

MARK YOUR
CALENDAR

2009 GMAC® Annual Industry Conference
Baltimore Marriott Waterfront Hotel
Baltimore, Maryland
June 18–20, 2009



Baltimore Inner Harbor

DIVERSE
PERSPECTIVES
EFFECTIVE
LIKE
MINDS

2008 GMAC® ANNUAL INDUSTRY CONFERENCE

The Graduate Management Admission Council thanks the many presenters and panelists who will share their insight, experience, and ideas throughout the Conference. We also thank the following 2008 GMAC® Annual Industry Conference Advisory Group Members:

KATE E. KLEPPER, CHAIR

Associate Dean, Graduate Programs
College of Business Administration
Northeastern University

JANA ALLEN

Director, Corporate and Saturday MBA
Crummer Graduate School of Business
Rollins College

DERRICK BOLTON

Assistant Dean and Director of MBA Admissions
Graduate School of Business
Stanford University

DONELLE BROSKOW

Director of Admissions, Part-Time MBA
Kellogg School of Management
Northwestern University

NAN SZE, MARIE-ANTONIE CHUA

Director, Graduate Studies (EMBA)
Business School
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BRUCE DELMONICO

Director of Admissions
School of Management
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DAVID FRASIER

Assistant Dean, Administrative Director of Graduate Programs
School of Management
University at Buffalo/State University of New York

STEPHANIE FUJII

Senior Associate Director of Admissions
Walter A. Haas School of Business
University of California, Berkeley

ISSER GALLOGLY

Executive Director, MBA Admissions
Leonard N. Stern School of Business
New York University

CARRIE MARCINKEVAGE

Director, MBA Admissions
Smeal College of Business
Pennsylvania State University

JOHN MATHER

Executive Director, Masters Programs
Tepper School of Business
Carnegie Mellon University

SUE McTIERNAN

Former Associate Dean
The Peter J. Tobin College of Business
St. John's University

MIREIA RIUS

Director of the IESE Alumni Association
IESE Business School
University of Navarra

ARGY RUSSELL

Director of Admissions, Professional MBA Programs
Terry College of Business
University of Georgia

FELECIA URBANEK

Graduate Coordinator
Graduate School of Management
Kent State University

LAURA WILCOX

Associate Director, Student Affairs
MIT Sloan School of Management
Massachusetts Institute of Technology



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WELCOME

2008 GMAC® ANNUAL INDUSTRY CONFERENCE



Question: What's special about this Annual Industry Conference?

Answer: This year, the conference advisory group pledged to make this conference about you. We focused on helping you to build your own toolkit for personal development.

So look through the program and, in almost every time slot, you'll see what I mean! Sharpening your negotiation skills. Learning to manage up. Figuring out how to get what you need. I hope you agree that the sessions include skills and tools every manager needs.

Q: What else can attendees expect?

A: We also have plenty of sessions to help you learn best practices and encourage everyone to share professional successes. And, of course, we've invited experts to broaden our perspectives and challenge us all.

Kicking off the conference will be George Yip, one of the world's leading authorities on global strategy and marketing, managing global customers, and internationalization. He was vice president and director of research and innovation at Capgemini Consulting prior to taking the helm as dean at Rotterdam School of Management Erasmus University in 2008.

Closing out, Tamara Erickson will continue our theme of Diverse Perspectives, Like Minds. Erickson is an award-winning author and workforce futurist. She stimulates organizations to sustain their competitive edge by concentrating on the business value of people and the future workforce.

FAREWELL, SANDY



After more than a decade as the heart and soul of professional development programs at GMAC, Sandy Mitchell is retiring. This Annual Industry Conference marks Sandy's last as managing director of professional learning programs.

Sandy joined GMAC in 1997 after serving as director of admissions at the George Mason University School of Management. She quickly proved herself to be a creative brainstormer, discerning listener, and master of details. Over the years, programs have grown and attendees have benefited from her commitment to cutting-edge content in interactive settings. But Sandy is best known for her genuine passion for people. Whether you've called her for career advice or extended your own network by adding the contacts that she so graciously shares, you can attest to her warm spirit.

This summer, Sandy is off to tend her garden, spoil her grandsons, and travel the countryside in the family RV. Her legacy will be all of those she helped to prepare for their roles in graduate management education. "I am a better professional today," one longtime participant said, "because of her dedication to making GMAC a professional development resource for all of us."

Q: What's my personal hope for you during this conference?

A: That you'll have too many options! I want you to come away saying, "I'm exhausted—I learned so much today that my brain is ready to explode!" Or "This session really pushed my buttons—I need to go to dinner and talk about it!"

In more than 15 years in graduate management education, I've never walked away from a GMAC conference without feeling I'd been stretched in a way I didn't think possible. The opportunity to help you share that experience is a huge honor for me and my fellow advisory group members.

Thanks for being with us!

KATE E. KLEPPER

Chair of the 2008 GMAC Annual Industry Conference and Associate Dean, Graduate Programs, College of Business Administration, Northeastern University.

Kate Klepper has twice served on the staff of Northeastern University. Since 2005, she has been associate dean for graduate business programs at Northeastern's College of Business Administration. From 1993 to 2001, she was director of working professional programs and manager of the High Tech MBA.

In between, she was dean of graduate admissions at Babson College. During her tenure, BusinessWeek rated Babson's MBA program as one of the top 30 in the United States. While at Babson, Kate was a founding member and treasurer of the Forté Foundation, which is dedicated to inspiring women business leaders.

She has been her school's primary representative to the Graduate Management Admission Council® throughout her career. Kate earned a Bachelor of Science from University of Massachusetts and her MBA with a concentration in marketing from Northeastern University.

MY GMAC IN CHICAGO

GMAC has a lot to offer you—products, services, professional development and educational programs, surveys, information on trends... the list goes on!

You have a lot to offer GMAC—the business school perspective, ideas and impressions on the industry, suggestions for products and services to help you be more efficient, innovative, and creative in your job... the list goes on!

At this year's conference, we are delighted to introduce My GMAC—a set of opportunities and sessions through which we will celebrate and cement the interdependence of GMAC and you. Find answers to your questions, and add your voice to the decision making as we refine and innovate to meet your needs, now and going forward.

FOCUSED EXCHANGE: INFORMATION BOOTHS

Talk to topic experts about how to access what you need more easily than ever.

While each information booth is open at breaks, the schedule below indicates when you can stop by and have your specific questions answered by GMAC staff experts.

The Information Booth topic areas are:

- GMAT®
- Products and Services
- Market Research
- Outreach/Pipeline Development
- Pearson Test of English
- Pearson VUE and ACT

Not sure what to ask? Our experts can give you a few take-away facts to introduce you to, or expand your knowledge of, their key areas of expertise.

THE BIG PICTURE: CONCURRENT SESSIONS

Three concurrent sessions will offer you the opportunity to participate in an interactive exchange and discuss what you need and how we can help. Session topics are:

- GMAC Products and Services: An Interactive Conversation (10:30 a.m. Friday)
- GMAT—There Is No Substitute! (3:45 p.m. Friday)
- Inform and Be Informed: GMAC Research (9:00 a.m. Saturday)

Our senior staff will lead candid conversations about your concerns, offer insight about where GMAC is heading, and look to you for help in shaping GMAC's future—and yours.

MY GMAC INFORMATION BOOTH LOCATIONS AND TIMES

	Time	Pearson Test of English	GMAT®	Market Research	Outreach	Products/Services	Pearson VUE & ACT
THURSDAY	2:15 - 2:45 p.m.	Pearson Test of English	Validity Study Service	Geographic Trends Reports	Developing the Pipeline	GMAC Professional Development Programs – Wishing Tree	Pearson VUE & ACT
	3:00 - 3:30 p.m.		Preparing for the GMAT Exam	Corporate Recruiters Survey	Developing the Pipeline	MBA Pathfinder® Data Warehouse	
	6:15 - 6:45 p.m.	Pearson Test of English	GMAT Interactive Profile	mba.com Registrants Survey and Application Trends Survey	Operation MBA	GMAC Around the World	Pearson VUE & ACT
	7:00 - 7:30 p.m.			Macro Realities and Micro Considerations	TeamMBA	GMASS®	
FRIDAY	8:00 - 8:30 a.m.	Pearson Test of English	GMAT Exam Security			GMASS	Pearson VUE & ACT
	1:15 - 1:45 p.m.		GMAT Exam Access	MBA Alumni Perspectives Survey	Developing the Pipeline	GMAC Around the World	
	5:00 - 5:30 p.m.	Pearson Test of English	GMAT Interactive Profile	Corporate Recruiters Survey	TeamMBA	GMAC® Professional Development Programs – Wishing Tree	Pearson VUE & ACT
	5:45 - 6:15 p.m.	Pearson Test of English	GMAT Exam Access	Global MBA® Graduate Survey	Operation MBA	Postcards from Europe	Pearson VUE & ACT
SATURDAY	7:30 - 8:00 a.m.		Validity Study Service			GMAC Professional Development Programs – Wishing Tree	
	8:15 - 8:45 a.m.	Pearson Test of English	GMAT Exam Security	Macro Realities and Micro Considerations	Developing the Pipeline	Postcards from Asia	Pearson VUE & ACT

GEORGE YIP

TOTAL GLOBAL STRATEGY: MANAGING FOR WORLDWIDE COMPETITIVE ADVANTAGE



George Yip is a leading authority on global strategy and marketing, managing global customers, internationalization, and multinational strategies for the Asia-Pacific region. He is the former vice president and director of research and innovation at Capgemini Consulting in the United

Kingdom. In January 2008, Yip was named dean of the Rotterdam School of Management at Erasmus University.

Yip's books, including *Total Global Strategy and Asian Advantage*, are widely acclaimed as the definitive works on their subjects. His latest book, *Managing Global Customers*, was published in 2007. His ten years of full-time business experience include management with Unilever, Lintas, and Price Waterhouse.

During three years at London Business School, he served as associate dean and as chair of its MBA program. Earlier, he held faculty positions at Cambridge University, UCLA, and Harvard Business School. Yip also held visiting positions at China Europe International Business School (CEIBS), Georgetown University, Stanford Business School, and Templeton College-Oxford. For his academic work, he has won both "best teaching" and "best research" awards. He is a senior fellow of the Advanced Institute of Management Research and a fellow of the Academy of International Business.

Yip holds B.A. and M.A. degrees in economics from Cambridge University, and an MBA and a doctorate from Harvard Business School. A native of Asia, he is a dual citizen of the European Union and of the United States.

TAMARA J. ERICKSON

INNOVATION & COLLABORATION: BRINGING PEOPLE AND IDEAS TOGETHER



Tamara Erickson, executive vice president at nGenera, is a McKinsey Award-winning author and widely respected expert on organizations and the changing workforce—on the shifting relationship between individuals and corporations—and on enhancing innovation and workforce productivity.

Her work is based on extensive research on changing demographics and employee values and, most recently, on how successful organizations innovate through collaboration.

An authority on technology and its implications for business, Erickson authored *Third Generation R&D: Managing the Link to Corporate Strategy*, a guide to making technology investments and managing innovative organizations, as well as *Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent*. She coauthored four *Harvard Business Review* articles, and her most recent article appeared in the *MIT Sloan Management Review*. She also authored one of *Harvard Business Review's* Breakthrough Ideas for 2008, "Task, Not Time."

Erickson is writing a trilogy of books on how individuals in specific generations can excel in today's workplace. Her first, *Retire Retirement: Career Strategies for the Boomer Generation*, was released earlier this year. *Plugged In: The Generation Y Guide to Thriving at Work* will be available in the fall. The third, for Generation X, will come out next year. Her *Across the Ages* blog is featured weekly on HBSP Online.

Erickson holds a B.A. degree in biological sciences from the University of Chicago and an MBA from the Harvard Graduate School of Business Administration, where she was the recipient of the James Thomas Chirurg Fellowship.

MARTIN S. GEISEL SPEAKER SERIES



Tamara Erickson is the 10th annual speaker hosted by GMAC in honor of the late Marty Geisel, former member of the GMAC Board of Directors and dean of Vanderbilt University's Owen Graduate School of Management.

SPECIAL EVENTS

2008 GMAC® ANNUAL INDUSTRY CONFERENCE

WELCOME RECEPTION

THURSDAY, JUNE 19

7:30–9:30 p.m.

Marriott Ballroom—4th Floor

It's time to network and visit with friends and colleagues as GMAC welcomes you to the 2008 Annual Industry Conference. Come to the Welcome Reception and experience Chicago's cuisine from Greektown, Chinatown, Chicago Pizza, and Wrigley Field, home of Chicago Cubs baseball. Make contacts at the start of the conference to enhance your experience.

Attire: Business Casual



FRIDAY NIGHT FIESTA SOCIAL EVENT AT CARNIVALE

FRIDAY, JUNE 20

7:00–9:30 p.m.

A night of fun and fabulous food awaits you at a private party at Carnivale, Chicago's hot Nuevo Latino restaurant. Carnivale, with its Latin soul food and festive décor, offers a kaleidoscope of bright colors—the "carnival" atmosphere is made complete with living statues, jugglers, palm readers, and more. Join us for mojitos and some of the best food Chicago has to offer!

Attire: Business Casual

Transportation will be provided for your safety and security. Buses will provide continuous round-trip service beginning at 6:30 p.m. Please exit the Rush Street entrance of the hotel and turn right onto Ohio Street for boarding.



LUNCHEON AND TEAM MBA AWARD PRESENTATION

FRIDAY, JUNE 20

12:00–1:30 p.m.

Grand Ballroom
Salon I and II—7th Floor

Celebrate the business school community's dedication to giving back!

Join us for lunch and help recognize our collective commitment to making a difference with the presentation of the TeamMBA Award for Outstanding Community Service. The award will go to a school that exemplifies the highest ideals of giving back through community service and cause-related activities. It could be your school!

MEETING POINTS

Based on your input, we have set aside two areas—easily accessible, and with comfortable seating—where you can arrange to meet up with colleagues, old and new. Look for **Meeting Point North** and **Meeting Point South on the 7th floor**, on each side of the foyer.

CONCURRENT
SESSIONS

CONCURRENT SESSIONS

FRIDAY, JUNE 20, 10:30 a.m. – 11:45 a.m.

Addressing the Increasing Demand for Services from Part-Time MBA Students

NORTHWESTERN AND OHIO STATE – 6TH FLOOR

Part-time MBA programs face the dual challenges of resource constraints and increasing demand from students who want services identical to those provided to their full-time counterparts. Learn from your colleagues, and share your own successes and challenges, in this interactive conversation with three school representatives. Come prepared to discuss your school's response to demands for career services, student clubs, and international travel. A part of the session will be spent sharing in small groups with schools whose part-time enrollment is similar to yours.

GARY FRASER, Dean of Students (MBA Program) and Associate Dean of Student Affairs, Stern School of Business, New York University

MEGAN KRUEGER, Assistant Dean and Director of Student Affairs for the Part-Time MBA, Kellogg School of Management, Northwestern University

NORM WILKINSON, Director, Graduate Management Programs, Worcester Polytechnic Institute

From Strategy to Execution: Creating Marketing Communications That Work

INDIANA AND IOWA – 6TH FLOOR

Do you want to develop an effective marketing communications plan but don't know where to start? This presentation is designed for individuals who are new to admissions or the marketing function. The session will examine the fundamentals of marketing communications planning that apply to graduate business programs of all sizes. Case studies will demonstrate how cross-media strategy drives the execution of successful print and electronic tools. The session will also help you begin thinking about strategic planning and integrating content to create synergy in your suite of communications. A special focus on the Web demonstrates how it often serves as your "front door" for prospective students. Included in this session is time for your specific questions about marketing communications planning.

GAIL TYSON, Senior Marketing Communications Strategist, Zehno Cross Media Communications

GMAC Products and Services: An Interactive Conversation

MY GMAC

MICHIGAN AND MICHIGAN STATE – 6TH FLOOR

How can and does GMAC help schools perform more effectively and efficiently? Are GMAC products and services helping you meet your program's goals? In 2007 GMAC began interviews, asking each of 160 member schools about their successes, challenges, goals, and opportunities—and how GMAC can better meet their needs. In this roundtable discussion, GMAC staff will not only share the results of that "listening tour" but will also ask you to bring your thoughts about how to better serve you in the years to come. Make the most of your relationship with GMAC. Don't just use the current products and services—help define and create the next generation of products and services.

SUSAN MOTZ, Vice President, Client Services, Graduate Management Admission Council

How Relevant Is the MBA: Assessing the Alignment of MBA Curricula and Managerial Competencies

GREAT AMERICA I AND II – 6TH FLOOR

MBA programs are experiencing escalating criticism from various business school stakeholders. Central to these criticisms is the contention that the MBA is out of touch with the "real world" and irrelevant to the needs of practicing managers. Despite such criticism, no systematic evidence exists, to date, to substantiate such claims. This session will review and discuss a comprehensive study that investigates the relevance of MBA programs by examining the competency requirements of managers and their relation to MBA-required curricula. Results are derived from 373 AACSB MBA programs and more than 8,600 incumbent managers across 52 managerial occupations.

ERIC DIERDORFF, Assistant Professor of Management, Charles H. Kellstadt Graduate School of Business, DePaul University

ROBERT RUBIN, Assistant Professor of Management, Charles H. Kellstadt Graduate School of Business, DePaul University

Managing the Growth in Student Activities: Developing Their Relationships While Maintaining Your Own!

LINCOLNSHIRE I AND II – 6TH FLOOR

Demand for student activities is growing steadily among both full-time and part-time students. How can you manage this growth without overtaxing your school's financial and human resources? A corporate representative will moderate this interactive panel discussion, which explores how much recruiters value extracurricular activities as well as how your peers are managing this growth. Panelists will share best practices about tools and strategies to help you manage an increase in, and the demand for, activities without stifling students' entrepreneurial spirit or straining resources.

GEORGE ANDREWS, Associate Dean, Graduate School of Business, University of Chicago

ROBIN BROUSE, Director of MBA Student Services, Smeal Business School, Pennsylvania State University

CELIA WU, Associate Director, Student Development and Curriculum Unit, National University of Singapore

MODERATOR: ANGELA MARCHESI, National MBA Recruiting, Deloitte

Miss-Understood—Women and the MBA

PURDUE AND WISCONSIN – 6TH FLOOR

The number of women applying to business schools has not changed significantly in recent years despite many efforts to increase the candidate pool. Could the way in which business education is marketed to women be influencing this number? Could you learn from companies that have rethought how their products are marketed to women? Hear from experts who offer lessons learned from business schools and the corporate world about reaching out to women and discuss how these strategies might apply to marketing your school.

CHERYL BERMAN, Chairman Emeritus, Leo Burnett USA and Founder, Unbundled

LAMIA WALKER, Associate Director, The Lehman Brothers Centre for Women in Business, London Business School

Reel-Time™ Scenarios: Case Studies That Explore Your Commitment to Diversity

DUPAGE – 3RD FLOOR

Your school's commitment to diversity may be well documented on paper. But your everyday practices, behaviors, decisions, and events demonstrate to prospective and current students your institution's "real" culture—and the true integrity of your diversity initiatives. In this session, you will be presented with several short Reel-Time™ Scenarios, case studies of actual events your colleagues have shared that demonstrate actions that may have undermined the credibility of schools' diversity initiatives. Then, through interactive discussion, you will help "redirect" each scenario to resolve each situation in a way that could have reinforced, rather than damaged, the institutions' commitment to diversity.

JANICE FENN, President, The Professional Resources Organization

Using Bargaining Styles to Negotiate More Effectively

KANE AND McHENRY – 3RD FLOOR

You negotiate every day at work—with students, bosses, and colleagues. Did you know that your bargaining style can affect the success of negotiations even more than the offer on the table? In this session, you will take a quick assessment to understand your own bargaining style, find out how to "ballpark" an opponent's style, and learn specific tactics that work best with each style. This interactive session also includes time to practice your new skills with a partner. Whether you are competitive, collaborative, avoiding, compromising, or accommodating, you will discover ways to move negotiations forward effectively.

KENNETH SHROPSHIRE, David W. Hauck Professor and Director, Wharton Sports Business Initiative, Wharton School of Business, University of Pennsylvania

Repeated at 2:00 p.m.



A How-To: Objectives-Driven Admissions Surveys

LINCOLNSHIRE I AND II – 6TH FLOOR

Do you question the worth of your annual *applicant* surveys? Do you have stacks of data gathering dust because your surveys didn't truly get at your key issues or help you make decisions? Would you like to learn how to gather admissions data to best support your ideas, assumptions, and goals? Hear from an expert about how to define your market research objectives more clearly, create better survey instruments, gather richer data, and transform your survey findings into action plans geared to achieving your goals. Make the most of your surveys; don't just gather information about why people accept or decline your offer—set yourself up to do something about it!

ELIZABETH SCARBOROUGH, President and Partner, SimpsonScarborough

DocNet Business Meeting

DUPAGE – 3RD FLOOR

DocNet's mission statement points to the organization's goal of promoting doctoral education in business and economics throughout the world, educating potential students about careers in academia, and engaging in a variety of recruiting strategies aimed at increasing the pool of qualified applicants for doctorate-granting institutions. Members share information about best practices, curriculum and admissions issues, financial support of students, and placement.

This session will serve as the organization's business meeting, with an agenda that includes announcement of new incoming DocNet governance, fiscal report and membership dues, recruiting schedule for 2008 and beyond, 2008 annual comparative statistics, DocNet Web site development, open discussion, and action items. If you administer doctoral programs, be sure to join the meeting—this information is invaluable.

MODERATOR: SUSAN GUTIERREZ, Associate Director of Admissions and Recruiting, Graduate School of Business, Stanford University, and Chair, DocNet

Good News: There Is a Better Way to Deliver Bad News

KANE AND McHENRY – 3RD FLOOR

No one likes to give bad news, but sooner or later, you will be stuck with the job. Whether you have to deliver a negative performance review or explain why a candidate was not admitted, you can do it with compassion

and authority if you plan carefully and develop active listening and responding techniques. This interactive workshop will allow you to hone your skills so that your listener receives your message in the constructive tone you intended. When you leave the session, you may still dislike giving bad news, but at least you will know how to do it better.

PEGGY KLAUS, Communication and Leadership Coach and President, Klaus and Associates

Repeated at 3:45 p.m.

Managing Up and Across in a University Environment

GREAT AMERICA I AND II – 6TH FLOOR

Within universities, achieving goals requires more than managing employees—it also demands that you “manage” those above and across from you in the organization. In this session, you will learn strategies for effectively working with stakeholders within and outside the business school, including your boss, your boss's boss, and individuals at all levels in other parts of the university. Learn how to gain understanding of others' workstyles and needs in order to create win-win relationships that get results.

CATHE JOHNSON, Executive Director for Human Resources, Graduate School of Business, University of Chicago

Repeated at 3:45 p.m.

Maximizing the Use of Technology for Better Communication Throughout the Pipeline

INDIANA AND IOWA – 6TH FLOOR

The wide range of electronic communications available today—including, but not limited to, Web 2.0—brings with it an array of options for communicating with students. Which do you choose and when? First, hear the latest findings about what MBA applicants around the world are doing on the Web and their communication preferences. Then learn how to match your own communication objectives with the most appropriate technology throughout the MBA lifecycle. To make the most of this session, prepare a short statement or question about using technology to communicate with students, or bring a specific URL from a part of your Web site that you would like to improve.

KEVIN MARK DREXEL, Senior Vice President, Lipman Hearne

TY GLASGOW, President, BigBad, Inc.

MODERATOR: STEPHANIE FUJII, Senior Associate Director of Admissions, Walter A. Haas School of Business, University of California, Berkeley

Pearson Test of English: Setting a New Standard in International English Language Testing

NORTHWESTERN AND OHIO STATE – 6TH FLOOR

The Pearson Test of English, due to be launched in 2009, is a new computer-based academic English test developed by Pearson in collaboration with GMAC. This session will focus on the test's genesis, its key and defining characteristics, its unique use of technology, and, perhaps of most interest to our attendees, the score reporting and additional services it will offer to admissions departments.

ERNIE ANASTASIO, Senior Advisor, International Assessments, Graduate Management Admission Council

MARK ANDERSON, President, Pearson Language Tests

FRANCES MURPHY, Director of Graduate Admissions, Zicklin School of Business, Baruch College, City University of New York

Perfecting Your Pitch: 30 Seconds to Success

MICHIGAN AND MICHIGAN STATE – 6TH FLOOR

Whether you are wooing potential recruits, advocating for resources, or “selling” your own skills and abilities, having a brief (30-second) pitch ready to go can make all the difference. This highly interactive seminar will teach you to organize your thoughts quickly and develop a unique selling proposition for your school, project, or self. Learn to convey your message with power, precision, and brevity by pairing nonverbal communication with a targeted message. Come prepared with one or two topics for which you would like to develop a pitch.

SUSAN PETERSON, President and CEO, The Communication Center

Repeated at 3:45 p.m.



Understanding Group Identity and How It Strengthens Student Loyalty

COOK – 3RD FLOOR

Group identity is a strong force that can be leveraged. Think of Harley-Davidson rider groups or Microsoft user groups; these customer communities share an enthusiasm for a particular product or brand that affects their purchase decisions. MBA programs can use this same concept of group identity or group attachment to link students and alumni to each other, thereby linking them to the school. This session will investigate the metrics of student and alumni participation in customer communities and how this participation affects important outcomes like loyalty, postgraduate engagement, and giving. Learn ways you can implement, support, track, and encourage participation in student communities to foster group identity and program loyalty.

UTPAL DHOLAKIA, Associate Professor of Management, Jesse H. Jones School of Management, Rice University

Repeated at 9:00 a.m. Saturday

Using Bargaining Styles to Negotiate More Effectively

PURDUE AND WISCONSIN – 6TH FLOOR

You negotiate every day at work—with students, bosses, and colleagues. Did you know that your bargaining style can affect the success of negotiations even more than the offer on the table? In this session, you will take a quick assessment to understand your own bargaining style, find out how to “ballpark” an opponent's style, and learn specific tactics that work best with each style. This interactive session also includes time to practice your new skills with a partner. Whether you are competitive, collaborative, avoiding, compromising, or accommodating, you will discover ways to move negotiations forward effectively.

KENNETH SHROPSHIRE, David W. Hauck Professor and Director, Wharton Sports Business Initiative, Wharton School of Business, University of Pennsylvania

Repeated from 10:30 a.m.

CONCURRENT SESSIONS

FRIDAY, JUNE 20, 3:45 p.m. – 5:00 p.m.

A How-To: Objectives-Driven Student Surveys

LINCOLNSHIRE I AND II – 6TH FLOOR

Do you question the worth of your annual *student* surveys? Do you have stacks of data gathering dust because your surveys didn't truly get at your key issues or help you make decisions? Would you like to learn how to gather student data to best support your ideas, assumptions, and goals? Hear from a market research expert on how to define your market research objectives more clearly, create better survey instruments, gather richer data, and transform your survey findings into action plans geared to achieving your goals. Make the most of your surveys—don't just gather information about your student's opinions, set yourself up to be able to do something about them!

ELIZABETH SCARBOROUGH, President and Partner,
SimpsonScarborough

Building an Integrated Strategy for Recruiting Candidates from Latin America

COOK – 3RD FLOOR

Recruiting MBA students from Latin American countries requires unique strategies and tactics. A panel of experts will discuss how this region is distinct and what your school can do to increase your candidate yield from these countries. Learn about the region in general and then get specific information on the applicant markets in Brazil and Mexico. Come with questions as well as your own success stories to share.

RICARDO BETTI, Owner, MBA Empresarial, Brazil

LUVY GONZÁLEZ DE WILSON, Owner, The MBA Image, Mexico

LIZ REISBERG, Research Associate, Center for International
Higher Education, Boston College

MODERATOR: CHRISTIE ST-JOHN, Senior Associate Director,
Recruiting and Enrollment, The Tuck School of Business at Dartmouth,
Dartmouth College

Creating Student Community—the Foundation of a Lifelong Commitment to Your School

NORTHWESTERN AND OHIO STATE – 6TH FLOOR

When your new class walks in the door, do you ever wonder which students will continue to be in touch with you years after they graduate? What connects a student to a school, and what role do different experiences within the school environment play in developing and strengthening that connection? Here is your chance to both brainstorm with colleagues and learn more about how to leverage your role in creating a culture that instills long-lasting student commitment to your school.

FACILITATORS:

CINDY MCCAULEY, Director, MBA Student Services,
McDonough School of Business, Georgetown University

SARAH MELSON, Director of MBA Student Affairs,
Olin School of Business, Washington University

GMAT—There Is No Substitute!

INDIANA AND IOWA – 6TH FLOOR

MY GMAC

Now more than ever, you face intense pressure to bring just the right mix of qualified candidates to your programs. Because you want to be responsive and thorough—and you can't afford to make a mistake—you question everything about how you meet admissions goals. Are you questioning the GMAT? Then this panel discussion is for you. GMAC experts will provide new insights, clarify misconceptions, answer your questions, and provide you with the information you need to answer questions about the GMAT and any other admissions tests.

PEG JOBST, Senior Vice President, GMAT Program,
Graduate Management Admission Council

SANDRA KELZENBERG, Director, Client Services,
Graduate Management Admission Council

LARRY RUDNER, Vice President, Research and Development,
Graduate Management Admission Council

Good News: There Is a Better Way to Deliver Bad News

KANE AND McHENRY – 3RD FLOOR

No one likes to give bad news, but sooner or later, you will be stuck with the job. Whether you have to deliver a negative performance review or explain why a candidate was not admitted, you can do it with compassion and authority if you plan carefully and develop active listening and responding techniques. This interactive workshop will allow you to hone your skills so that your listener receives your message in the constructive tone you intended. When you leave the session, you may still dislike giving bad news, but at least you will know how to do it better.

PEGGY KLAUS, Communication and Leadership Coach and President, Klaus and Associates

Repeated from 2:00 p.m.

Hot Topics in Admissions Operations

PURDUE AND WISCONSIN – 6TH FLOOR

Is there a better way to structure your admissions staff? Do you want to get alumni or students involved in candidate interviews but aren't sure how? How do other schools handle credential verification? This is your chance to discuss questions all admissions professionals worry about. Talk with a panel of admissions professionals about how to handle some of the most difficult aspects of admissions operations: staffing and structure; managing the interview process; and verifying credentials. Learn, and possibly share, some "quick-hits" that can make your admissions office more effective.

YVONNE LI, MBA Director (Operations), China Europe International Business School (CEIBS)

DENNIS NATIONS, Director, MBA Admissions, Franklin W. Olin School of Business, Babson College

USA SCOMA, Assistant Director of Operations, Graduate School of Business, Stanford University

MODERATOR: ERIC CHAMBERS, Director, Undergraduate Initiatives, Graduate Management Admission Council

Managing Up and Across in a University Environment

GREAT AMERICA I AND II – 6TH FLOOR

Within universities, achieving goals requires more than managing employees—it also demands that you "manage" those above and across from you in the organization. In this session, you will learn strategies for effectively working with stakeholders within and outside the business school, including your boss, your boss's boss, and individuals at all levels in other parts of the university. Learn how to gain understanding of others' workstyles and needs in order to create win-win relationships that get results.

CATHE JOHNSON, Executive Director for Human Resources, Graduate School of Business, University of Chicago

Repeated from 2:00 p.m.

Perfecting Your Pitch: 30 Seconds to Success

MICHIGAN AND MICHIGAN STATE – 6TH FLOOR

Whether you are wooing potential recruits, advocating for resources, or "selling" your own skills and abilities, having a brief (30-second) pitch ready to go can make all the difference. This highly interactive seminar will teach you to organize your thoughts quickly and develop a unique selling proposition for your school, project, or self. Learn to convey your message with power, precision, and brevity by pairing nonverbal communication with a targeted message. Come prepared with one or two topics for which you would like to develop a pitch.

SUSAN PETERSON, President and CEO, The Communication Center

Repeated from 2:00 p.m.



Building Relations with Native American Nations—Understanding and Attracting Future Generations

LINCOLNSHIRE I AND II – 6TH FLOOR

Native Americans are a growing segment within business schools as more students seek life experiences outside the reservation. This panel will help you understand more about the goals of Native American students as well as their educational resources, needs, and expectations about business school. A robust question-and-answer period will allow you to share and explore some industry best practices in attracting and retaining this student population.

TINA BEGAY, Executive Director, American Indian Business Leaders

STACEY CHATMAN, Assistant Director of Admissions and MBA/AIE Program Coordinator, Graduate School of Business, Gonzaga University

BILL LOMAX, President, Native American Finance Officers Association

MODERATOR: BRIDGET WILSON, Native American Outreach Coordinator, University of California, Berkeley

Charting a Path to Curriculum Integration

GREAT AMERICA I AND II – 6TH FLOOR

Any school considering redesigning or integrating its MBA curriculum will come up with a different structure based on the unique culture, market position, faculty, and resources available at the school. However, the process for creating an integrated curriculum is similar at all schools—it involves identifying stakeholders, making a case for change, communicating and managing the process, navigating the politics, and determining sustainability. These are the things that any administrator undergoing a curriculum change will need to consider. Our panelists will share their experiences and help you to identify what you need to put you on the path to successfully changing your curriculum.

A. SCOTT CARSON, Director, Queen's MBA, School of Business, Queen's University, Canada

SARAH GARDIAL, Associate Dean for Academic Programs, College of Business Administration, University of Tennessee

JILL TERRY, Assistant Dean of Master's Programs, Lally School of Management & Technology, Rensselaer Polytechnic Institute

Inform and Be Informed: GMAC Research

INDIANA AND IOWA – 6TH FLOOR

MY GMAC

In the first half of 2008 GMAC collected and analyzed information on prospective students, current students, and employers. This timely information provides insights into your applicant pool, your student body, and your corporate contacts—now and in the future. In this roundtable discussion, we will share key findings from 2008 GMAT and survey research reports and engage you in an interactive dialogue about the future of research at GMAC. Take this opportunity to be informed and to inform the next evolution of research at GMAC.

RACHEL EDGINGTON, Director, Market Research and Analysis, Graduate Management Admission Council

Moving Targets: Adapting Your Part-Time Marketing Game Plan

MICHIGAN AND MICHIGAN STATE – 6TH FLOOR

Marketing part-time programs is not as easy as it used to be. You may be moving new programs into new markets or developing new majors within existing programs. You could be facing a change among your long-time competitors or confronting new regional players. You may also be running several admissions cycles per year, making it vital to identify and deal with competitive threats quickly before they hurt your next cycle. So how do you spot new trends, assess new threats, and grow nimble at adapting your marketing and communication plans? This session will feature a presentation by a regional marketing expert and a panel discussion among colleagues about how they adapt to new marketplace trends.

FRANK FLETCHER, Executive Director of MBA Programs, Zicklin School of Business, Baruch College, City University of New York

ORLA NUGENT, Director of Executive MBA Programmes, Michael Smurfit Graduate Business School, University of Dublin

ARGY RUSSELL, Director of Admissions, Professional MBA Programs, Terry College of Business, University of Georgia

JAY WEINBERG, President, The JAY Group

Navigating the Process for Selecting and Implementing a CRM System

NORTHWESTERN AND OHIO STATE – 6TH FLOOR

Although the process of selecting and implementing a customer relationship management system (CRM) is unique to each school, many of the basic questions and considerations are the same. Hear from both an industry expert who has recently looked closely at the needs of higher education in this area and from a school representative who recently went through the selection process. You will have an opportunity to ask questions as well as to share your own CRM experiences in solving key challenges and making critical decisions.

MARISA COX, Director, MBA Admissions, Eller College of Management, University of Arizona

BRIAN NILES, CEO, TargetX

MODERATOR: JAMES RAINEY, Associate Dean Emeritus, The Eli Broad Graduate School of Management, Michigan State University

Understanding Group Identity and How It Strengthens Student Loyalty

PURDUE AND WISCONSIN – 6TH FLOOR

Group identity is a strong force that can be leveraged. Think of Harley-Davidson rider groups or Microsoft user groups; these customer communities share an enthusiasm for a particular product or brand that affects their purchase decisions. MBA programs can use this same concept of group identity or group attachment to link students and alumni to each other, thereby linking them to the school. This session will investigate the metrics of student and alumni participation in customer communities and how this participation affects important outcomes like loyalty, postgraduate engagement, and giving. Learn ways you can implement, support, track, and encourage participation in student communities to foster group identity and program loyalty.

UTPAL DHOLAKIA, Associate Professor of Management, Jesse H. Jones School of Management, Rice University

Repeated from 2:00 p.m. Friday

What's On Your Mind? Open Session for Doctoral Program Directors and Administrators

KANE – 3RD FLOOR

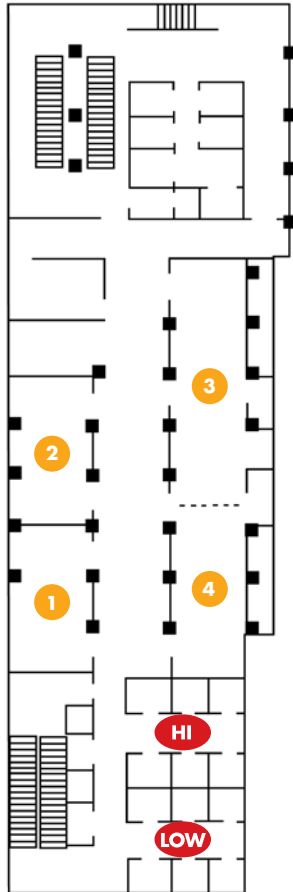
Join this open and interactive discussion in which doctoral directors share information about best practices, curriculum and admissions issues, student financial support, and placement. Topics for consideration are streamlining the application and review process; managing interviews and visa issues for international applicants; organizing a low-budget open house for your own school, multiple schools, or schools throughout your region; marketing doctoral programs; and understanding comparative statistics on business doctoral programs.

MODERATOR: JANET SISCO, PhD Program Coordinator, Owen Graduate School of Management, Vanderbilt University, and DocNet Vice Chair



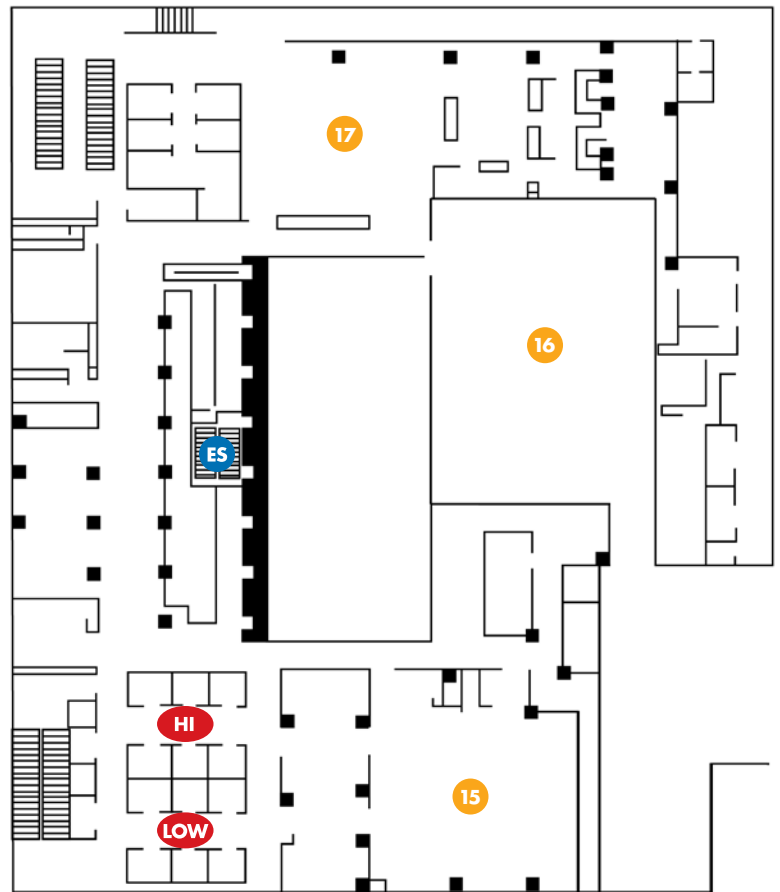
CONFERENCE LOCATIONS

Chicago Marriott Downtown Magnificent Mile • 540 N. Michigan Avenue • Chicago, IL



3RD FLOOR

- 1** Cook
- 2** DuPage
- 3** Kane
- 4** McHenry
- LOW** Low-Floor Elevator Service:
Floors 1-28
- HI** High-Floor Elevator Service:
Floors 1-9 and 28-46



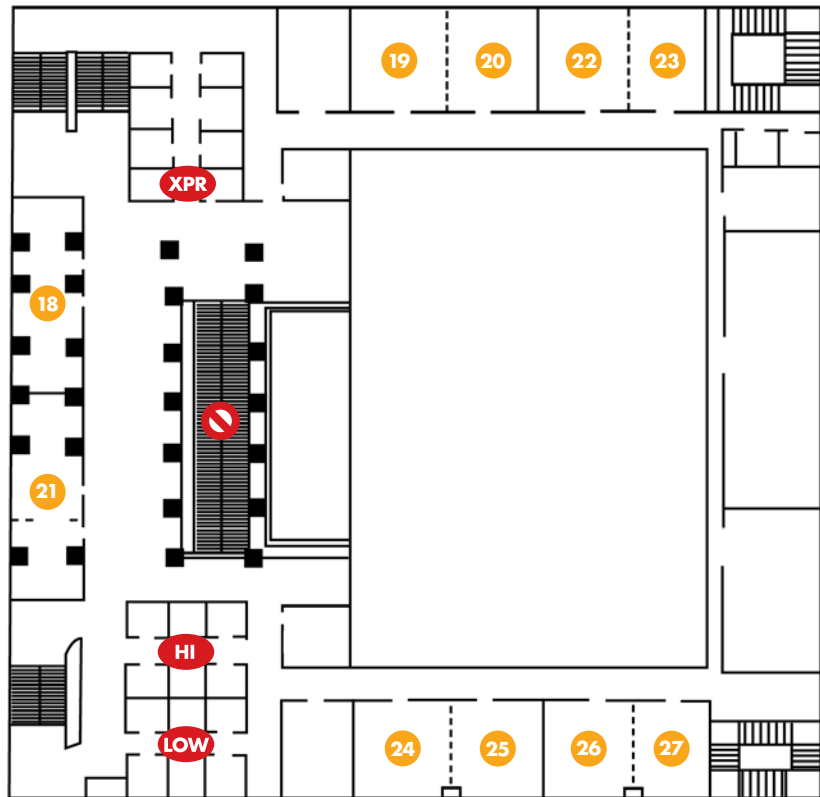
4TH FLOOR

- 15** Avenue Ballroom
- 16** Marriott Ballroom
- 17** Sheffield
- LOW** Low-Floor Elevator Service:
Floors 1-28
- HI** High-Floor Elevator Service:
Floors 1-9 and 28-46
- ES** Escalator to 5th Floor

6TH FLOOR

- 18 Great America I and II
- 19 Indiana
- 20 Iowa
- 21 Lincolnshire I and II
- 22 Michigan
- 23 Michigan State
- 24 Northwestern
- 25 Ohio State
- 26 Purdue
- 27 Wisconsin

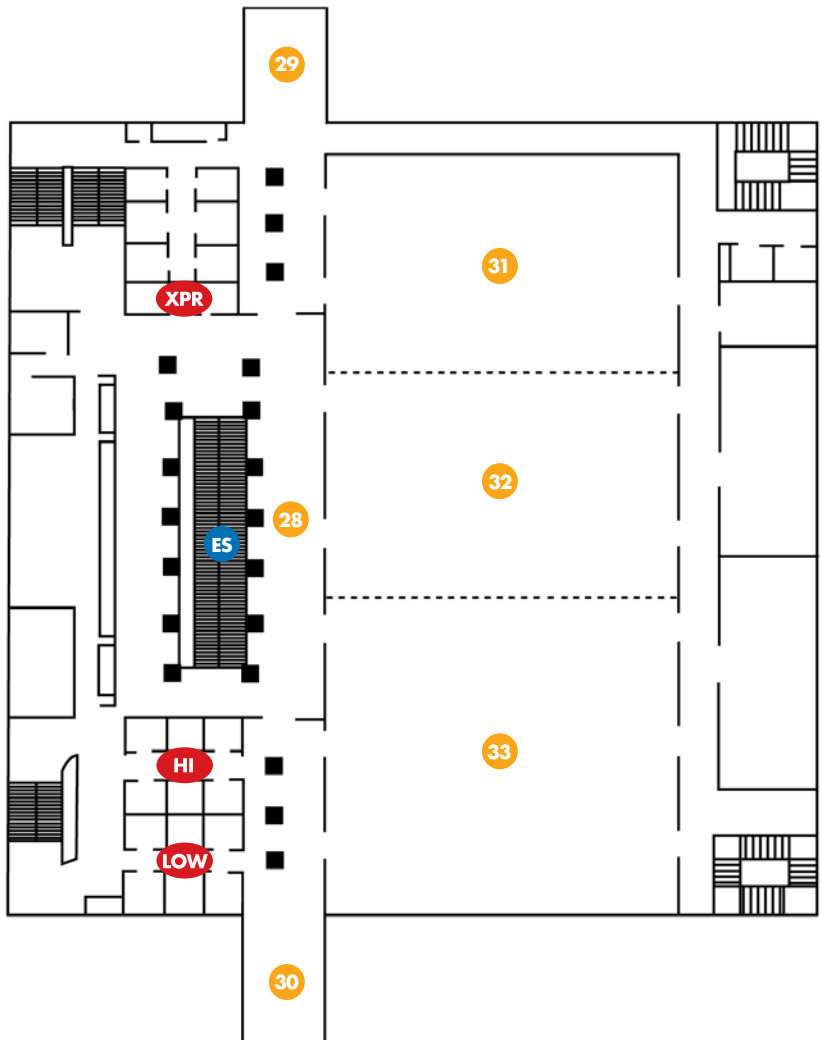
- LOW** Low-Floor Elevator Service:
Floors 1-28
- HI** High-Floor Elevator Service:
Floors 1-9 and 28-46
- XPR** Express Elevator Service:
Lobby, Floors 5-7 only
- ⊘** No escalator service



7TH FLOOR

- 28 Foyer Grand Ballroom +
MY GMAC Booths
- 29 Meeting Place North
- 30 Meeting Place South
- 31 Salon I
- 32 Salon II
- 33 Salon III

- LOW** Low-Floor Elevator Service:
Floors 1-28
- HI** High-Floor Elevator Service:
Floors 1-9 and 28-46
- XPR** Express Elevator Service:
Lobby, Floors 5-7 only
- ES** Escalator



2008 CONFERENCE AT A GLANCE

THURSDAY, JUNE 19	2:00–8:00 p.m.	Registration	Foyer Grand Ballroom – 7th Floor
	2:15–3:30 p.m.	My GMAC Focused Exchange Topics	Foyer Grand Ballroom – 7th Floor
	6:15–7:30 p.m.	My GMAC Focused Exchange Topics	Foyer Grand Ballroom – 7th Floor
	6:15–7:30 p.m.	First-Time Conference Attendee Networking	Avenue Ballroom – 4th Floor
	7:30–9:30 p.m.	Welcome Reception	Marriott Ballroom – 4th Floor

FRIDAY, JUNE 20	From 7:00 a.m.	Registration	Registration Area – 7th Floor
	7:00–8:30 a.m.	Breakfast	Grand Ballroom Salon III – 7th Floor
	7:00–8:30 a.m.	DocNet Breakfast	Great America I and II – 6th Floor
	7:00–8:30 a.m.	Graduate Business Student Services Association (GBSSA) Breakfast	Avenue Ballroom – 4th Floor
	8:00–8:30 a.m.	My GMAC Focused Exchange Topics	Foyer Grand Ballroom – 7th Floor
	8:45–9:00 a.m.	Conference Welcome and Introduction	Grand Ballroom Salon I and II – 7th Floor
	9:00–10:00 a.m.	George Yip– Total Global Strategy: Managing for Worldwide Competitive Advantage	Grand Ballroom Salon I and II – 7th Floor
	10:00–10:30 a.m.	Refreshment Break	Foyer Grand Ballroom – 7th Floor

I CONCURRENT SESSIONS 10:30 – 11:45 a.m. (page 6–7)		Addressing the Increasing Demand for Services from Part-Time MBA Students	Northwestern and Ohio State – 6th Floor
		From Strategy to Execution: Creating Marketing Communications That Work	Indiana and Iowa – 6th Floor
		GMAC Products and Services: An Interactive Conversation MY GMAC	Michigan and Michigan State – 6th Floor
		How Relevant Is the MBA: Assessing the Alignment of MBA Curricula and Managerial Competencies	Great America I and II – 6th Floor
		Managing the Growth in Student Activities: Developing Their Relationships While Maintaining Your Own!	Lincolnshire I and II – 6th Floor
		Miss-Understood—Women and the MBA	Purdue and Wisconsin – 6th Floor
		Reel-Time™ Scenarios: Case Studies That Explore Your Commitment to Diversity	DuPage – 3rd Floor
		Using Bargaining Styles to Negotiate More Effectively	Kane and McHenry – 3rd Floor

II CONCURRENT SESSIONS 2:00 – 3:15 p.m. (page 8–9)	12:00 p.m.–1:30 p.m.	Luncheon and TeamMBA Award Presentation	Grand Ballroom Salon I and II – 7th Floor
	1:15–1:45 p.m.	My GMAC Focused Exchange Topics	Foyer Grand Ballroom – 7th Floor

I CONCURRENT SESSIONS 10:30 – 11:45 a.m. (page 6–7)		A How-To: Objectives-Driven Admissions Surveys	Lincolnshire I and II – 6th Floor
		DocNet Business Meeting	DuPage – 3rd Floor
		Good News: There Is a Better Way to Deliver Bad News	Kane and McHenry – 3rd Floor
		Managing Up and Across in a University Environment	Great America I and II – 6th Floor
		Maximizing the Use of Technology for Better Communication Throughout the Pipeline	Indiana and Iowa – 6th Floor
		Pearson Test of English: Setting a New Standard in International English Language Testing	Northwestern and Ohio State – 6th Floor
		Perfecting Your Pitch: 30 Seconds to Success	Michigan and Michigan State – 6th Floor
		Understanding Group Identity and How It Strengthens Student Loyalty	Cook – 3rd Floor
		Using Bargaining Styles to Negotiate More Effectively	Purdue and Wisconsin – 6th Floor



MY GMAC See Page 2 for details.

FRIDAY, JUNE 20

3:15–3:45 p.m.	Refreshment Break	Foyer Grand Ballroom – 7th Floor
III CONCURRENT SESSIONS 3:45–5:00 p.m. (page 10–11)	A How-To: Objectives-Driven Student Surveys	Lincolnshire I and II – 6th Floor
	Building an Integrated Strategy for Recruiting Candidates from Latin America	Cook – 3rd Floor
	Creating Student Community—the Foundation of a Lifelong Commitment to Your School	Northwestern and Ohio State – 6th Floor
	GMAT—There Is No Substitute! MY GMAC	Indiana and Iowa – 6th Floor
	Good News: There Is a Better Way to Deliver Bad News	Kane and McHenry – 3rd Floor
	Hot Topics in Admissions Operations	Purdue and Wisconsin – 6th Floor
	Managing Up and Across in a University Environment	Great America I and II – 6th Floor
Perfecting Your Pitch: 30 Seconds to Success	Michigan and Michigan State – 6th Floor	
5:00–6:15 p.m.	My GMAC Focused Exchange Topics	Foyer Grand Ballroom – 7th Floor
7:00–9:30 p.m.	Fiesta Social Event at Carnivale Transportation is provided for your safety and security. Buses will run to and from the hotel from 6:30–9:30 p.m. To board a bus, exit the hotel’s Rush Street entrance and turn right to the corner of Rush and Ohio.	

SATURDAY, JUNE 21

7:30–8:45 a.m.	My GMAC Focused Exchange Topics	Foyer Grand Ballroom – 7th Floor
7:00–8:30 a.m.	Breakfast	Grand Ballroom Salon III – 7th Floor
7:00–8:30 a.m.	DocNet Breakfast	Cook – 3rd Floor
IV CONCURRENT SESSIONS 9:00–10:15 a.m. (page 12–13)	Building Relations with Native American Nations—Understanding and Attracting Future Generations	Lincolnshire I and II – 6th Floor
	Charting a Path to Curriculum Integration	Great America I and II – 6th Floor
	Inform and Be Informed: GMAC Research MY GMAC	Indiana and Iowa – 6th Floor
	Moving Targets: Adapting Your Part-Time Marketing Game Plan	Michigan and Michigan State – 6th Floor
	Navigating the Process for Selecting and Implementing a CRM System	Northwestern and Ohio State – 6th Floor
	Understanding Group Identity and How It Strengthens Student Loyalty	Purdue and Wisconsin – 6th Floor
What’s On Your Mind? Open Session for Doctoral Program Directors and Administrators	Kane – 3rd Floor	
10:15–10:45 a.m.	Refreshment Break	Foyer Grand Ballroom – 7th Floor
10:45–11:45 a.m.	10th Annual Martin S. Geisel Speaker Series Tamara J. Erickson— Innovation & Collaboration: Bringing People and Ideas Together	Grand Ballroom Salon I and II – 7th Floor
11:45 a.m.–12:00 p.m.	Conference Wrap-Up	Grand Ballroom Salon I and II – 7th Floor



MEETING POINTS

Based on your input, we have set aside two areas—easily accessible, and with comfortable seating—where you can arrange to meet up with colleagues, old and new. Look for **Meeting Point North** and **Meeting Point South on the 7th floor**, on each side of the foyer.