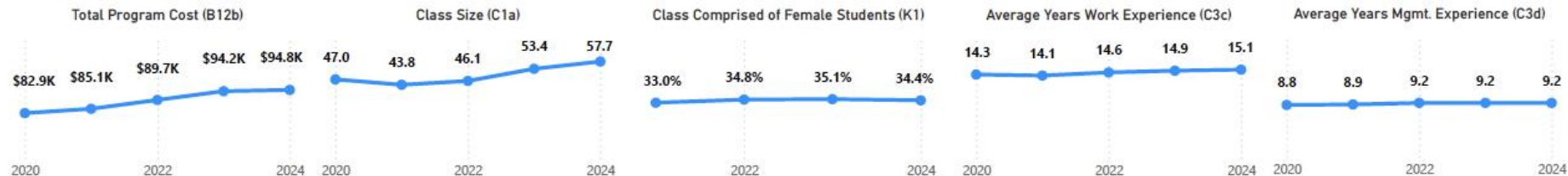
*Data, Trends, Insights*



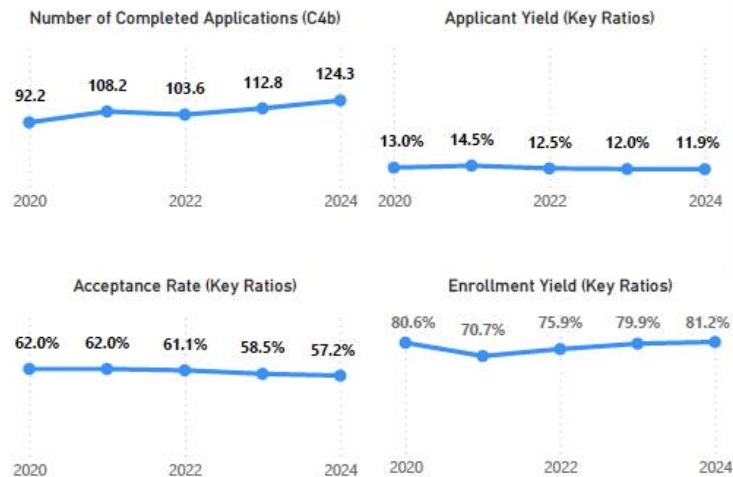


# Key Performance Indicators - EMBA Programs

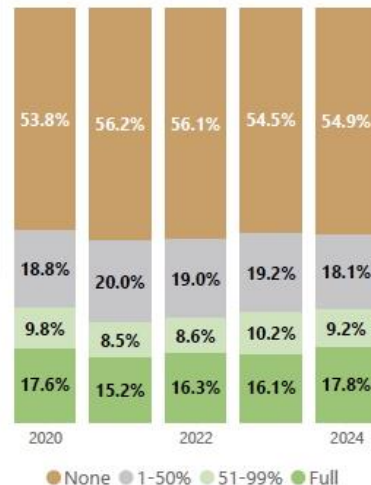
## Student Demographics



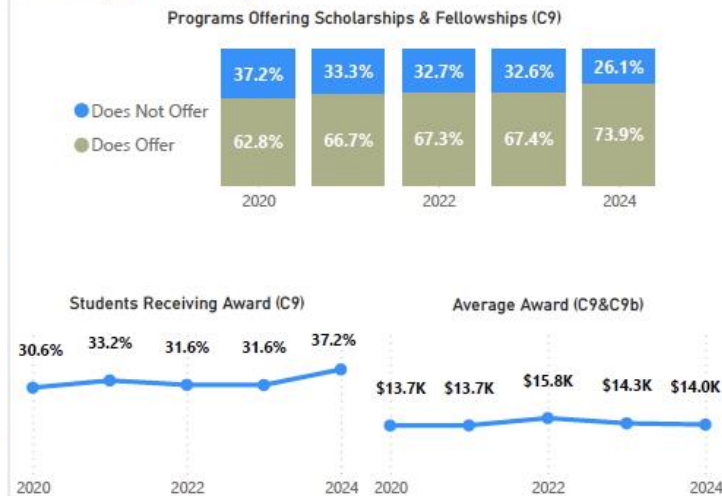
## Admissions



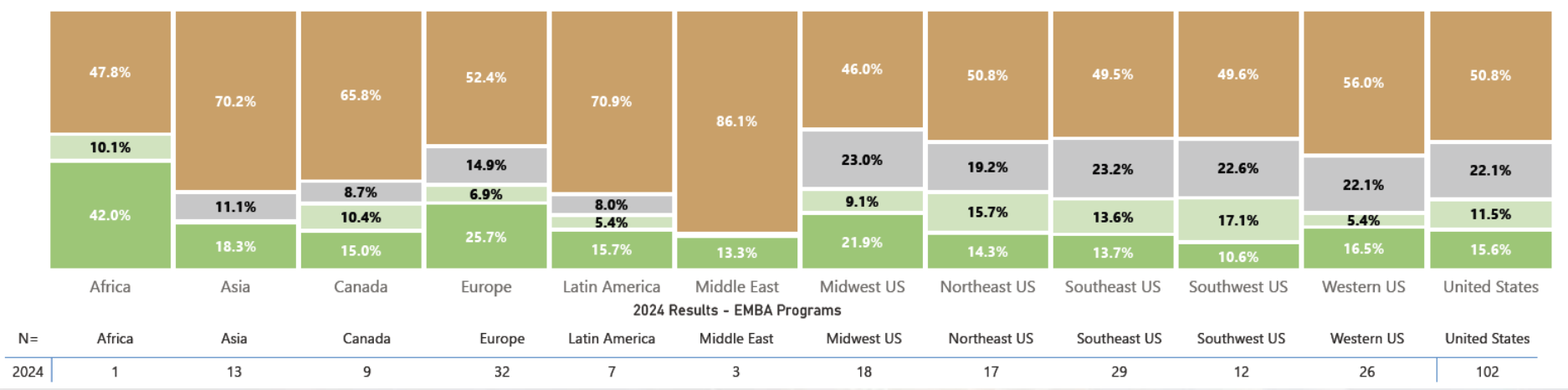
## Employer Financial Sponsorship



## Scholarships & Fellowships

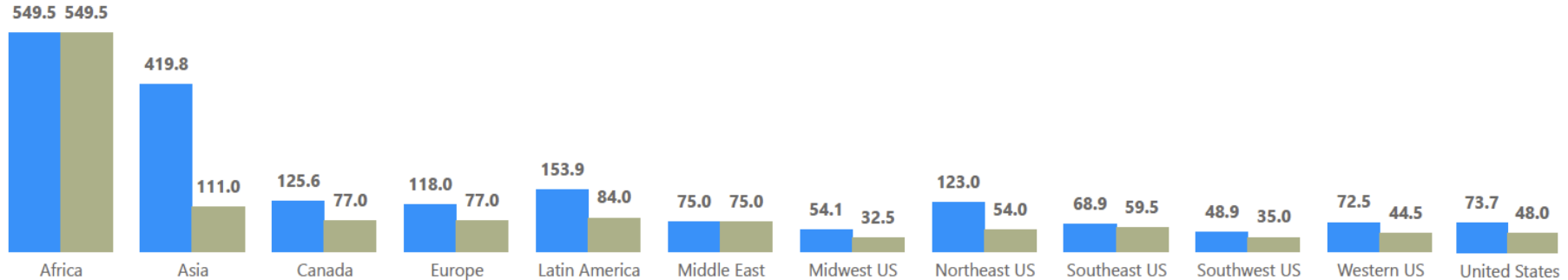


# Financial Sponsorship





# Completed Applications

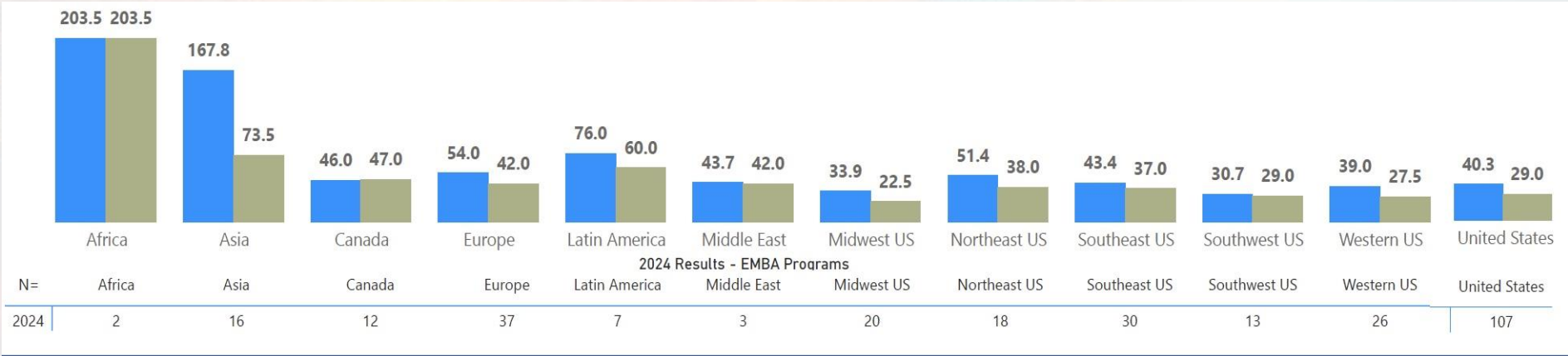


2024 Results - EMBA Programs

N=	Africa	Asia	Canada	Europe	Latin America	Middle East	Midwest US	Northeast US	Southeast US	Southwest US	Western US	United States
2024	2	16	12	37	7	3	20	18	30	13	26	107

● Mean ● Median

# Class Size



● Mean ● Median

## Some GLOBAL Averages

2003 → avg. student age - **36**

2024 → avg. student age - **39**

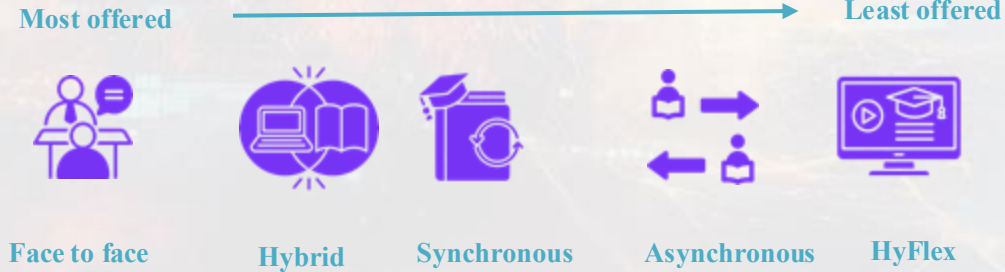
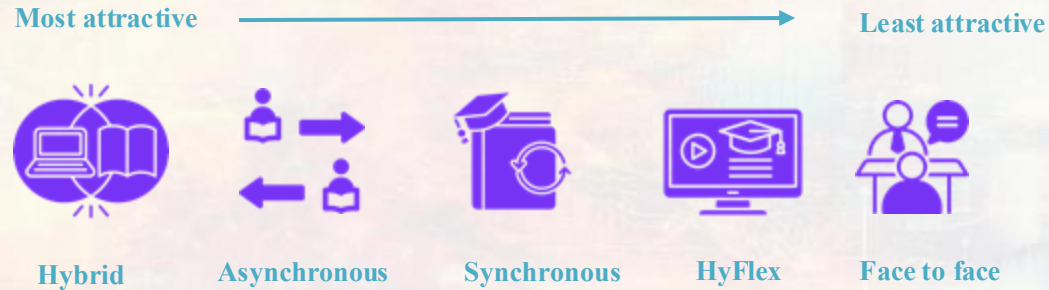
2003 → avg. work experience - **13**

2024 → avg. work experience - **15**

2003 → avg. management experience - **8**

2024 → avg. management experience - **9**

# Student View



# School View

Are your students asking for AI content in your program?

	YES	NO	NOT SURE
2025	87.3%	5.9%	6.9%
2024	68.2%	16.8%	15.0%

Is your program currently leveraging AI to interact or engage with your students on the operational or services side?

	YES	NO	NOT SURE
2025	41.2%	43.1%	15.7%
2024	17.8%	63.6%	18.7%

## Lightning Poll Results

Is your program currently teaching AI content?

	YES	NO	NOT SURE
2025	78.4%	11.8%	9.8%
2024	65.4%	24.3%	10.3%

What type of program are you responding for?

	EMBA	MS	PMBA	Other
2025	85.3%	1.0%	4.9%	8.8%
2024	85.1%	2.8%	3.7%	8.4%

# *Exec Ed* Hype Index

Utopia

AI brings more students to brick/mortar, paying premium for “human” interaction

AI (like COVID) causes schools to evolve faster than they thought possible

AI serves as a tool all must and DO learn how to use

Doom

AI replaces all need for individual education

AI has prospects wondering “do I need a degree”

AI leads to reduced f-2-f numbers

AI leads to individual critical thinking fading

Hype

Reality





# Questions for you

- 1. What shifts do you see in your market?**
- 2. How are those shifts affecting your program(s)?**
- 3. What are you doing to address them?**

# **My Overall Take**

- 1. MS and "other" for executives/working professionals will grow**
- 2. Cross program sharing even more critical**
- 3. Acceleration of program format shifts, especially in EMBA**