

2021

# MBA CSEA Fall Recruiting Trends Survey

*Summary Report*



**MBA Career Services  
& Employer Alliance**

More than an association. A community.

# Introduction

The MBA CSEA Fall 2021 Recruiting Trends Survey provides key information about recruiting trends for full-time MBA, part-time MBA, and specialty master's students compared to the same timeframe the previous year. The report is based on confidential surveys completed in January 2022 by 77 MBA Career Services & Employer Alliance (MBA CSEA) member schools. The full results from the survey are provided to participating schools, with an summary made available to the general public. The survey was created, compiled and analyzed by MBA CSEA.

## How to Use This Report

This Report will help institutions evaluate recruiting trends relative to what similar institutions are observing. The statistics represent benchmarks against which an institution's recruiting trends can be compared. Using the information within this report, schools can compare their own institution's observations about the recruitment marketplace with the participants as a whole.

## DISCLAIMER

The statistical information contained in this report is believed to be representative of the individuals responding to the survey. All reasonable efforts were taken by MBA CSEA to assure data comparability within the limitations of reporting procedures. However, the data used in this report is not necessarily based on audited data. As such, the statistical validity of any given number varies depending upon sample sizes and the amount of consistency among responses for that particular figure. MBA CSEA, therefore, makes no representations or warranties with respect to the results of this study and shall not be liable to members or anyone else for any information inaccuracies, or errors or omissions in contents, regardless of the cause of such inaccuracy, error or omission. In no event shall MBA CSEA be liable for any consequential damages.

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# Executive Summary

MBA CSEA conducts the Fall Recruiting Trends Survey annually to assist member schools with benchmarking and strategic decision making. This year's survey results are of particular interest due to the impact of the past two unprecedented recruiting years and the continuing effects of the pandemic.

Overall, signs are pointing to a return to pre-pandemic trends, with the survey showing a significant increase in both on and off-campus full-time job and internship postings for students across all programs compared to the previous year.

By industry, Consulting, Technology and Healthcare showed the largest increase in demand for both full-time positions and internships compared to the previous year. Consulting positions for full-time MBA students experienced the strongest bounce-back, while Technology and Healthcare continued the sustained year-over-year growth. Hospitality experienced the most noticeable continued decrease across all programs, albeit it a smaller decrease than the previous year.

By company type, large-sized companies continued to fare better than their smaller counterparts for MBA programs for the second year. Firms not headquartered in the school's geographic location showed the largest increase for specialty masters programs.

In-person recruiting experiences such as career fairs continued to see a decrease in activity, while practically all virtual experiences and programs continued to increase. A majority of summer internships were virtual in 2021, although not as many as in 2020. This may indicate that virtual experiences are here to stay, while in-person activities are slowly returning in a smaller capacity.

Most schools experienced an increase in demand for individual and/or group coaching, indicating a continued need for high-touch services.

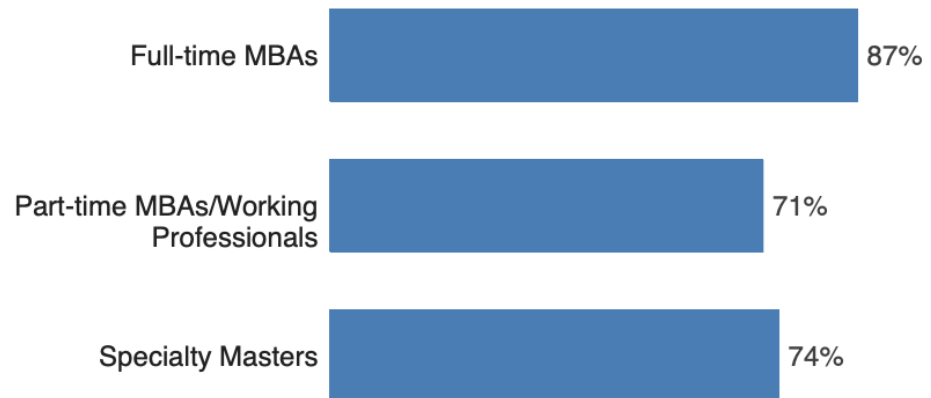
Schools and employers continue to adjust to the ever-changing world of student engagement and recruitment, expanding existing programs and implementing new ones to meet students' needs. With lessons learned from the past two years, it's likely that a continued, better form of virtual recruiting will continue well into the post-pandemic world.

# Respondent Profile

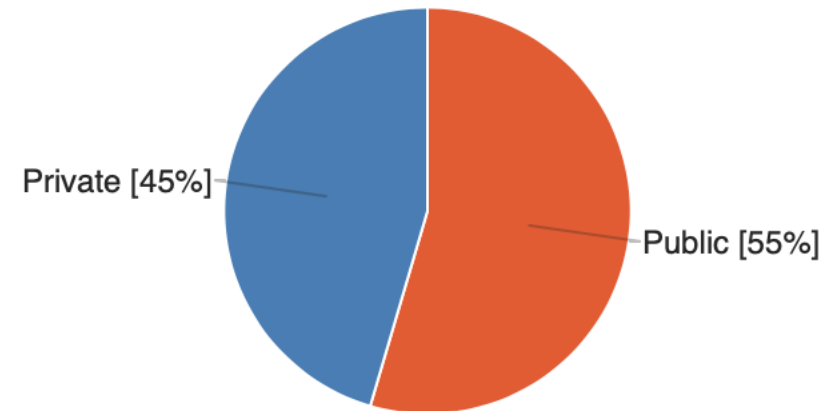
# Respondent Profile

The respondent sample for the survey this year included 77 schools. Most of the responding institutions (87%) serve full-time MBA students. A majority also serve part-time MBA and specialized masters students with, 71% and 74% responding, respectively. This includes working professional programs but excludes Executive MBAs. There was a relatively even split of public (55%) and private (45%) institutions represented.

### Student Populations Served



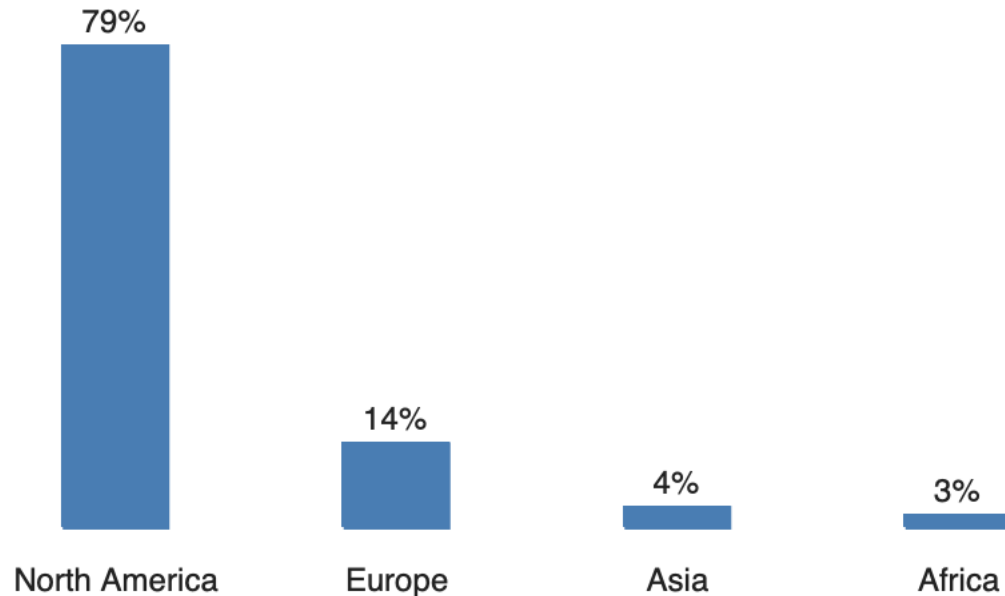
### University Type



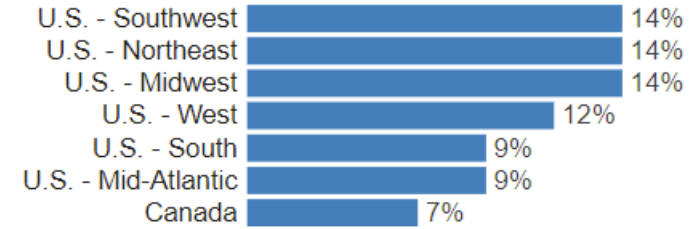
# Respondent Profile cont.

Although many respondents have a global reach, the sample primarily consists of universities whose main campus is based in the US. Roughly 79% of the responding universities reported their main campuses were located in North America, with 21% located in other regions.

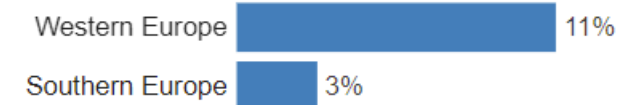
### Geographic Location of University's Main Campus



### Regions in North America



### Regions in Europe



### Regions in Asia



### Regions in Africa



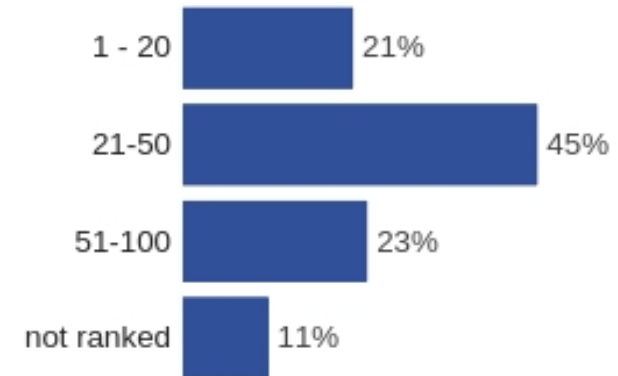
# Full-Time MBA Programs

# Full-time MBA Programs

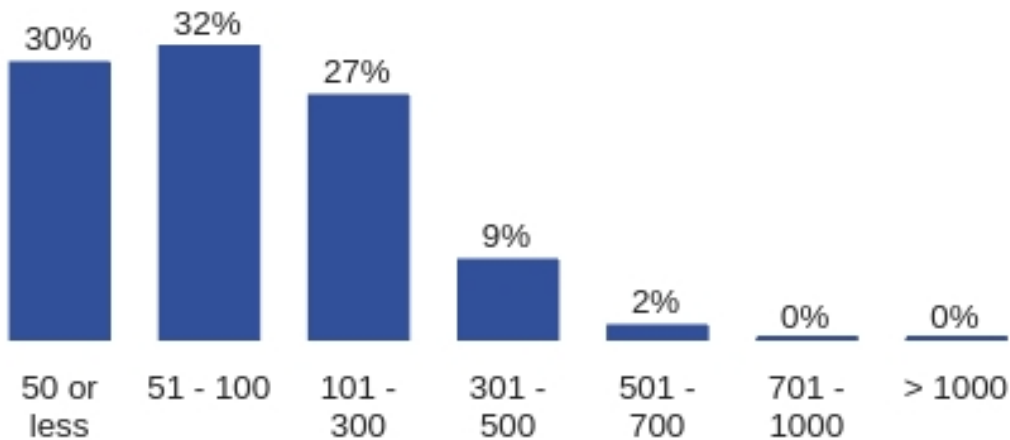
The institutions reporting recruiting trends for their full-time MBA programs had a strong representation of top ranked MBA programs in the results. Nearly two thirds (66%) of the respondents were ranked as one of the top 50 MBA programs in one of the most recent national/international rankings (BusinessWeek, US News & World Report, Financial Times, Economist, Forbes, etc.). This includes 21% that were ranked in the top 20.

Over 89% of the institutions have less than 300 students graduating from their full-time MBA program this year (compared with 90% in last year's survey). The most common program length is 19 - 23 months.

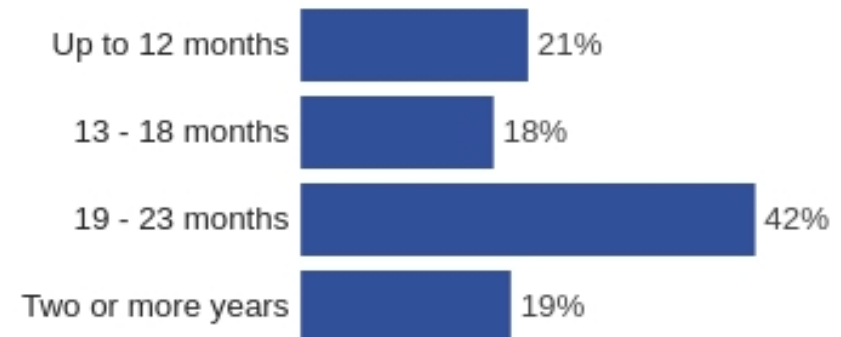
Full-time MBA Program Ranking



Full-time MBA graduates this year (class of 2021)



Full-Time MBA Program Length

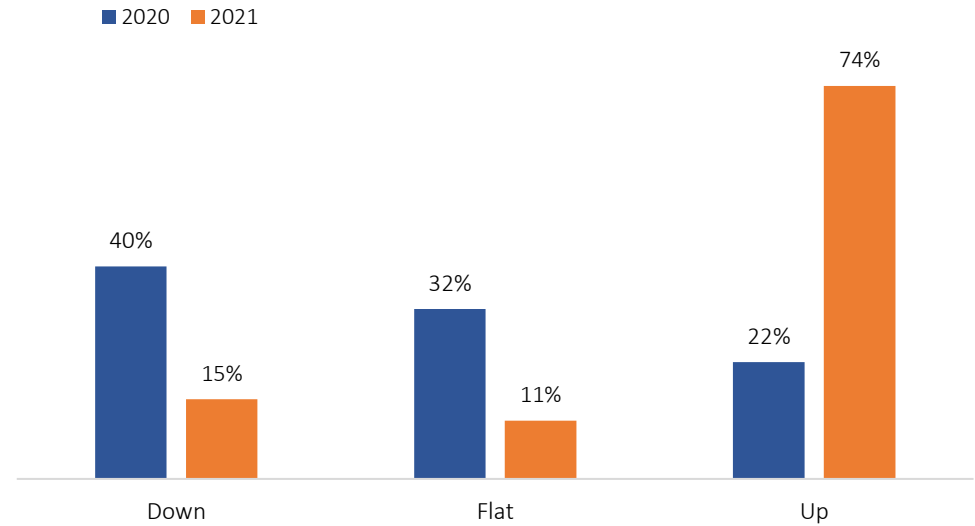




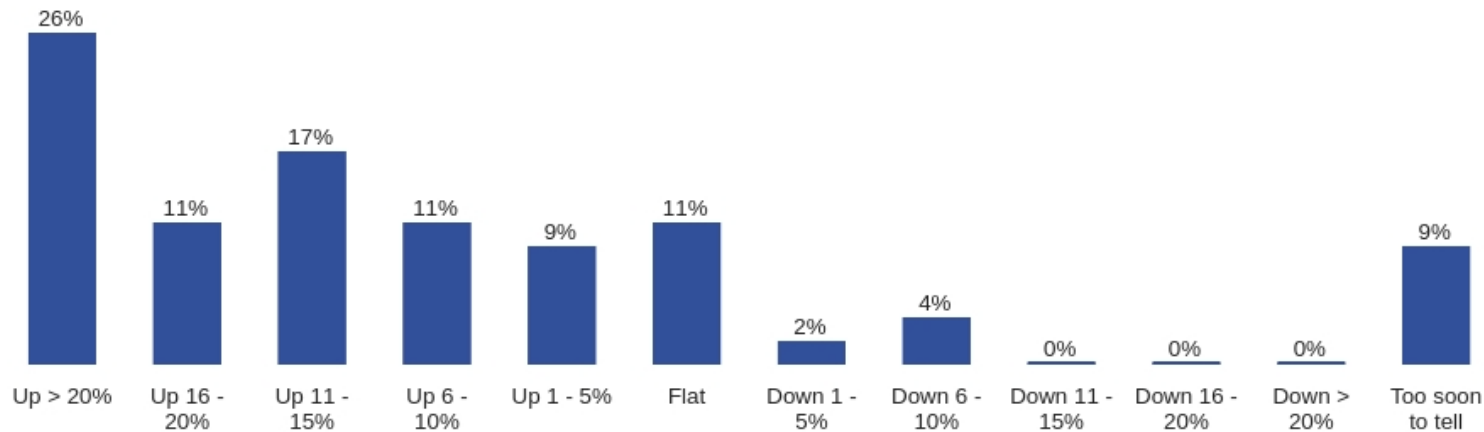
# Full-time MBA Programs

Overall, full-time job postings for off-campus opportunities were up compared to last year's survey. In 2020, 40% indicated postings were down, compared with 15% that indicated the same in 2021. Similarly, 22% of respondents indicated postings were up in 2020 compared with 74% in 2021.

Year Over Year Comparison - Off Campus Opportunities

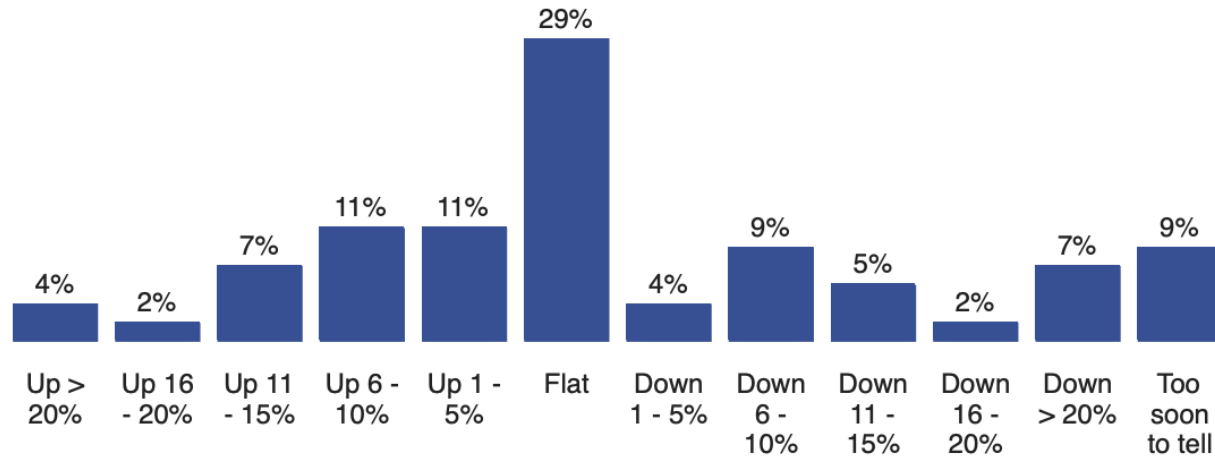


How do full-time job postings (off-campus opportunities) for FT MBAs compare YTD versus last year?



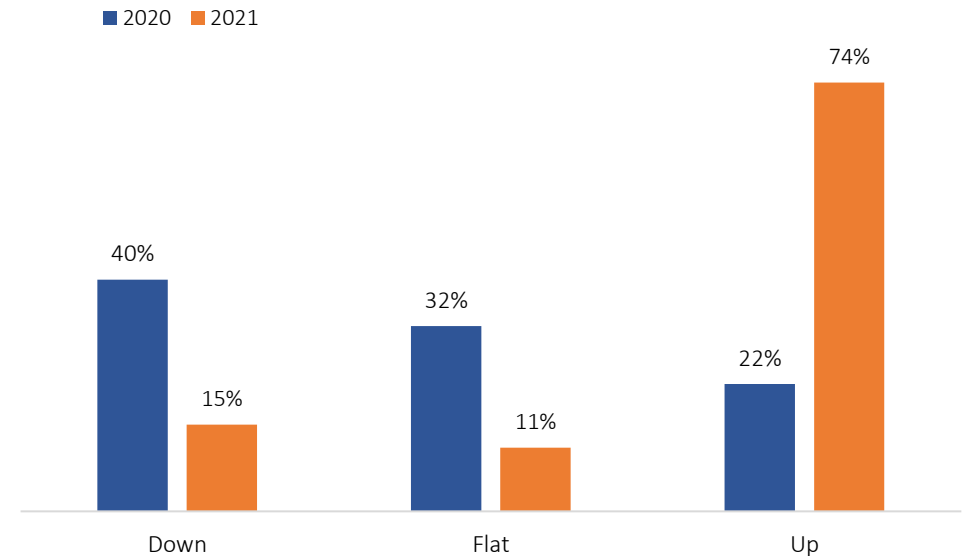
# Full-time MBA Programs

Overall, how have on-campus opportunities (companies interviewing at your school either on campus or coordinated virtually via a campus recruiting process) for FT MBAs compare YTD versus last year?



On-campus opportunities were also up compared to last year. In 2020, 47% of schools indicated postings were down, compared with 27% in 2021. Twenty-one percent indicated posting were up in 2020, compared with 35% reporting an increase in 2021.

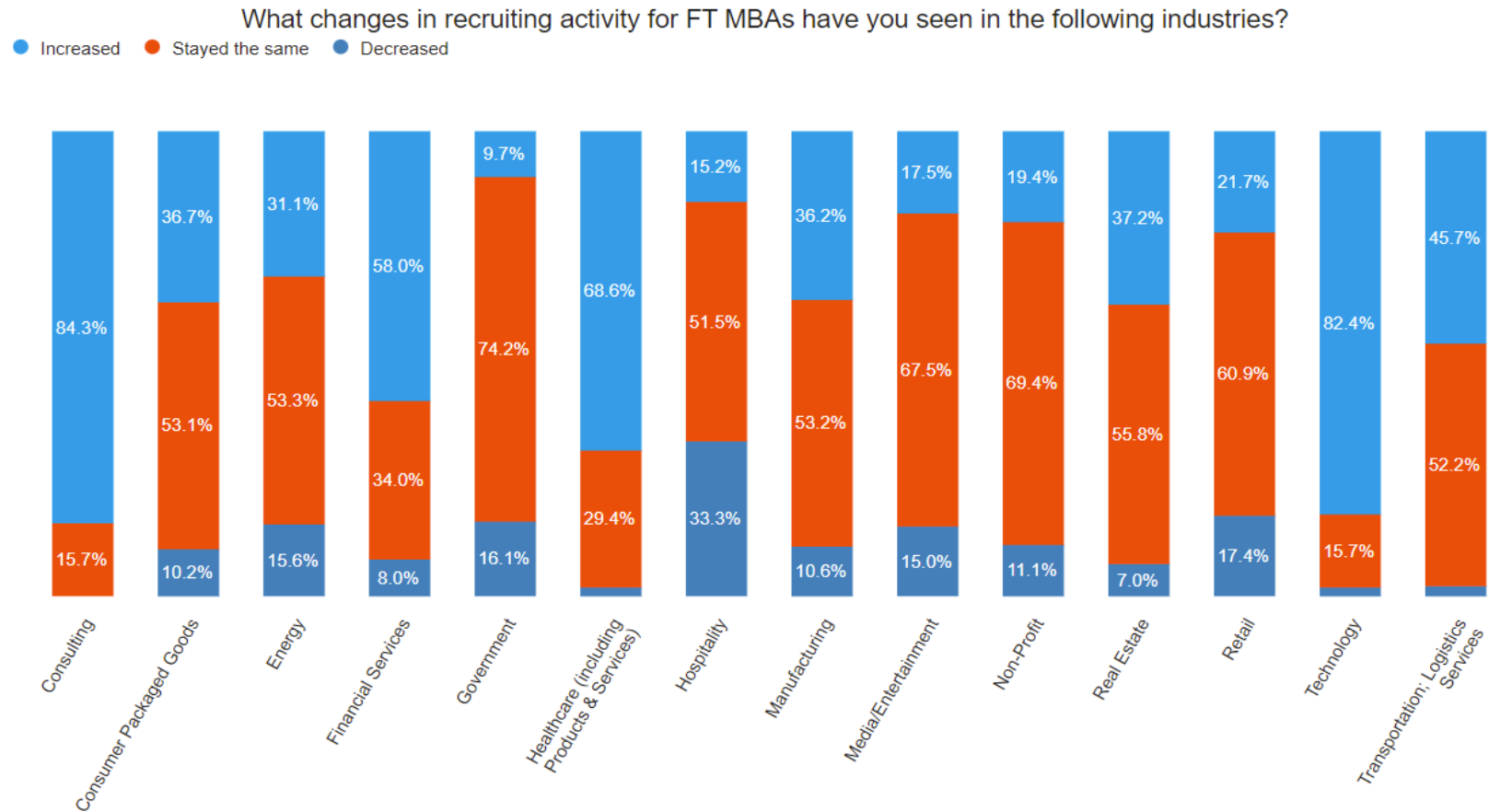
Year Over Year Comparison - On Campus Opportunities



# Full-time MBA Programs

The Consulting sector saw the largest increase, with 84% of schools reporting an increase. This is a large difference from 7% who reported an increase in 2020. Technology also saw an increase in 2021 (82%), which is up from 57% in 2020.

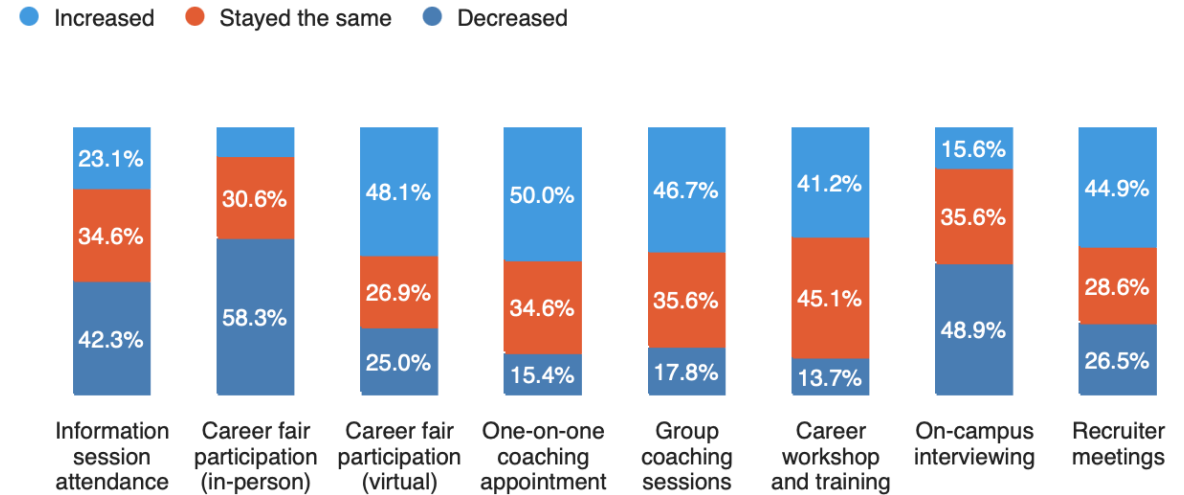
The sectors where the largest numbers of schools saw a decrease include Hospitality, (where 33% saw a decrease in 2021 vs. 61% in 2020) and Retail, (where 17% saw a decrease in 2020 and 46% in 2020).



# Full-time MBA Programs

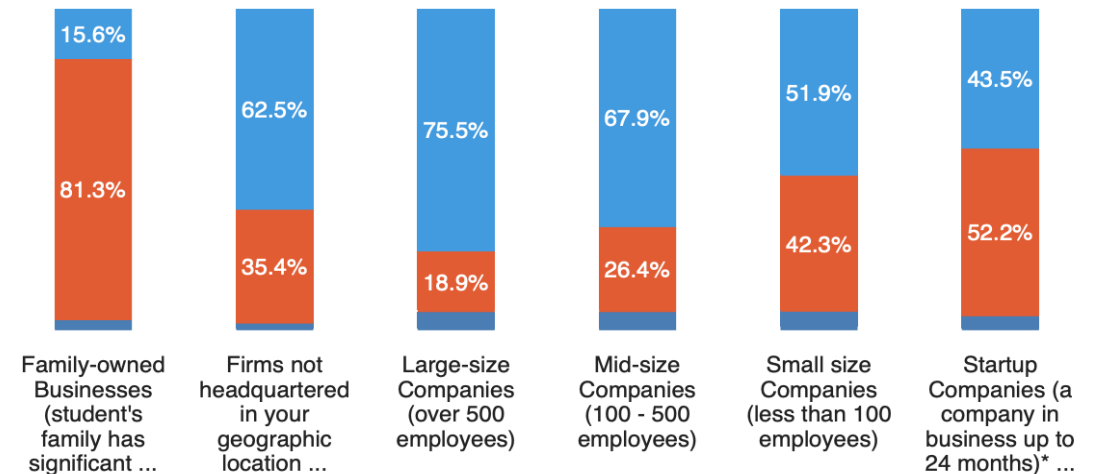
Looking at a newer question to the survey regarding student engagement, the largest increase in engagement (50%) was seen with one-on-one coaching appointments. Virtual career fair participation is a close second with 48% of schools reporting an increase.

How did FT MBA student engagement in the following activities compare to the same time period last year?



What changes in full-time recruiting activity for FT MBAs have you seen with the following types of organizations?

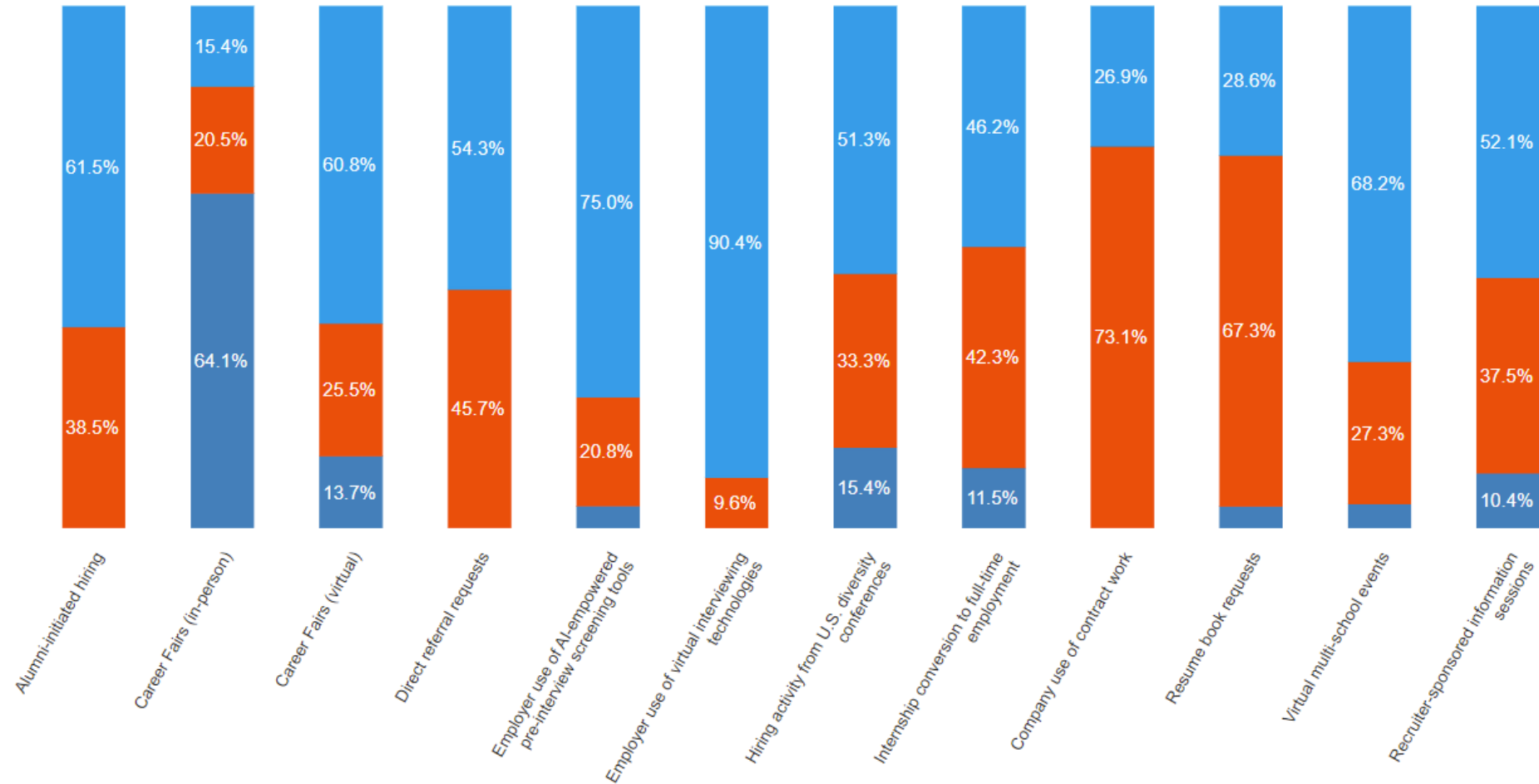
The largest increase in recruiting activity by organization type (76%) was seen with large-size companies. In previous years, companies not headquartered in the geographic location held the top spot. The largest decrease (50%) was in small-size companies, which largely remained the same in last year's survey.



# Full-time MBA Programs

What changes in full-time recruiting activity for FT MBAs have you experienced on your campus?

● Increased ● Stayed the same ● Decreased



A strong majority (90%) of schools saw an increase in employer use of virtual interview technologies (down from 93% that reported an increase last year). Employer use of AI-empowered pre-interview screening tools also saw a significant increase (75%). This is up from 65% last year.

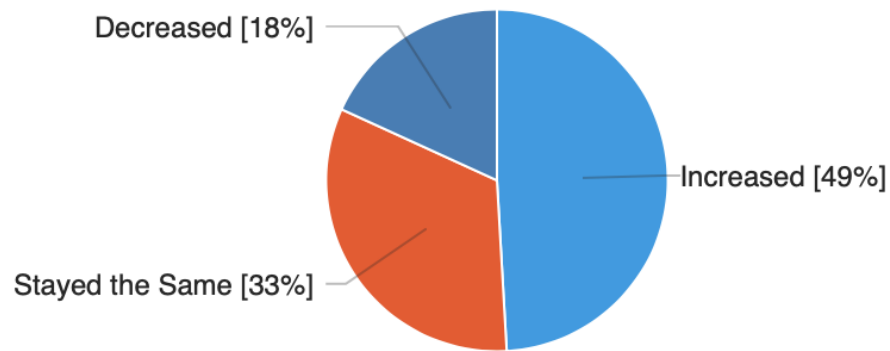
The area that saw the largest decrease was in-person career fairs. Sixty-four percent of schools saw a decrease this year, whereas most schools (20%) indicated that career fair activity remained the same last year.

# Full-time MBA Programs

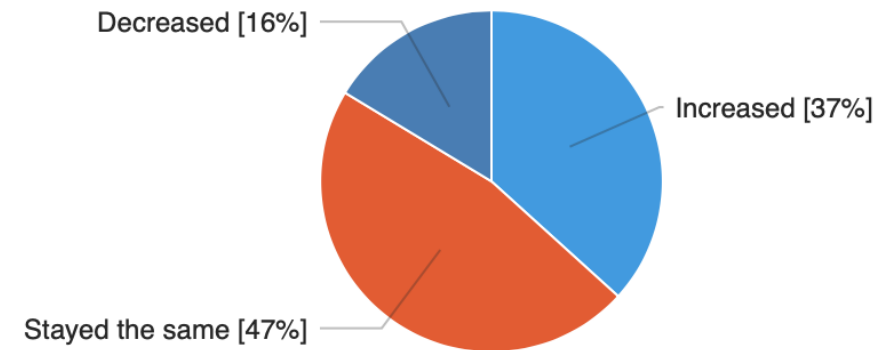
## Trends for International Students (those with non-permanent work authorization)

Full-time job opportunities for full-time international MBA students decreased for 18% of the responding institutions. This is a decrease from 65% that reported a decrease in the 2020 survey. Additionally, 16% of schools reported a decrease in the number of internship opportunities for international MBA students. This is similar to the decrease that was noted by 55% of schools in 2020.

Overall, how do full-time opportunities for international FT MBA students compare YTD versus last year?



Overall, how do internship opportunities for international FT MBA students compare YTD versus last year?



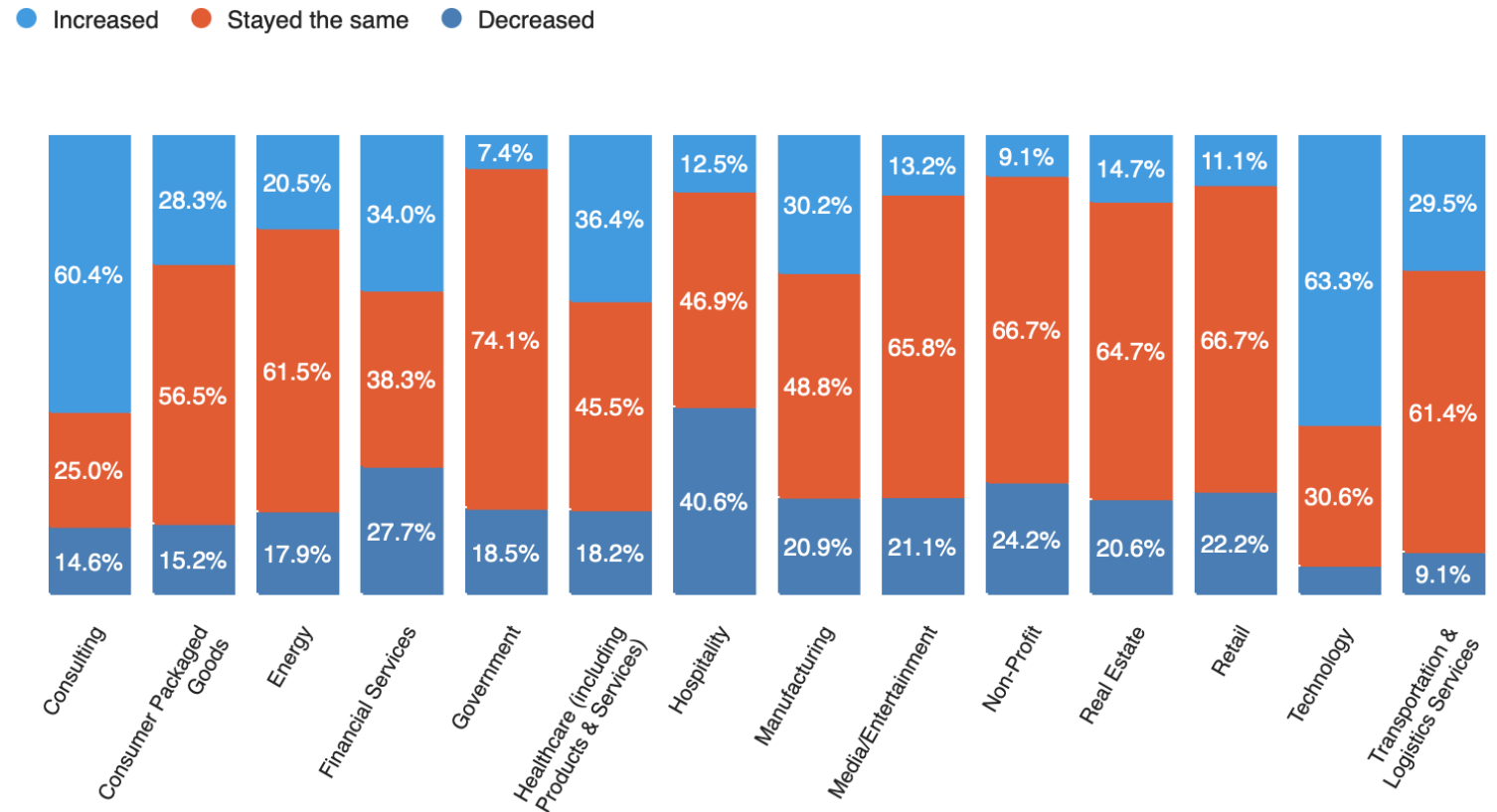
# Full-time MBA Programs

## Trends for International Students (those with non-permanent work authorization)

The Technology sector saw the largest increase for international FT MBA students, with 63% of schools reporting an increase. This is a large increase from the 31% who reported an increase in 2020. Consulting also saw an increase (60%), which is 48% more than the previous year's survey.

The sectors where the largest numbers of schools saw a decrease include: Hospitality, (where 41% saw a decrease in 2021 and 60% saw a decrease in 2020) and Non-Profit, (where 24% saw a decrease in 2021 and 42% saw a decrease in 2020).

What changes in full-time recruiting activity have you seen in the following industries for international FT MBA students?



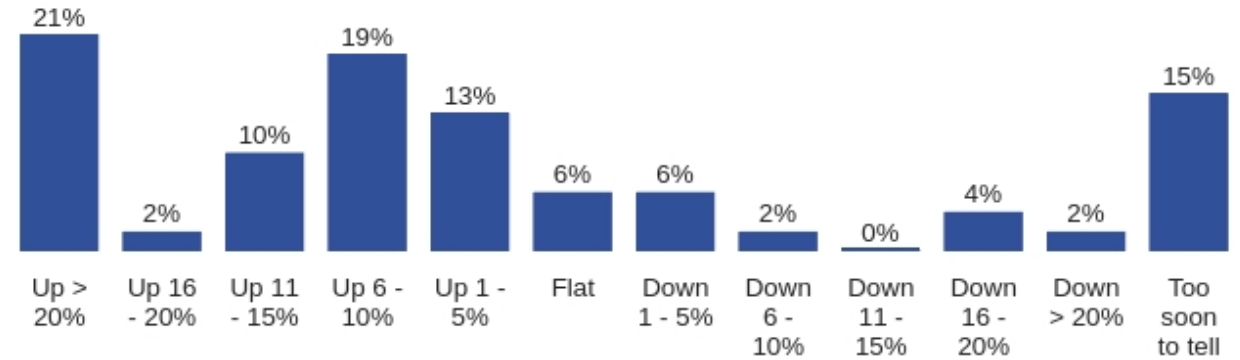
# Full-time MBA Programs

## Internship Recruiting Trends

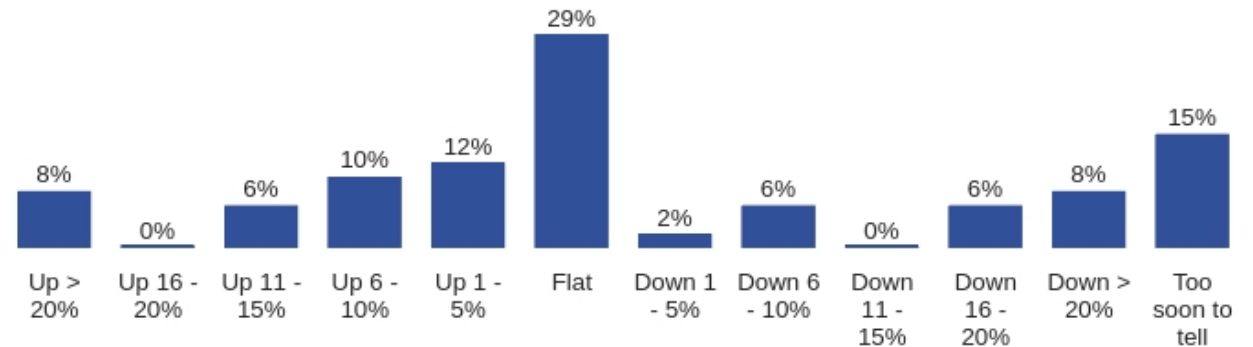
Overall, internship postings for FT MBAs increased compared to 2020. Sixty-five percent of schools indicated that off-campus opportunities for internships increased, compared with 30% that showed an increase in 2020. 29% indicated a decrease, down from 34% in the 2020 survey.

On-campus interviews are improving as well, with 36% of schools reporting an increase this year, compared with 16% in 2020. 37% of schools reported a decrease, compared with 46% in last year's survey.

Overall, how do off-campus opportunities (internship postings) for internships for FT MBAs compare YTD versus last year?



Overall, how do on-campus opportunities (company interviews either conducted on campus or coordinated virtually via a campus recruiting process) for internships for FT MBAs compare YTD versus last year?





# Full-time MBA Programs

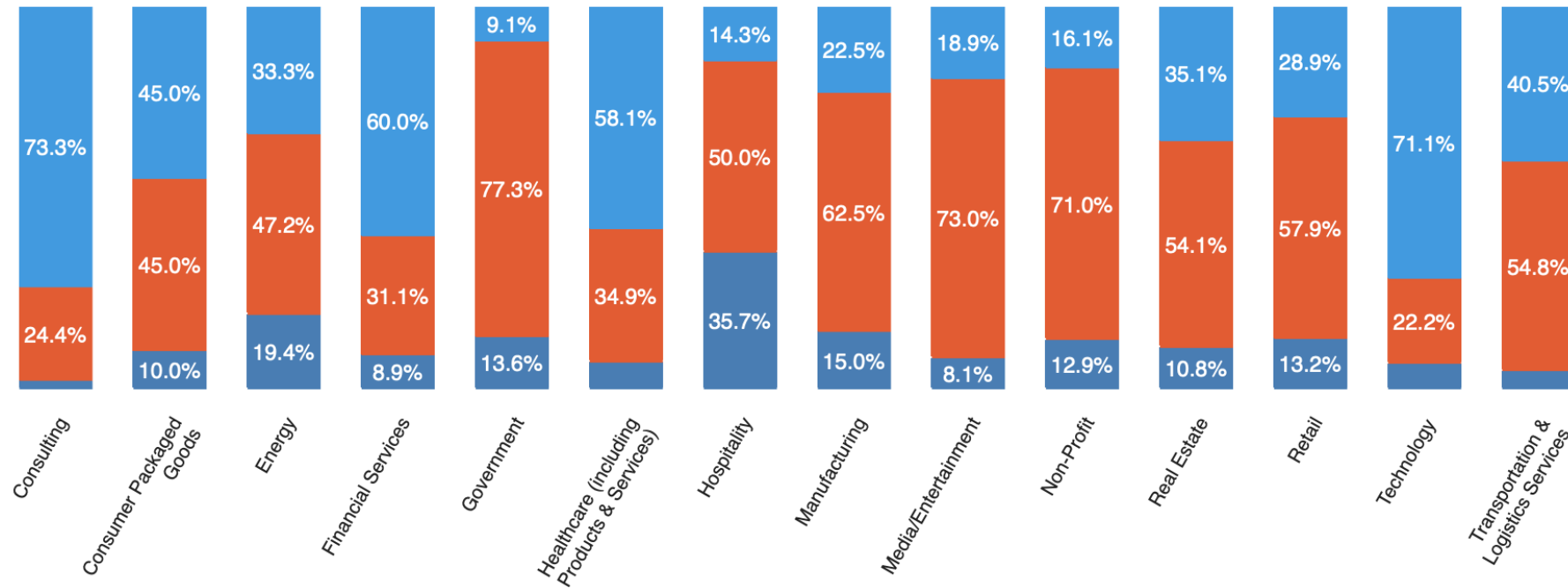
## Internship Recruiting Trends

The Consulting Sector showed the strongest increase for internship recruiting for FT MBA students, with 73% of schools indicating an increase. Sixteen percent saw an increase in 2020. Technology also saw a 71% increase, compared with 55% the previous year.

The largest decrease was seen in the Hospitality sector - 36% compared with 56% that saw a decrease in 2020.

What changes in internship activity for FT MBAs have you seen in the following industries?

● Increased ● Stayed the same ● Decreased

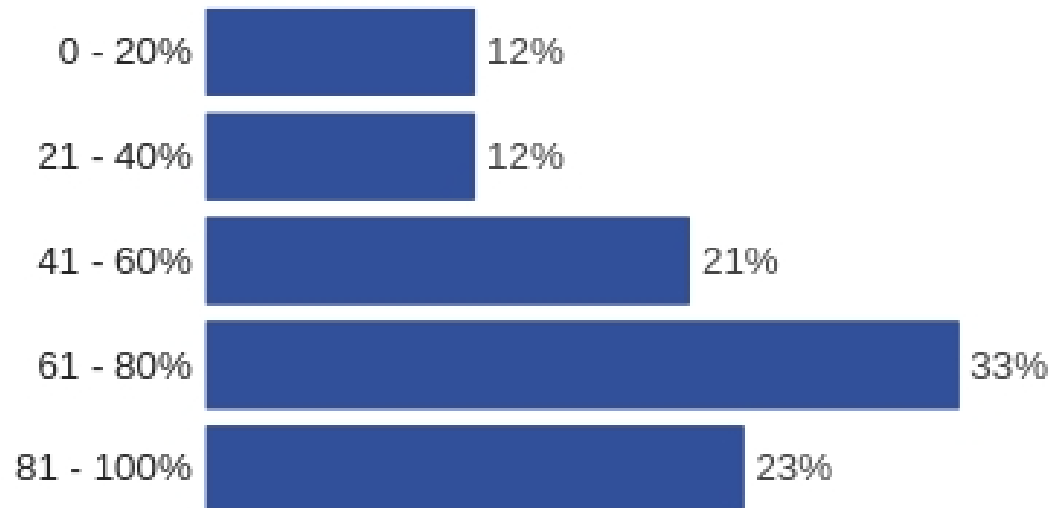


# Full-time MBA Programs

## Internship Recruiting Trends

Fewer summer internships were virtual in 2021 vs. in 2020. Fifty-six percent of schools reported that over 61% of their internships were virtual compared with 83% last year.

What percent of internships for FT MBA students in Summer 2021 were virtual?



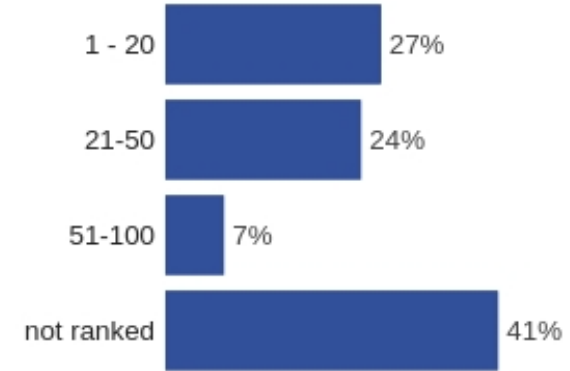
# Part-Time MBA Programs

# Part-time MBA Programs

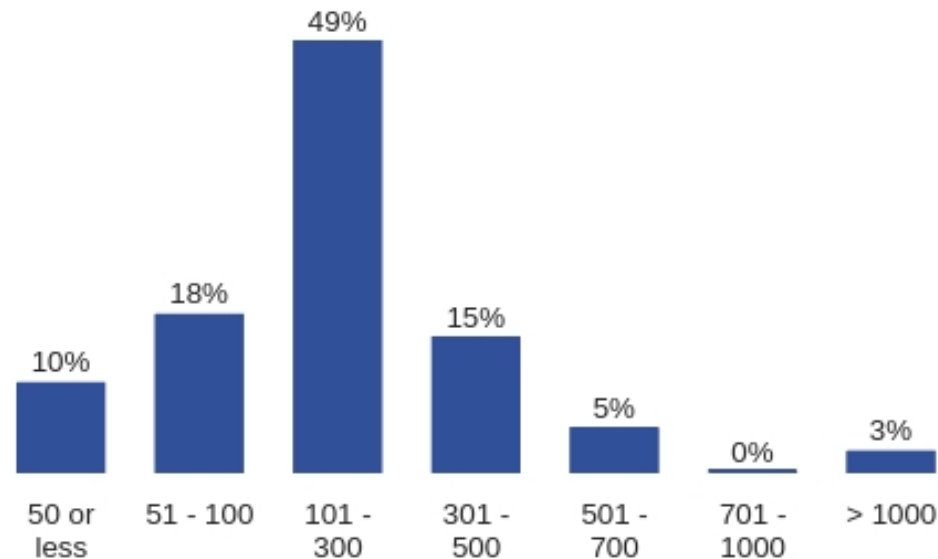
The institutions reporting recruiting trends for their PT MBA Programs had a strong representation of top ranked MBA programs in the results. Fifty-one percent of the respondents were ranked as one of the top 50 MBA programs in one of the most recent national/international rankings (U.S. News & World Report, QS, etc.) This includes 27% that were ranked in the top 20.

Seventy-seven percent of the institutions have 300 or less students graduating from their PT MBA program this year (compared with 68% in the 2020 survey). The most common program length is 2 – 3 years.

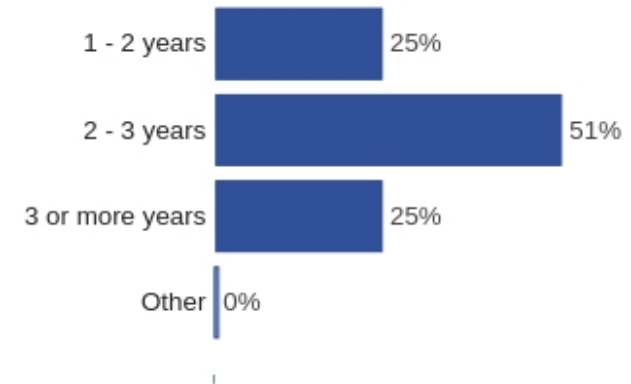
### Part-time MBA Program Ranking



### Part-time MBA Graduates This Year (class of 2021)

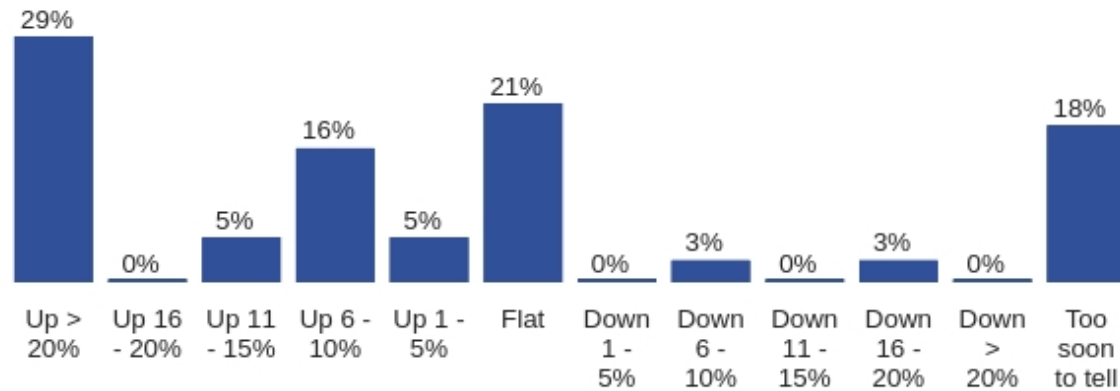


### Part-time MBA Program Length



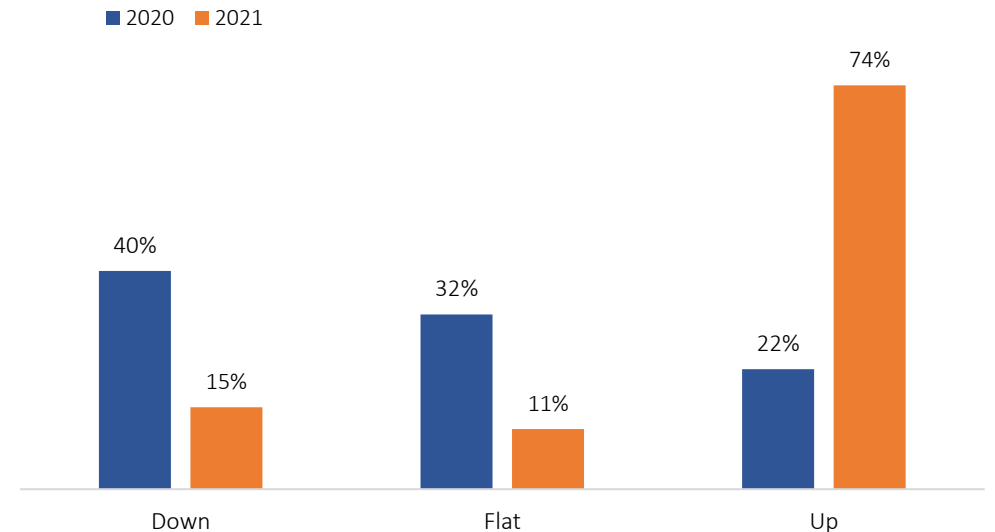
# Part-time MBA Programs

Overall, how do full-time job postings (off-campus opportunities/postings by employers through your school's job posting platform(s)) for PT MBA students compare YTD versus last year?



Overall, Full-time job postings for off-campus opportunities for PT MBAs were up compared to last year's survey. In 2021, 6% indicated postings were down, compared with 31% in 2020. Similarly, 55% indicated postings were up in 2021 compared with 26% in 2020.

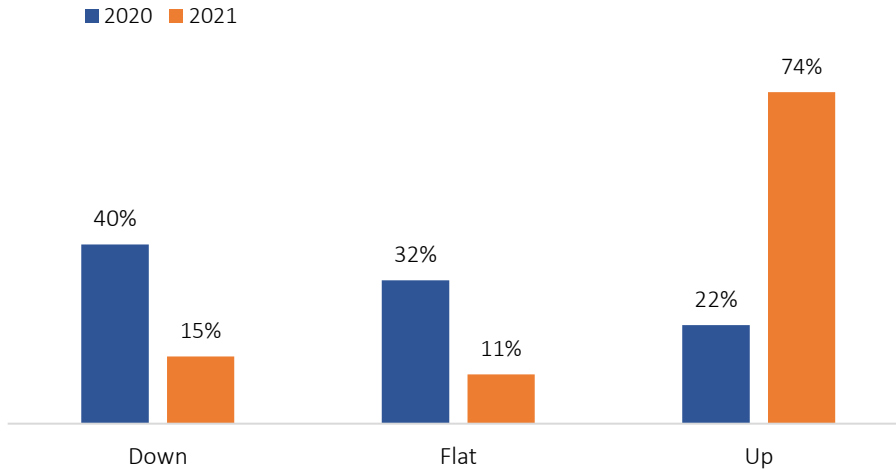
Year Over Year Comparison - Off Campus Opportunities



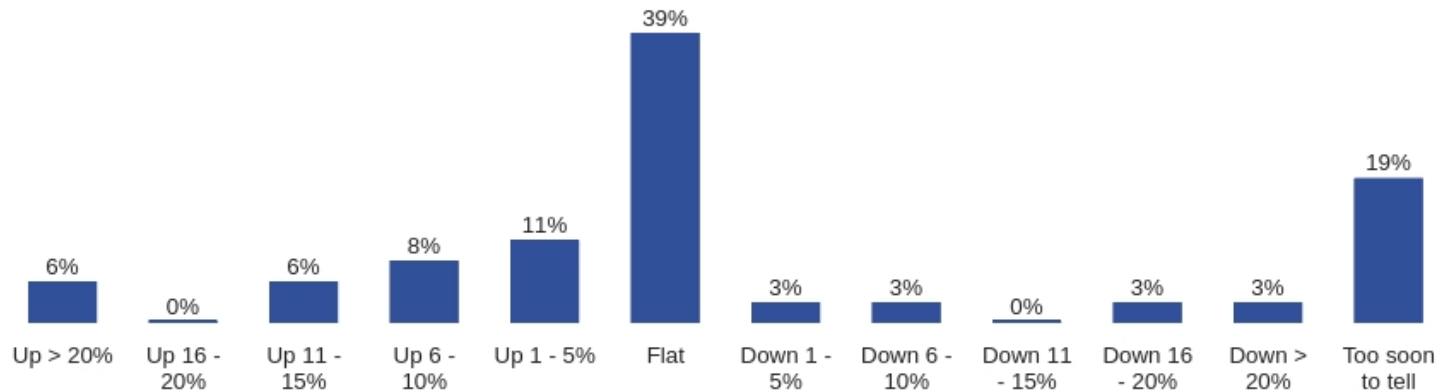
# Part-time MBA Programs

On-campus opportunities were also up compared to last year. In 2020, 36% indicated postings were down, compared with 12% in 2021. Six percent indicated postings were up in 2020, compared with 31% in 2021.

Year Over Year Comparison - On Campus Opportunities



Overall, how have on-campus opportunities (companies interviewing at your school either on campus or coordinated virtually via a campus recruiting process) for PT MBA students compare YTD versus last year?



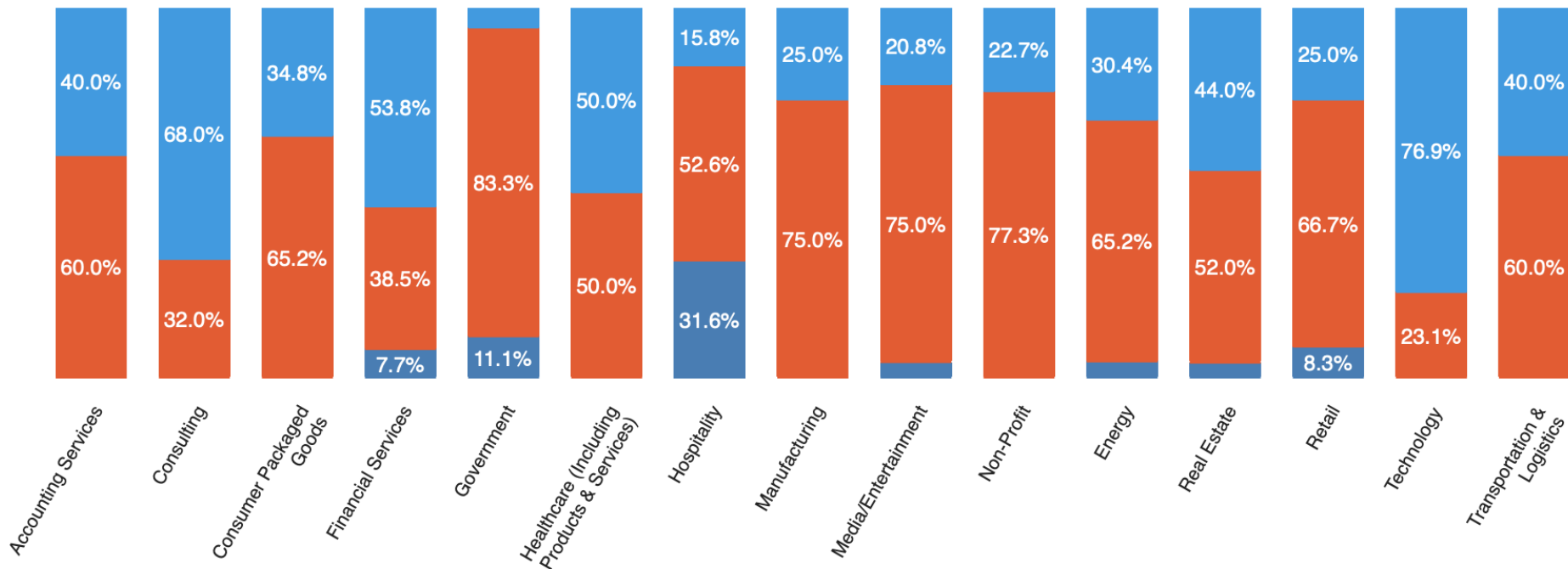
# Part-time MBA Programs

Technology showed the largest increase for the second year in a row, with 77% of schools indicating an increase. Thirty-one percent reported an increase in 2020. The second largest increases are in Consulting & Financial Services. Hospitality showed the largest decrease (32% of schools).

Note: due to survey inconsistencies, a full year over year comparison is not available for this dataset.

What changes in recruiting activity for PT MBAs have you seen in the following industries?

● Increased ● Stayed the same ● Decreased

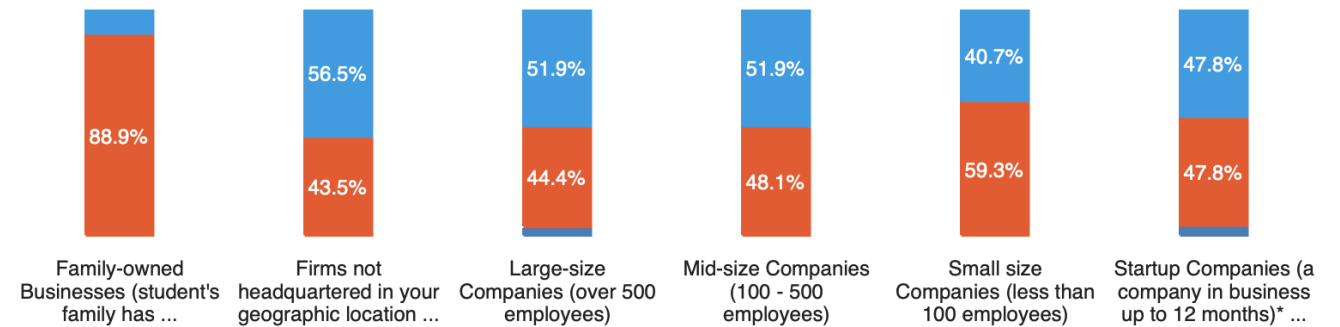


# Part-time MBA Programs

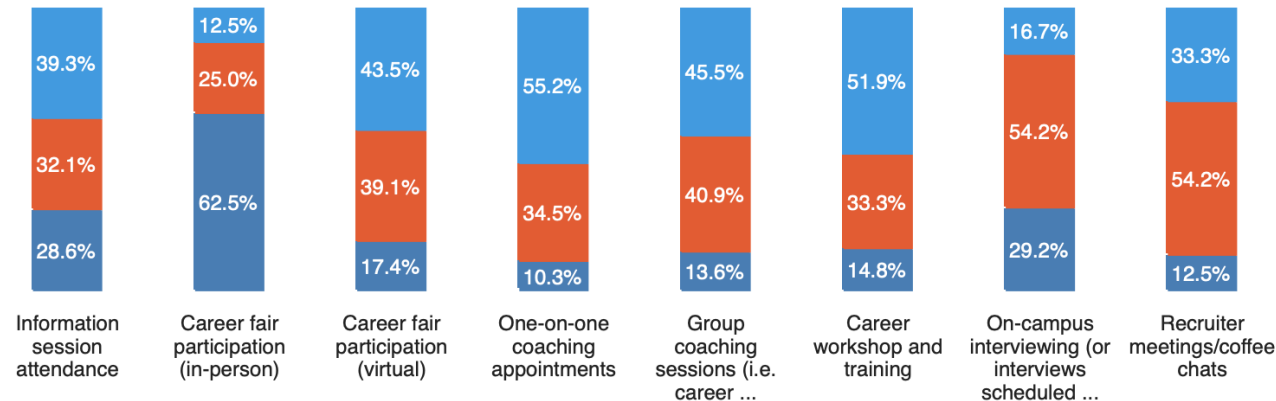
What changes in recruiting activity for PT MBA students have you seen with the following types of organizations?

● Increased ● Stayed the same ● Decreased

The largest increase in recruiting activity by organization type (57%) was seen with firms not headquartered in the school's geographic location. The same category showed the largest increase last year (27%). There were minimal decreases in both large-sized companies and startups. The largest decrease the previous year was in small-sized firms.



How did PT MBA student engagement in the following activities compare to the same time period last year?



Regarding student engagement activities, the largest increases were seen with one-on-one coaching appointments and career workshops and training (55% and 52% respectively).

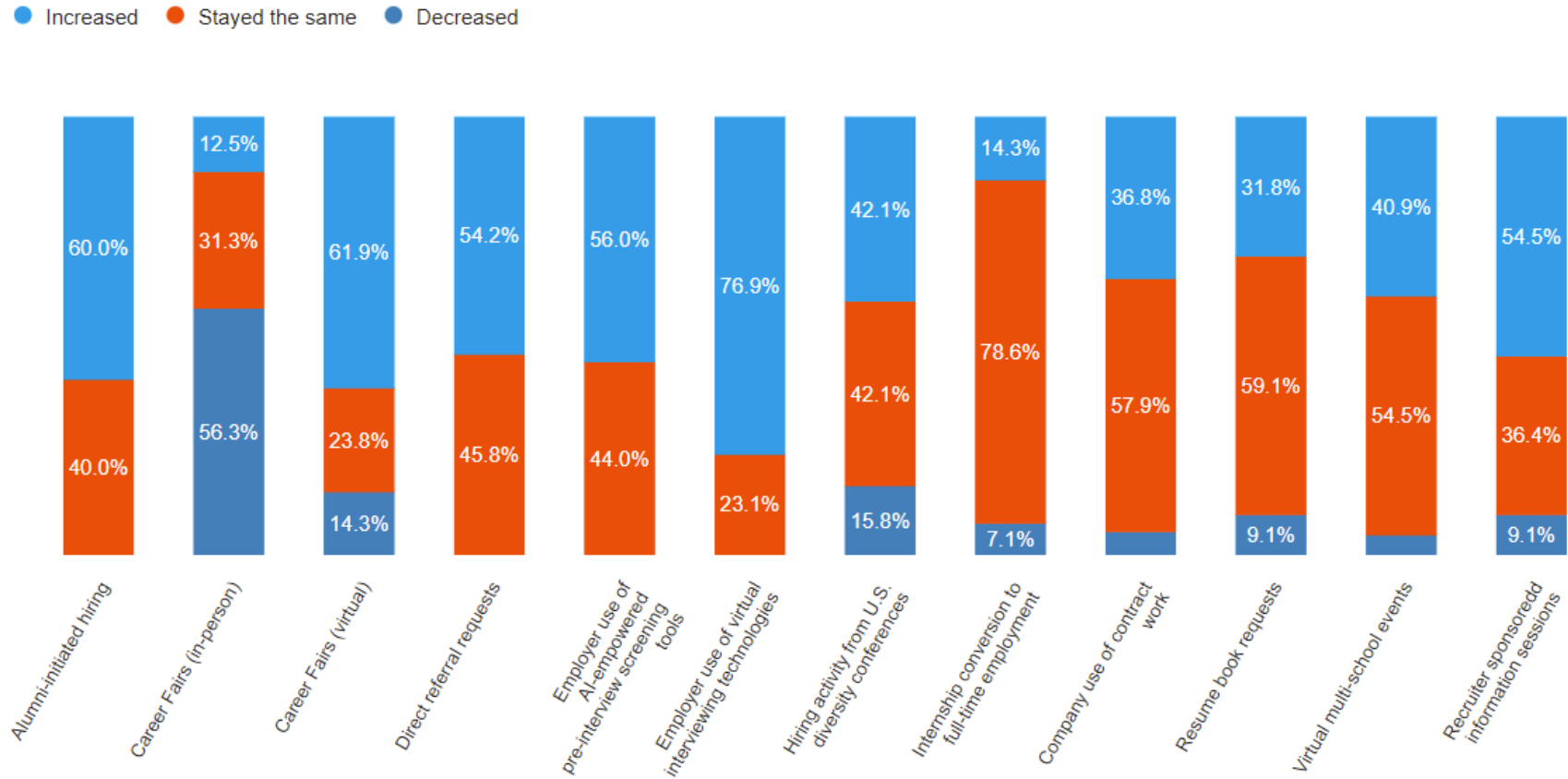


# Part-time MBA Programs

A strong majority (77%) of schools saw an increase in employer use of virtual interview technologies (down from an 86% increase from last year). Virtual career fair hiring also saw a significant increase (62%), which is up from 18% last year.

The largest decrease was in in-person career fairs. Fifty-six percent of schools saw a decrease this year. Internship conversions to FT offers remained mostly the same with 79% of schools as such.

What changes in full-time recruiting for PT MBAs have you experienced on your campus?



# Specialty Masters Programs

# Specialty Masters Programs

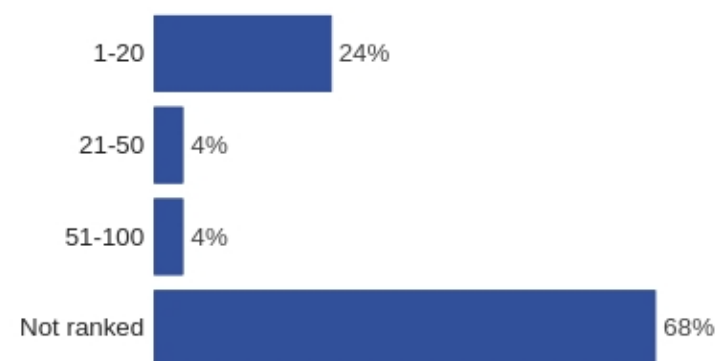
## Specialty Masters Programs Offered



The three most common specialty masters programs offered by responding institutions were Business/Data Analytics (81%), Finance (76%) and Accounting (62%), which is similar to the 2020 survey.

The institutions reporting recruiting trends for their specialty masters programs had a good representation of top ranked programs in the results. Roughly 28% of the respondents had one of their specialty masters programs ranked as one of the top 50 in most recent national/ international rankings (Business Week, US News & World Report, Financial Times, Economist, Forbes, etc.). This includes 24% of the respondents that were ranked in the top 20.

## Specialty Masters Programs Overall Ranking

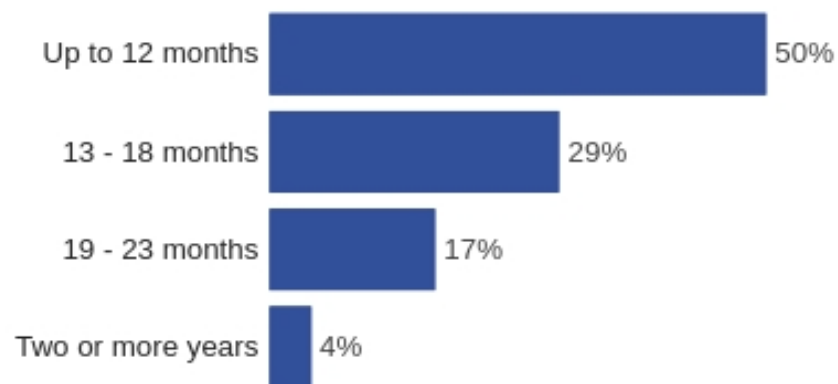


# Specialty Masters Programs

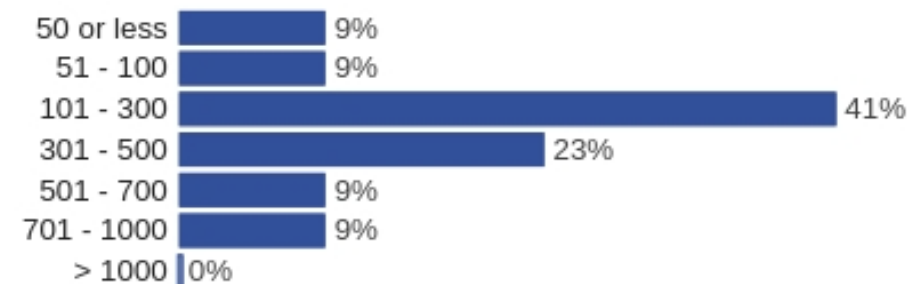
Specialty masters program class sizes were typically small, with 59% of respondents indicating 300 or less students graduated or will graduate this year (compared with 83% of schools indicating the same in 2020).

The most common program length was up to 12 months, with 50% of schools selecting that length. 29% of schools selected 13 - 18 months.

### Specialty Masters Program Lengths



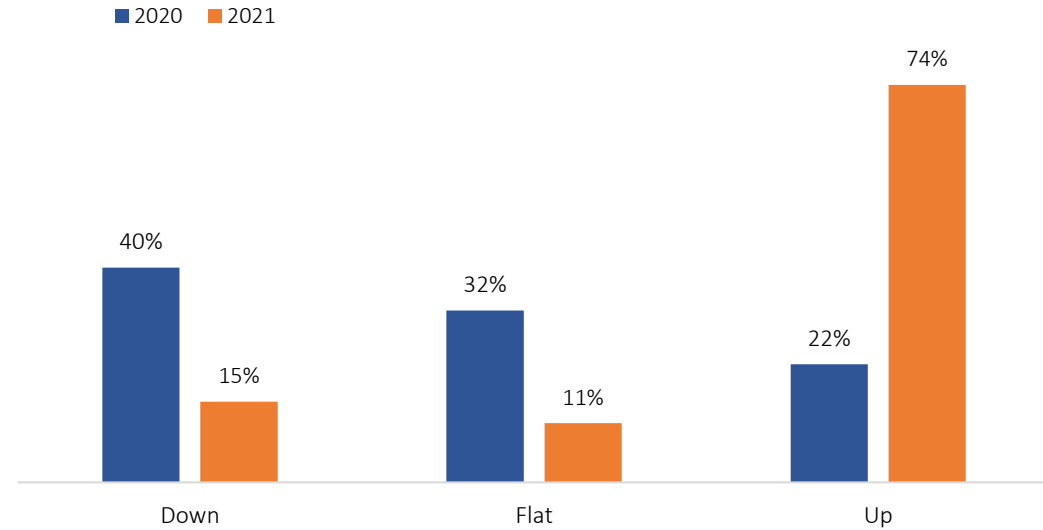
### Specialty Masters Program Graduates This Year (class of 2021)



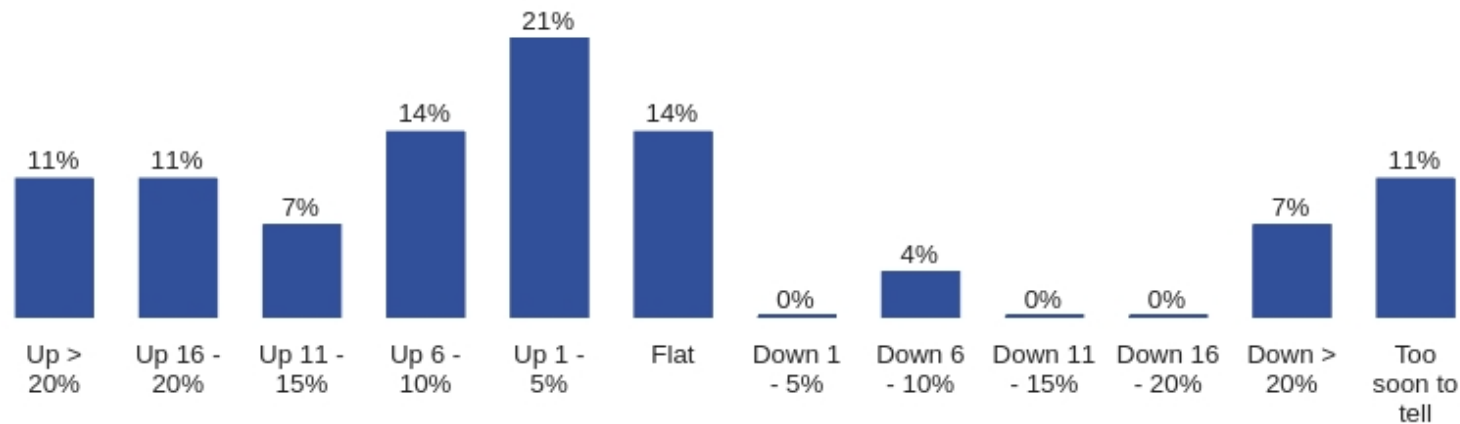
# Specialty Masters Programs

Overall, full-time job postings for off-campus opportunities for specialty masters students are up significantly compared to last year's survey. In 2021, 64% of schools indicated postings increased, compared to 28% that indicated the same in the 2020 survey. In addition, 11% indicated postings decreased this year, compared with 12% in 2020.

Year Over Year Comparison - Off Campus Opportunities

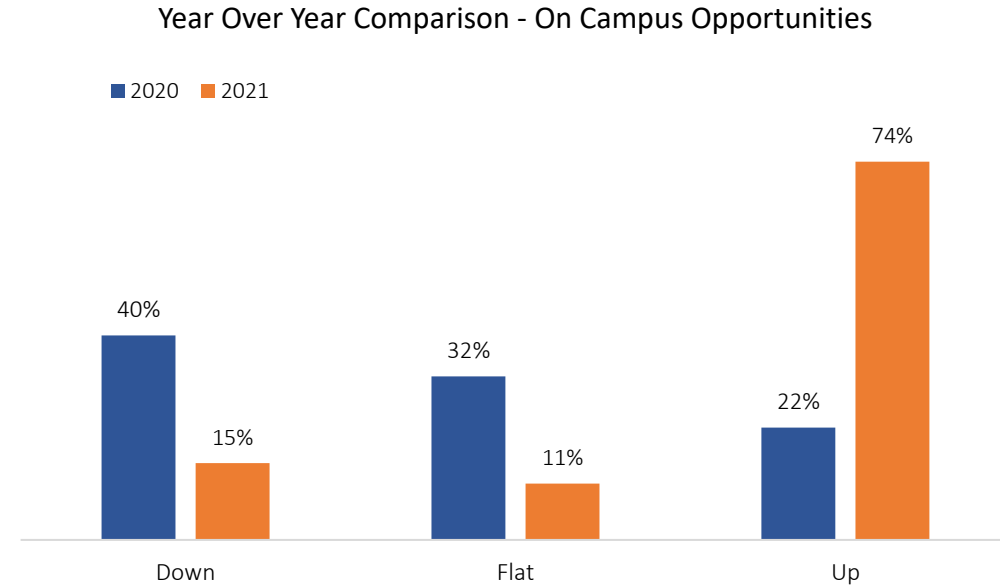


How do full-time job postings (off-campus opportunities) for Specialty Masters programs compare YTD versus last year?

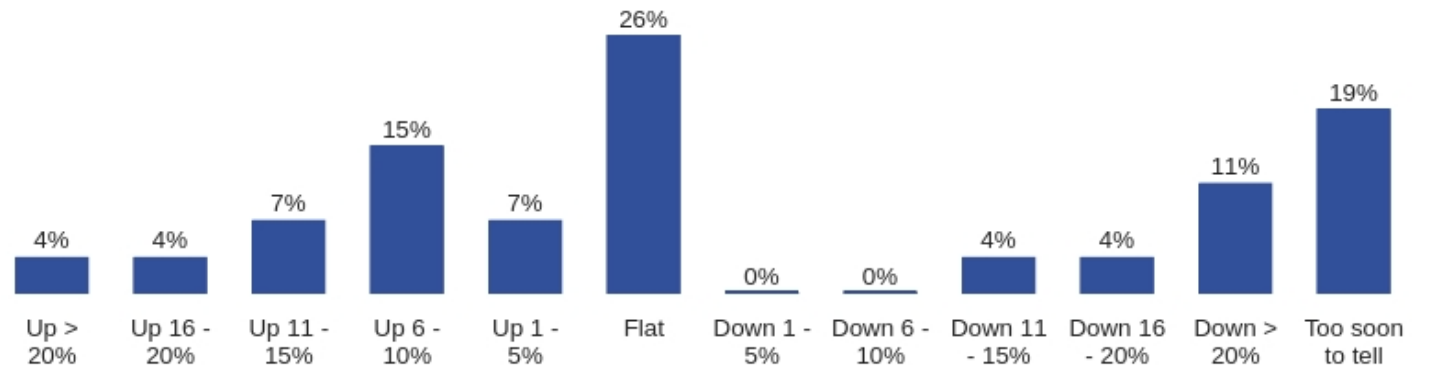


# Specialty Masters Programs

On-campus opportunities were also up compared to last year. In 2020, 33% of schools indicated postings were down, compared with 19% in 2021. Eight percent indicated postings were up in 2020, compared with 37% in 2021.



Overall, how have on-campus opportunities (companies interviewing at your school either on campus or coordinated virtually via a campus recruiting process) Specialty Masters students compare YTD versus last year?

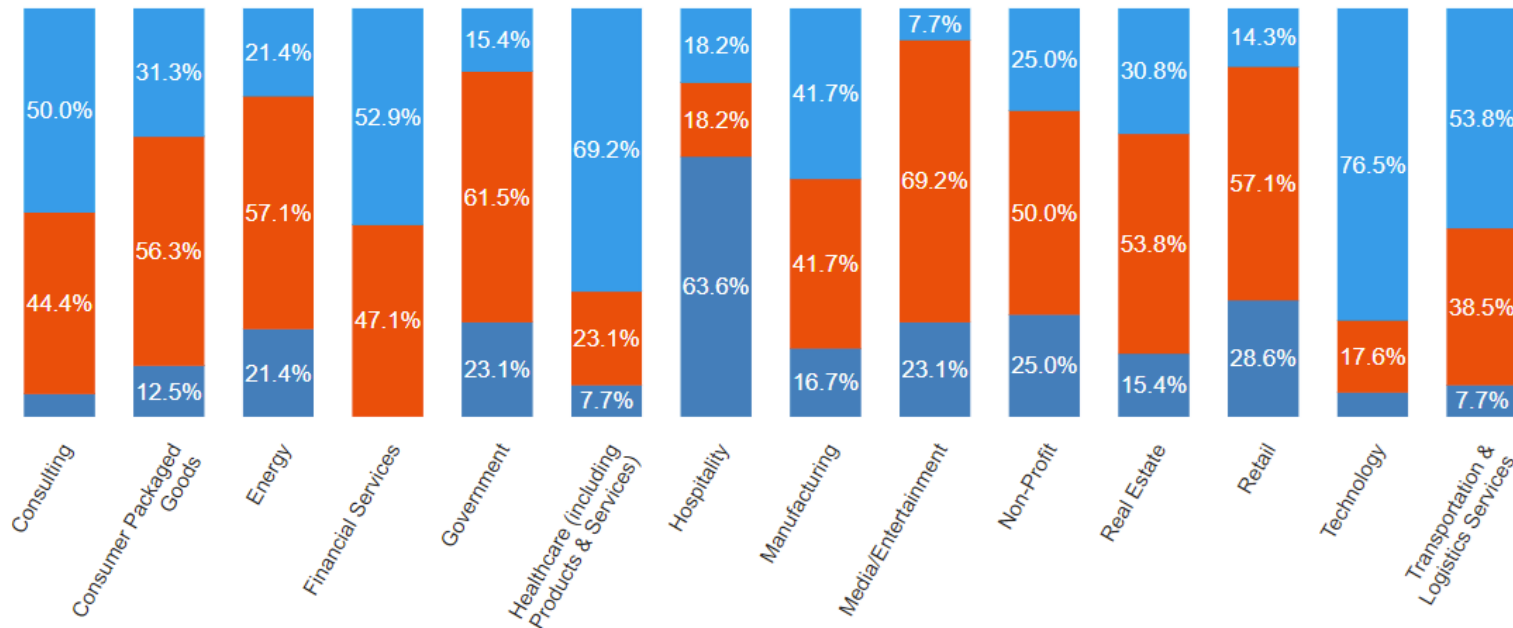


# Specialty Masters Programs

The Technology sector saw the largest increase, with 77% of schools reporting an increase. Fifty-three percent of schools reported an increase in 2020. Healthcare also saw an increase (69%). Twenty nine percent of schools reported an increase in that sector in the 2020 survey. The sectors where the largest numbers of schools saw a decrease included: Hospitality, (where 64% saw a decrease in 2021 and 56% saw a decrease in 2020) and Retail, (where 29% saw a decrease in 2021 and 31% saw a decrease in 2020).

What changes in recruiting activity for Specialty Masters Programs have you seen in the following industries?

● Increased ● Stayed the same ● Decreased

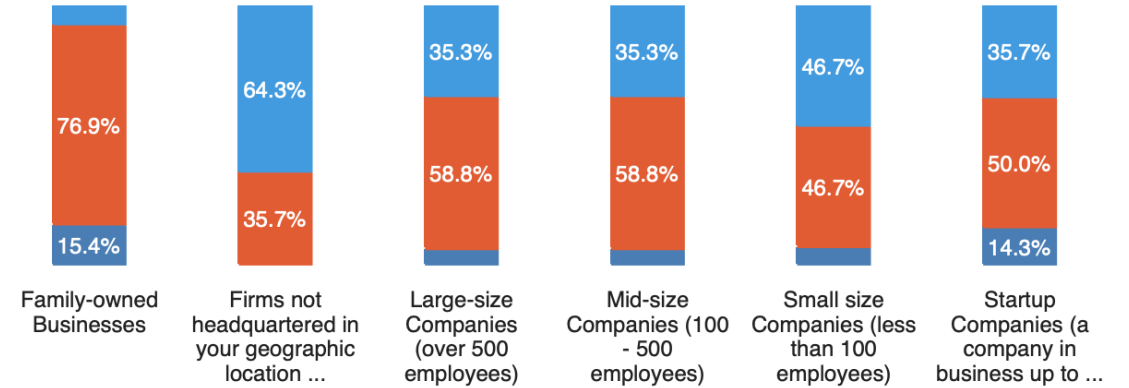


# Specialty Masters Programs

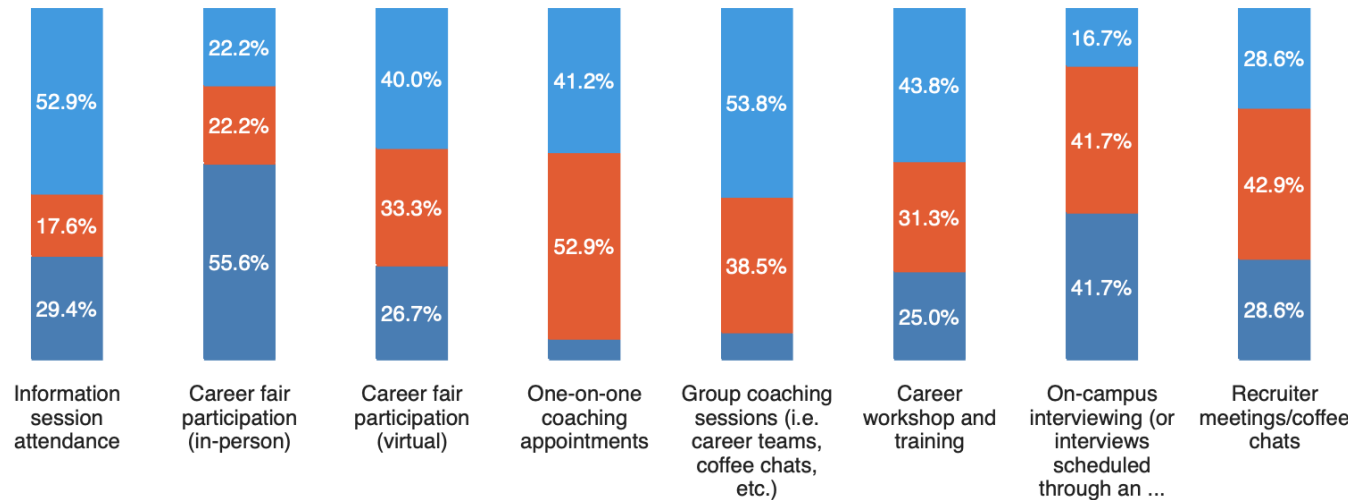
The largest increase in recruiting activity by organization type (64%) was seen with firms not headquartered in the school's geographic location. This is consistent with last year's results. The largest decrease (50%) was in family-owned businesses and startups. Last year, it was the small-sized businesses with the largest decrease.

What changes in full-time recruiting activity for Specialty Masters programs have you seen with the following types of organizations?

● Increased ● Stayed the same ● Decreased



How did Specialty Masters program student engagement in the following activities compare to the same time period last year?



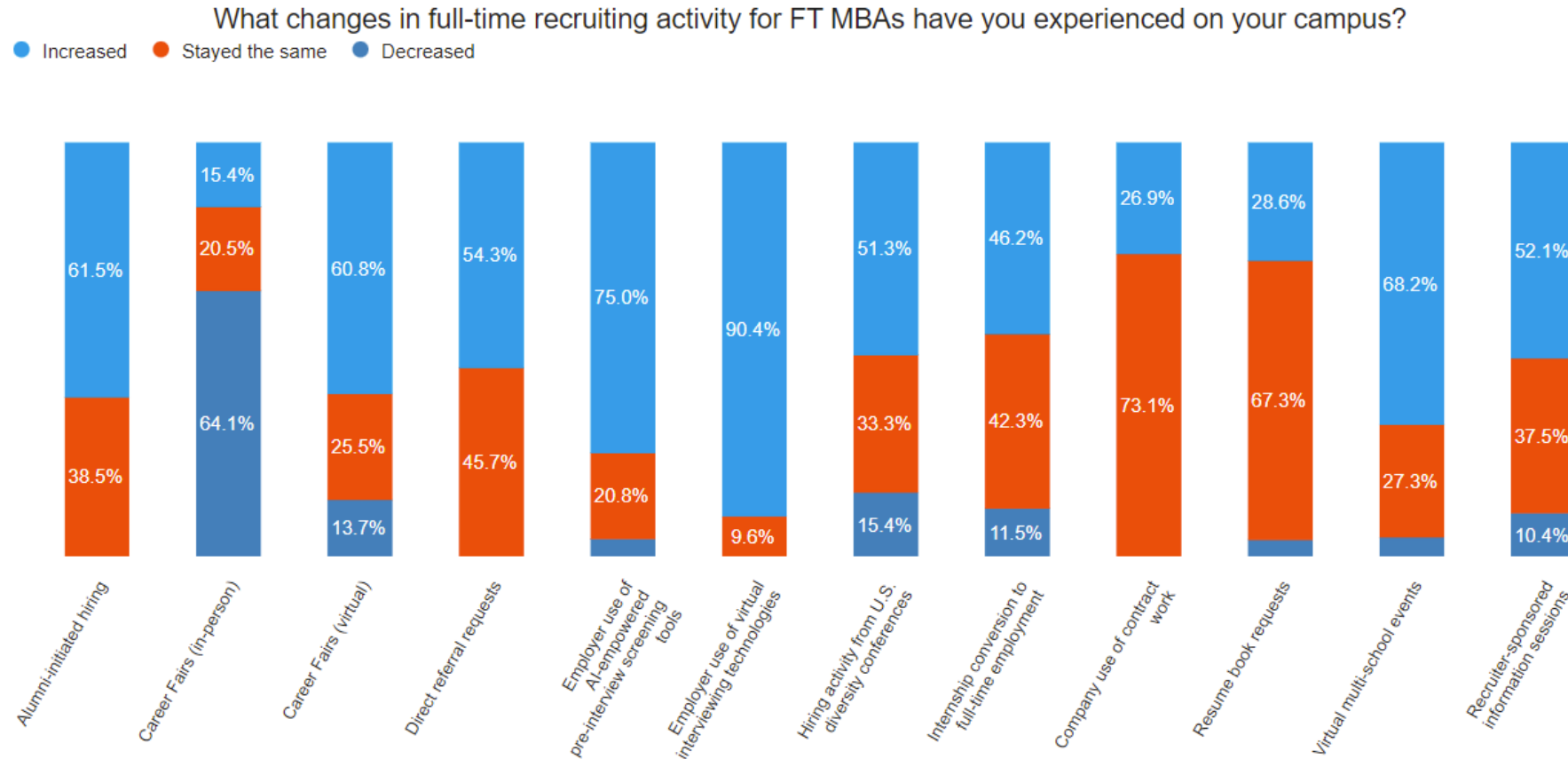
Group coaching and information session engagement increased the most this year, both with around 53% of schools reporting this. Last year, one-on-one coaching saw the highest increase.



# Specialty Masters Programs

This year, alumni-initiated hiring, employer use of AI-powered pre-interview screening, and employer use of virtual interviewing tech, tied as the recruiting approaches that saw the biggest increase (63%). Last year it was virtual interview technologies with a strong majority of 87%.

The largest decrease was in in-person career fairs. 64% of schools saw a decrease this year.



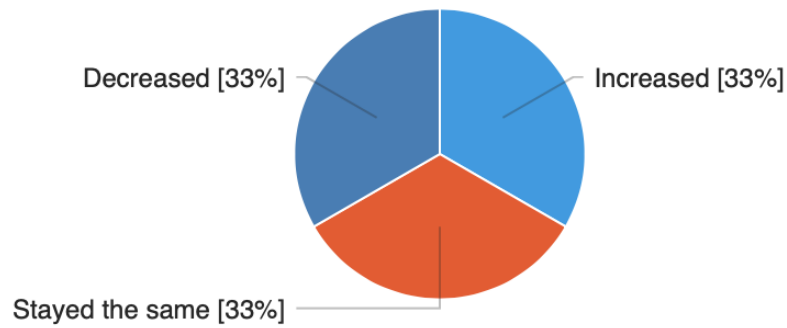
# Specialty Masters Programs

## Trends for International Students (those with non-permanent work authorization)

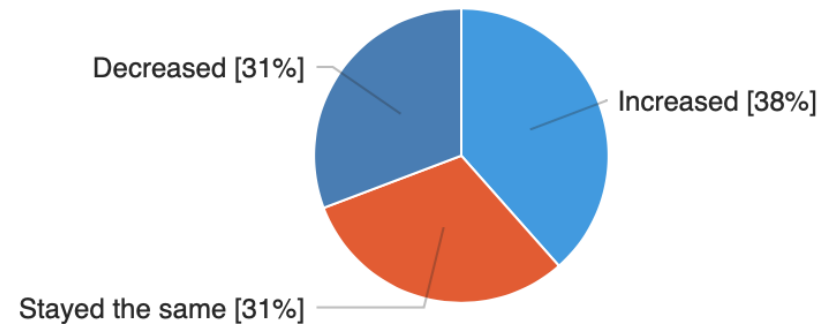
Full-time job opportunities for full-time international specialty masters students decreased for 33% of the responding institutions. Fifty-seven percent noted a decrease in the 2020 survey.

Additionally, 31% reported a decrease in the number of internship opportunities for international students. 58% noted a decrease in the previous year's survey.

Overall, how do full-time opportunities for international Specialty Masters students compare YTD versus last year?



Overall, how do internship opportunities for international Specialty Masters students compare YTD versus last year?



# Specialty Masters Programs

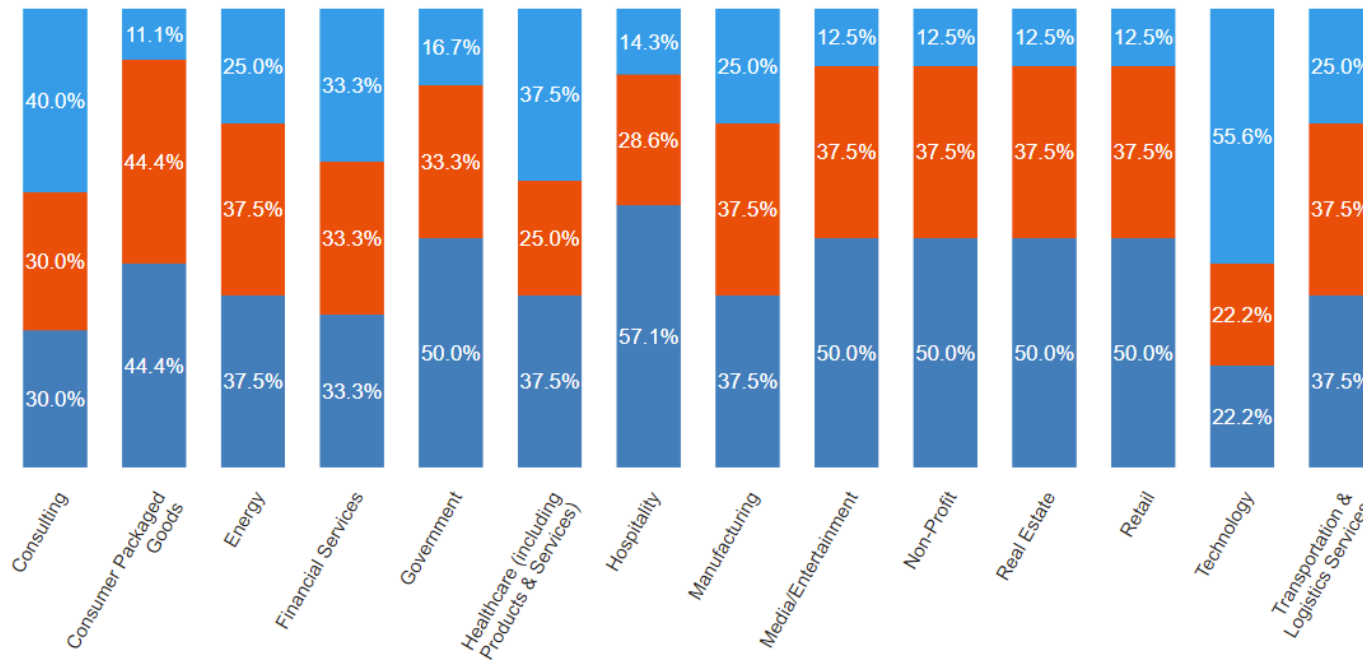
## Trends for International Students (those with non-permanent work authorization)

The Technology sector saw the largest increase for international students for the second year in a row, with 56% of schools reporting an increase. Other industries that saw noted increases were: Consulting, Healthcare, and Energy/Manufacturing/Transportation.

The sectors where the largest numbers of schools saw a decrease include: Hospitality, (where 57% saw a decrease in both 2021 and 2020) and a tie between Government, Non-Profit, Real Estate, Retail with 50%.

What changes have you seen in full-time recruiting activity for the international Specialty Masters students?

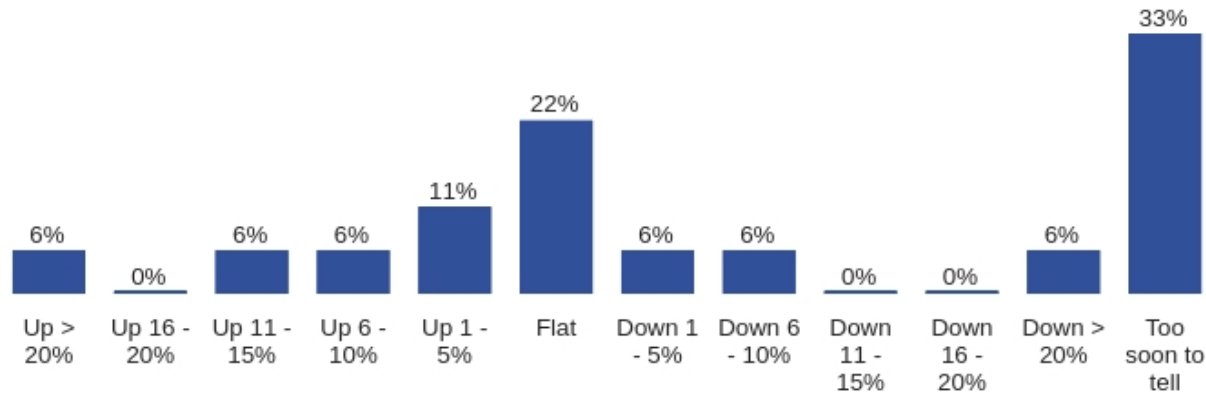
● Increased ● Stayed the same ● Decreased



# Specialty Masters Programs

## Internship Recruiting Trends

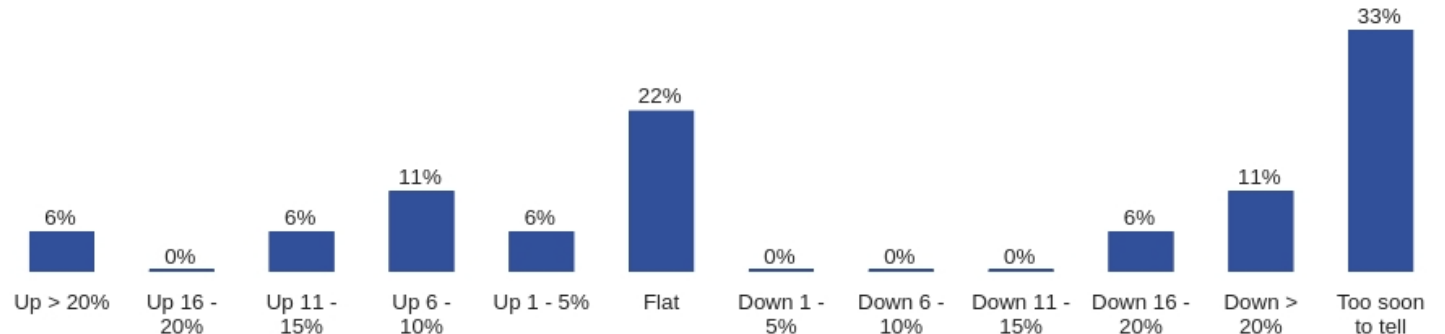
Overall, how do off-campus opportunities (internship postings) for internships for Specialty Masters students compare YTD versus last year?



Internship postings for Specialty Masters students slightly increased compared with 2020. Twenty-nine percent of schools indicated that off-campus opportunities increased, compared with 18% that showed an increase in 2020. Eighteen percent reported a decrease, compared with 46% in the 2020 survey. 33% reported that it's too soon to tell.

On-campus interviews showed an increase, with 29% of schools indicating recruiting was up this year, compared with 50% reporting it was flat in 2020. Eighteen percent of schools reported a decrease compared with 32% in last year's survey.

Overall, how do on-campus opportunities (company interviews either conducted on campus or coordinated virtually via a campus recruiting process) for internships for Specialty Masters students compare YTD versus last year?



# Specialty Masters Programs

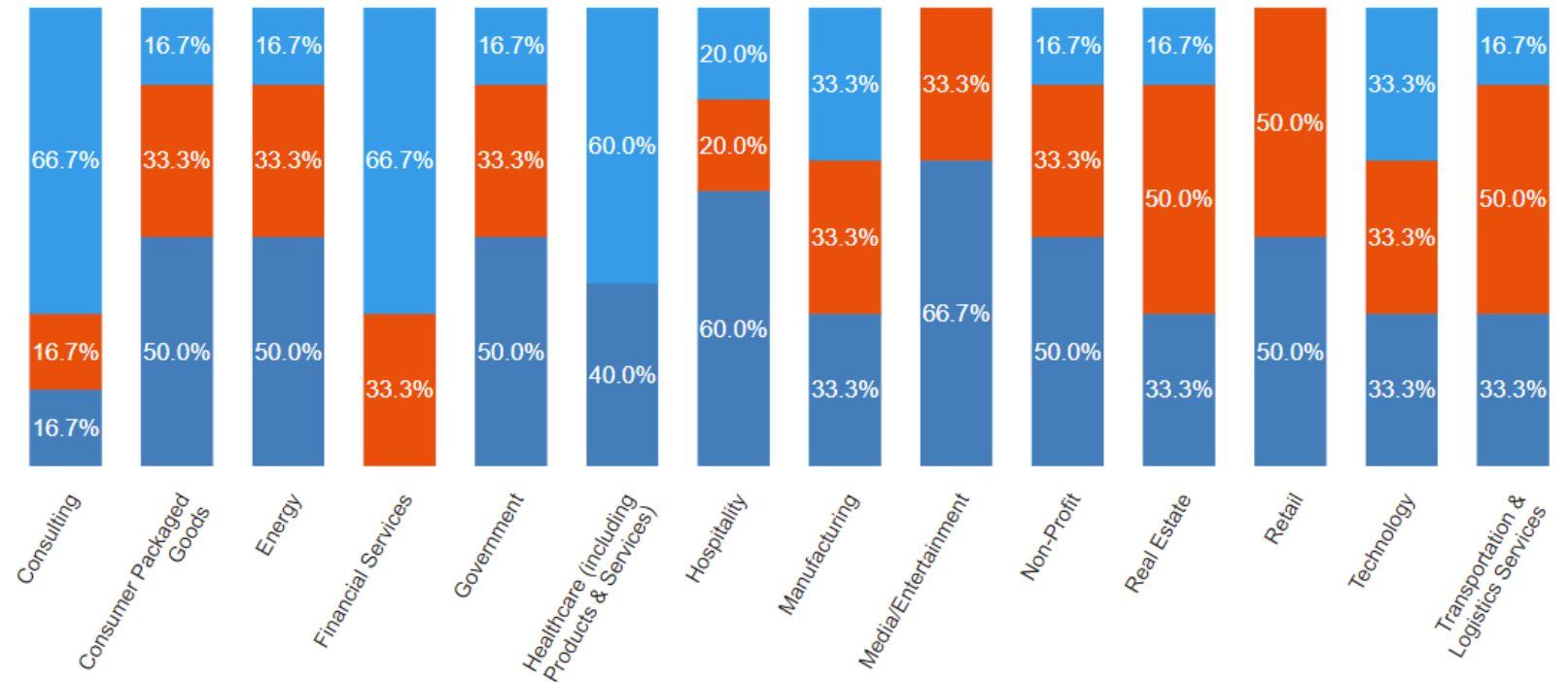
## Internship Recruiting Trends

What changes in internship recruiting activity have you seen for the international Specialty Masters students?

● Increased ● Stayed the same ● Decreased

Similar to other populations in the survey, the Consulting Sector showed the strongest increase for internship recruiting, with 67% of schools reporting an increase. Twelve percent saw an increase in 2020. Financial Services also saw a 67% increase, compared with 36% the previous year.

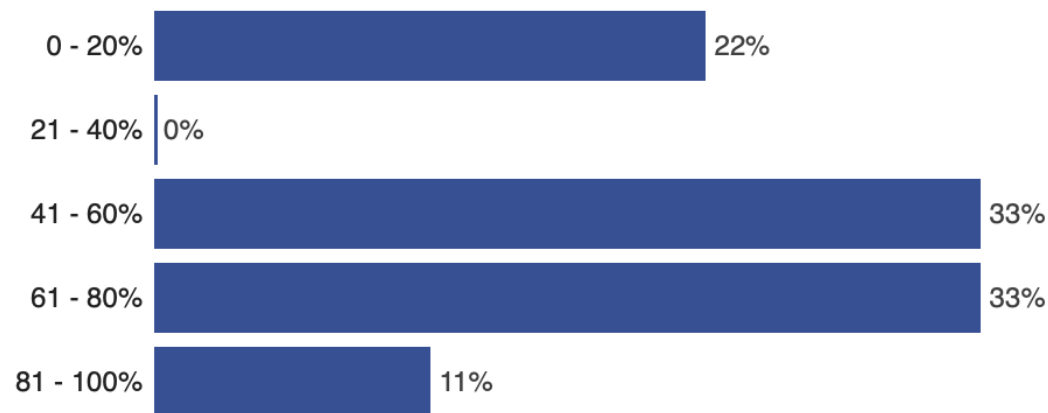
The largest decrease was seen in the Media/Entertainment sector - 67% compared with 25% that saw a decrease in 2020.



# Specialty Masters Programs

## Internship Recruiting Trends

What percent of internships for Specialty Masters students in Summer 2021 were virtual?



The virtual internships are drastically down from 90% of schools reporting that over 61% of their internships were virtual last year, to 44% this year.