

Stay Current, Stay Connected

2016 Americas MeetUps

Chicago



May 20, 2016

Today's Agenda

10:30am – 11:00am Welcome and Introductions

11:00am – 11:15am GMAC Mission and Values

11:15am – 11:45pm Pre-MeetUp Survey Results + What We Heard Last Year

11:45pm – 12:15pm What's New at GMAC Based on School Feedback

12:15pm – 12:45pm *Lunch & Group Photo*

12:45pm - 1:30pm **To Better Serve YOU, What Products Should GMAC Offer**

1:30pm - 2:15pm Research Trends

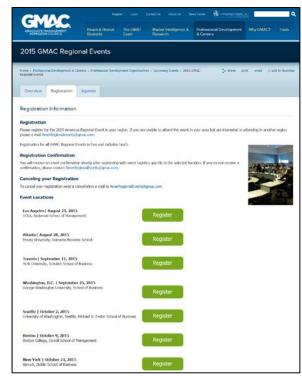
2:15pm - 2:45pm Hands On Training: Recruiting and Messaging

2:45pm – 3:00pm **Wrap Up**



Reference Materials









Introductions

Name

Title

School



What You Hope to Learn Today?



Who is GMAC?









Connecting Talent and Aspiration with Opportunity



Our Focus Areas

GROW THE CANDIDATE PIPELINE

BIG * GLOBAL * DIVERSE

EXTEND OUR VALUE TO SCHOOLS

RESEARCH * CONF * ADMISSIONS

GROW & DIVERSIFY TESTING

GMAT * CUSTOMIZED * EMERGING

MANAGE THE GMAC ENTERPRISE

PEOPLE * FINANCES * IP



2016 Pre-Regional MeetUp Survey Results

Trends You're Seeing?

- 1. Younger candidates
- 2. More female candidates
- 3. Growing interest in and offerings of specialized masters programs

Top Challenges for 2016?

- 1. Increasing the number of qualified applicants
- 2. Attracting underrepresented minorities
- 3. Attracting women

GMAC Focus?

- 1. Research
- 2. Networking opportunities
- 3. Increasing knowledge of GMAC products, services, and research

Length in Current Role?

- 1. A few months to 11 years (some w/ more years in higher ed.)
- 2. Average is 3 years



What We Heard in 2015

Trends You're Seeing?

- 1. Younger candidates
- 2. Increasing use of GRE
- 3. It's a Buyer's Market

You're Biggest Challenges?

- 1. Costs concerns from candidates
- 2. Staff turnover and doing more with less
- 3. Technology, esp. CRM and social media

GMAC Focus Now?

- 1. Make MBA ROI case
- 2. Improve image of GME
- 3. Increase domestic pipeline

GMAC Focus 3 – 5 Years?

- 1. Update Reporting Criteria
- 2. Deal with the Rankings
- Show GMAT vs. GRE success rate



What's New Based on School Feedback?





Our Focus Areas

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Grow the candidate pipeline





Grow the Candidate Pipeline

On-Campus Presence Initiative

2 Types of Marketing Pilots

- On campus + online marketing campaigns
- Discounted exam packages & regular exam packages
- **Custom microsites**

Expanded Access

- New on-campus test centers
- Special testing events





Grow the Candidate Pipeline

Underrepresented Populations Initiative



Know the Pipeline (Research)

- Contract with GlobalSojourn
 - Perceptions of business careers vis a vis other career choices
 - Timing for consideration of a graduate business degree
 - Factors influencing consideration of GME choice, including for-profit and non-profit programs, accreditation, program type
 - Attitudes toward standardized test and admissions examinations ...
- Develop and implement marketing and nurture program based on findings



Grow the Pipeline (Partnerships)

- Identify key organizations that work with URMs
- Develop partner strategy
 - NSHMBA- Ignite Program
 - HBCU Deans- Path to B-school
 - ALPFA- Chapter and Referral Program

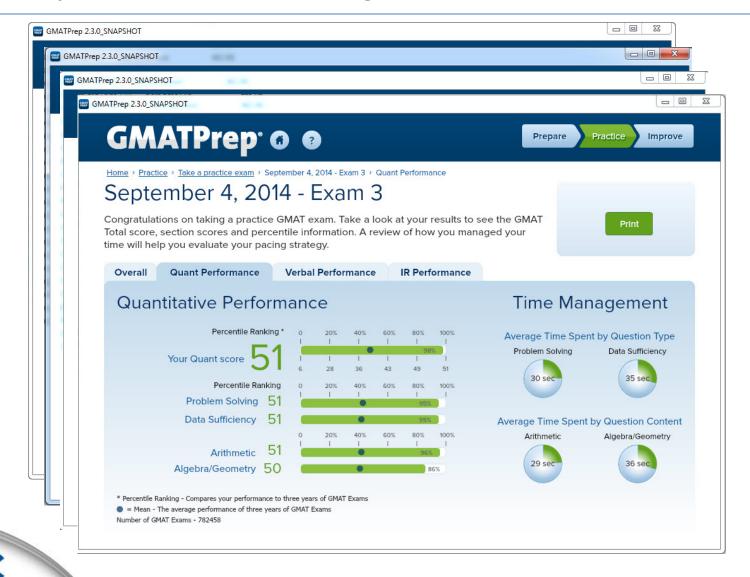


Decrease the Score Gap (Exploring)

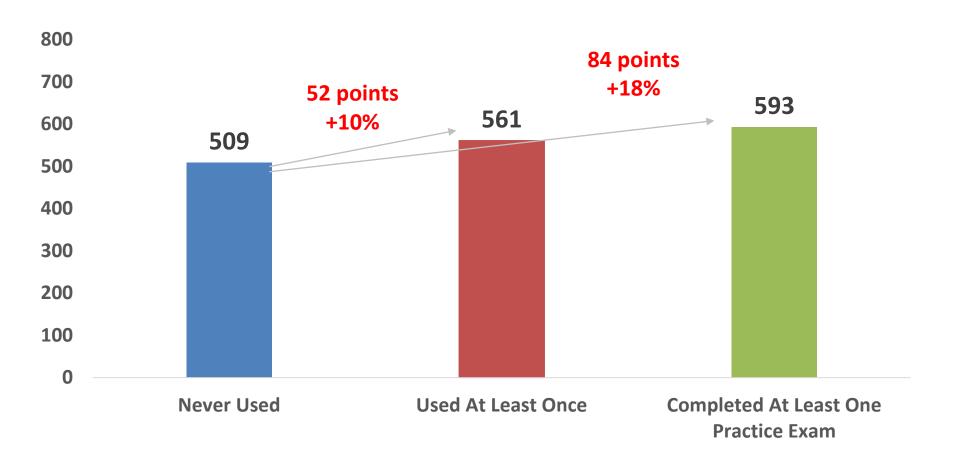
- Foundational Skills Assessment/Mapping
- Test Prep



GMATPrep – Exam Pack 1 & 2 - Diagnostics for Practice Exams



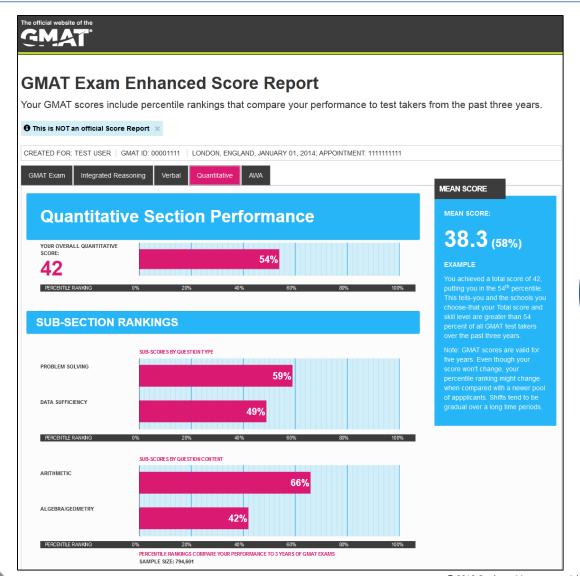
Grow the Candidate Pipeline - Empowering Candidates GMATPrep Potential Impact



Source: Score distribution across 199k first time test takers and their GMATPrep usage (90k not used / 109k used), Jan 2014 – Jun 2015



GMAT Exam Enhanced Score Report



Advising
Opportunity:
 Ask
Candidates
 to Share
Their Report
 with You



Score Preview Feature

With Score Preview, test takers can now preview their unofficial scores before deciding to report or cancel.

Following the exam, candidates will see their Unofficial scores — Total, Integrated Reasoning, Quant, and Verbal (but not AWA), and will have 2 minutes to decide whether to accept them. Or 72 hours after leaving the test center for a fee.

Scores can be reinstated within 4 years and 11 months for a fee.





Additional Candidate Friendly Features

16-Day Test Repeat Change

Allows candidates to re-take the exam after 16 days from previous exam

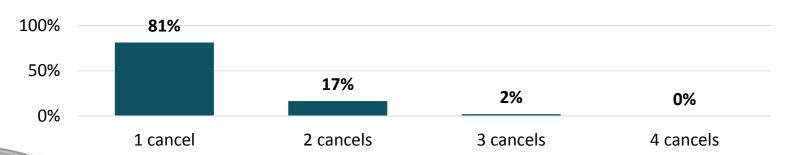
DOB Authentication Code

Allows candidates to use DOB (vs. code from PVUE center) to access score

Cancel "C"

Allows candidates to have "C" removed from score report

No. of cancelations per candidate who cancels score









GMAC 101



Monthly 20-Minute Webinars (free)

Hosted by:
Glenda Lucas
Senior Manager
Market Development
Americas



Topics Include:

- Reach and Recruit Students
- GMAT Management Tools for Schools
- gmac.com Live Walkthrough
- Market Research Insights
- Demystifying the GMAT Exam
- GMASS Demo



GMAT Mini-Quiz



The Mini GMAT® Quiz let's your potential candidates become familiar with the GMAT® exam without leaving your website.

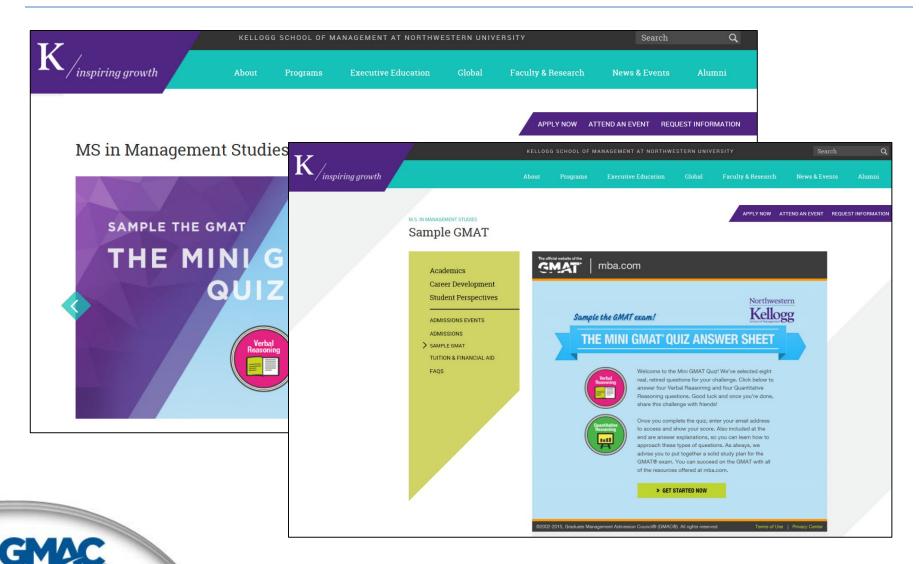
The quiz consists of eight official GMAT practice questions.

Your Benefits:

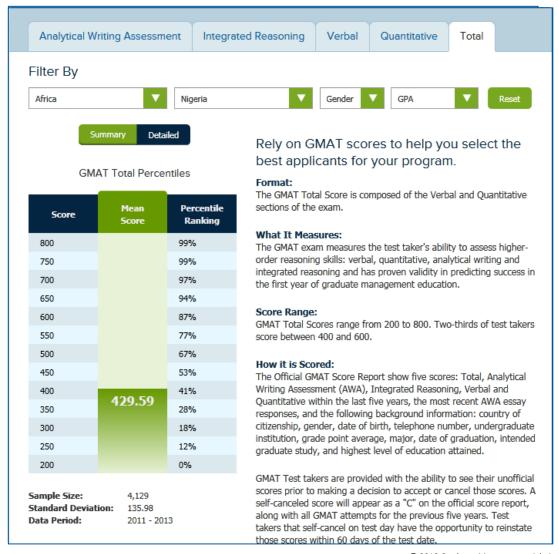
- Host the quiz on your website as students are in the decision making process.
- Co-brand the quiz with your logo and program content.
- No set-up fees.
- Collect qualified and unlimited leads for free.



GMAT Mini-Quiz



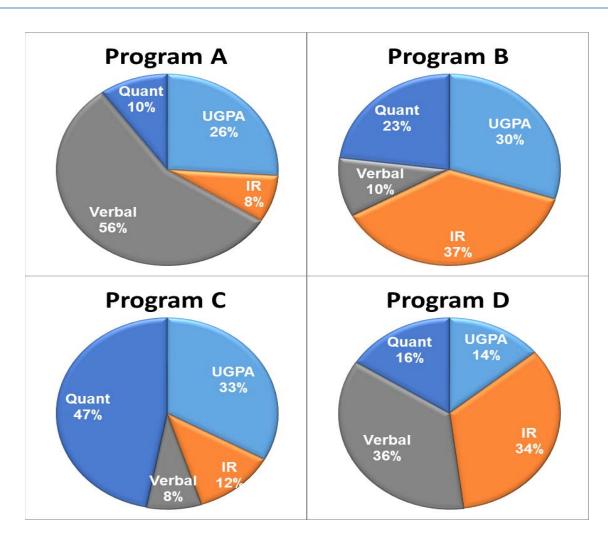
GMAT Score Benchmarking Tool



GMAT® Integrated Reasoning Validity Study Analysis

Based on Recently Completed Predictive Validity Studies

- ✓ IR scores provide unique information to help predict success
- ✓ IR adds something not measured by GMAT Q, V, A or undergraduate GPA.
- ✓ Results differ by program each school should conduct a validity study.





Weights for Predictors at Different MBA Programs

Common Letter of Recommendation (LoR) Initiative







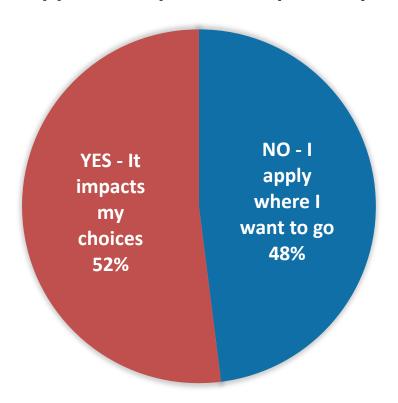
Candidate Perceptions of MBA Application Process

Source: GMAC focus group results, 2015



Common Letter of Recommendation (LoR) Initiative

"Has a school's application process impacted your school choices?"

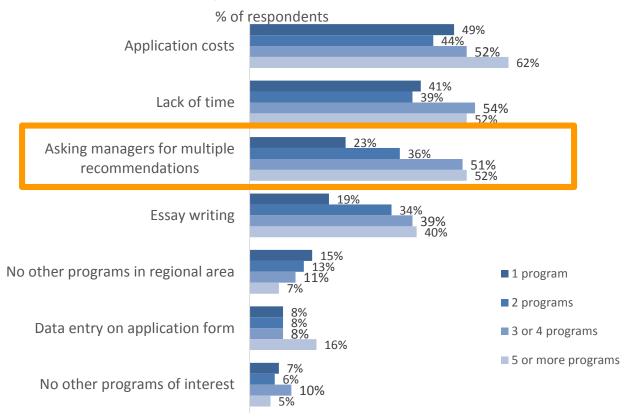




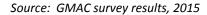
Source: GMAC focus group results, 2015

Common Letter of Recommendation (LoR) Initiative

Deterring Factors in Application



Q: What factors, if any, kept you from applying to more graduate business programs. *Select all that apply.*Base: Respondents who had been through the application process for business school (N = 1400 candidates)





School Engagement

Charter Advisor Schools























Other Schools Engaged to Date...













SCHOOL of MANAGEMENT























Proposed Structure of Common Form

Single Form

Recommender Information

Assessment Grid

Recommendation Questions

10 Questions

+ 6 pre-populated

17 Questions

4 Questions

Total

31 Questions (not including pre-populated ones)



Grow and Diversity Testing





Grow and Diversifying Testing

Hult Business Assessment

- 45 minutes
- 0 3 years work experience
- Master of International Business Program
- Available online & @ PVUE



Executive Assessment

 Launched on March 3rd with six EMBA programs (2 in Asia, 2 in Europe, and 2 in the US)



Regional Exams





Executive Assessment

Compared to the GMAT

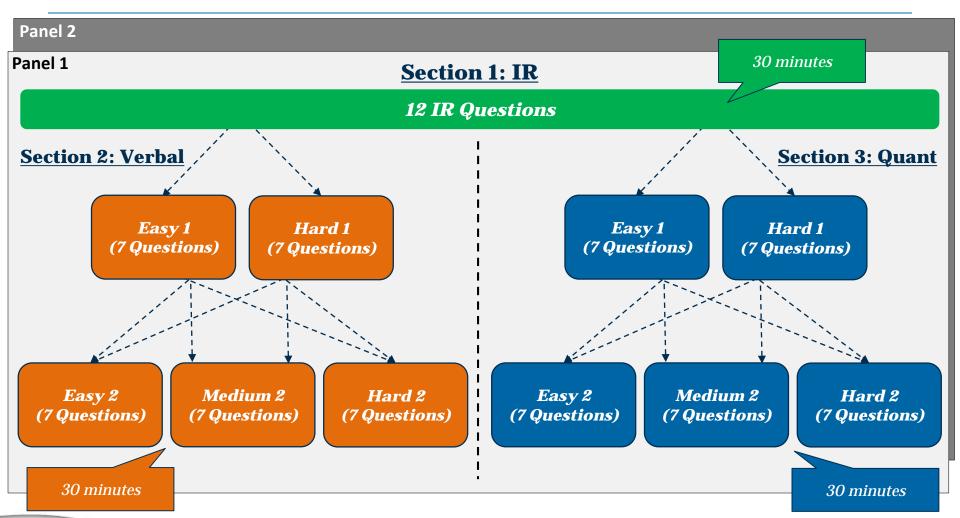
	Executive Assessment	GMAT
Focus:	Readiness	Screening
Design:	Section adaptive	Question adaptive
Length:	90 minutes/40 questions	4 hours/90 questions
Content:	IR, VR and QR	IR, VR, QR and AWA
Difficulty:	Normed to executive population	Normed to all GME candidates
Prep:	Minimal	Extensive
Scoring:	Total includes IR, VR and QR	Total includes only VR and QR
Score Range:	100 – 200 (insight across the 300-700 GMAT range)	200 – 800 (highly accurate across full range)
Fee Structure:	\$350, no reschedule fees, unlimited score sending	\$250, reschedule fees apply, 5 free at test ctr.

gmac.com/ea



Executive Assessment

Multi-Stage Adaptive Design





3-30minute sections/40 total questions.

Question sets are interactively selected based on answers to previous sets of questions, building a test that is most relevant to each individual's performance level.

Lunch & Group Photo





To Better Serve YOU

What Products Should GMAC Offer?

"More webinars or written resources related to challenges with international student placement in the US and abroad"

"Schools specific indicators of success and failures and priorities based on any test taker feedback we might be able to capture in the future."





What We Heard in 2015

What Products Should GMAC Offer?

mba.com

- More prep and diagnostic tools for candidates
- School Info Sessions
- Advertisement Opportunities
- Centralized Application

gmac.com

- Post Admit Survey to GMAT Senders
- Exit Exam / Outcomes Assessment
- Mini-GMAT Exam like Economist's
- Exam for Executive Candidates
- Soft Skills Assessment as Part of GMAT
- An "Angie's List" / Vendors Area
- Video inclusion on Score Report
- GMASS-Candidate Matching
- Reporting Criteria / Standards
- Consulting Services



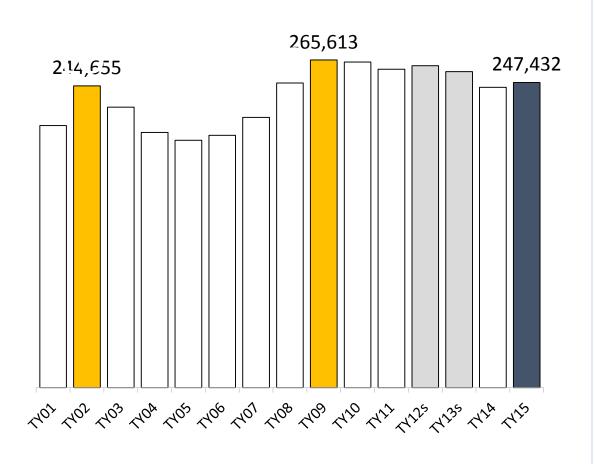


GMAC Research Trends





GMAT Exams Taken Since TY 2001



247,432

Exams Taken **TY2015**

Growth: Asia (+6%) &

LATAM (+10%)

Flat: Canada (+3%),

Europe (+3%), & US (-2%)

Declines: Africa (-8%),

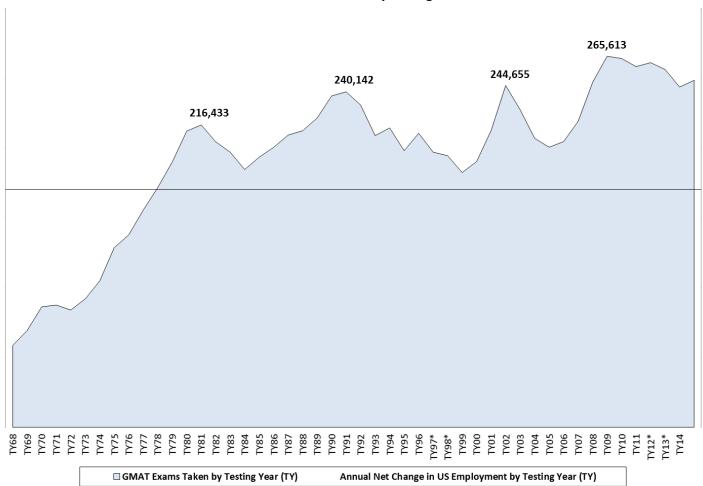
Australia-Pacific (-5%), &

the Middle East (-5%)



GMAT Testing Since TY1968

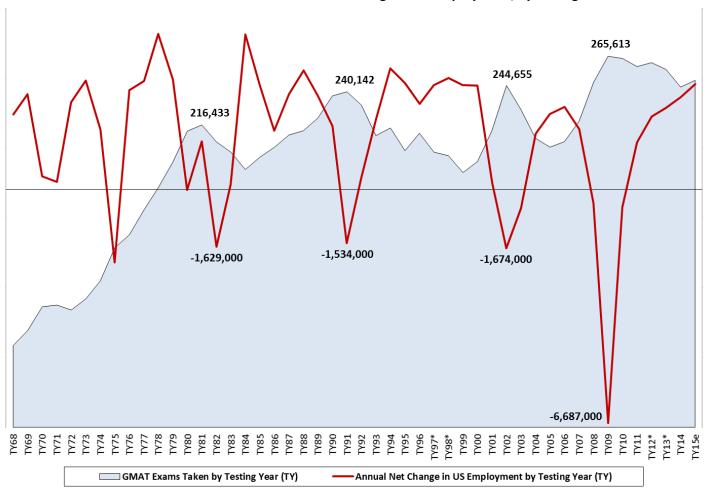






Countercyclical to US/Global Economy

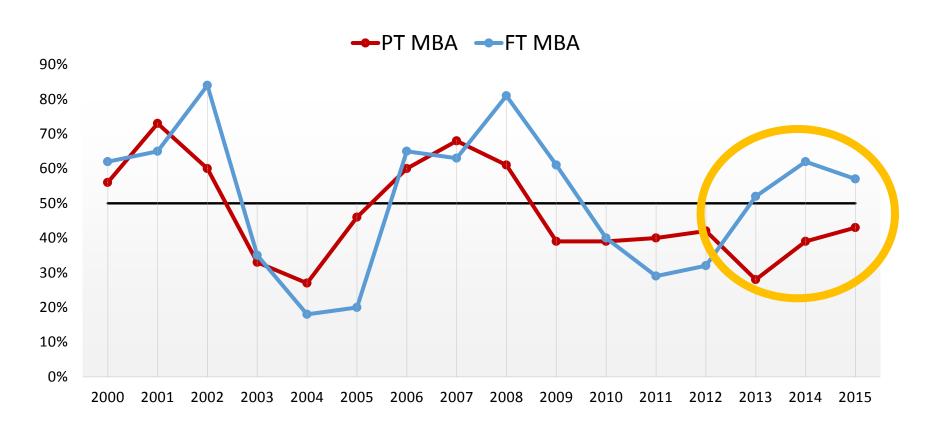






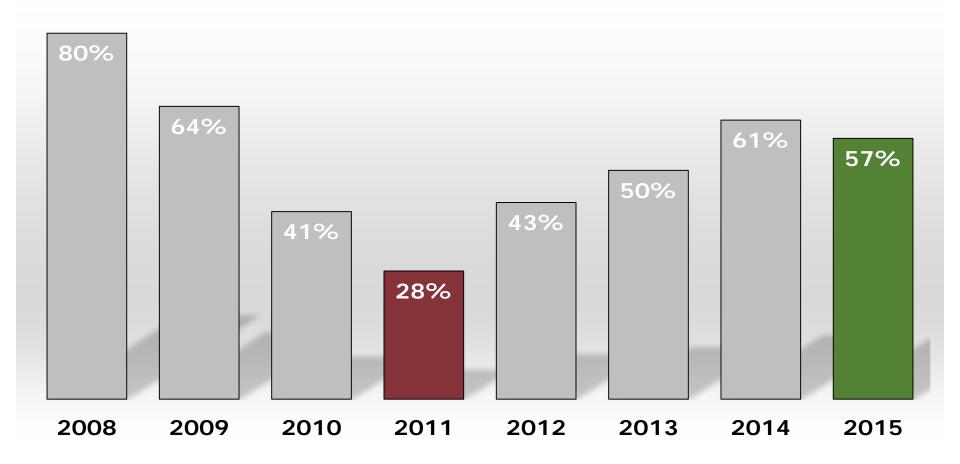
Countercyclical Applications

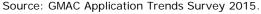
Percentage of US MBA Programs Reporting Growth in Annual Application Volumes





The Countercyclical Full-Time MBA





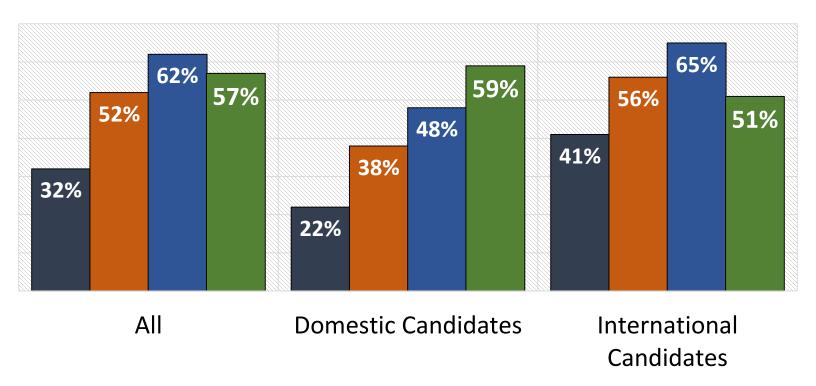
Note: previous year data may differ slightly from public reports due to late survey respondents. Differences, however, would be minor.

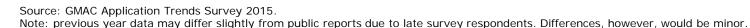


Mapping the FT MBA Recovery

US FT 2-Year MBA Programs with increasing applications by <u>applicant source</u>

■ 2012 **■** 2013 **■** 2014 **■** 2015

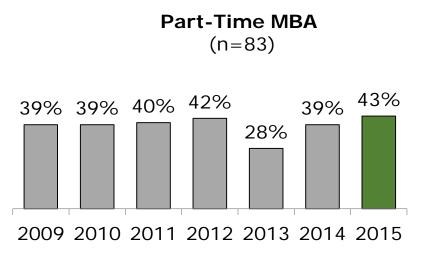


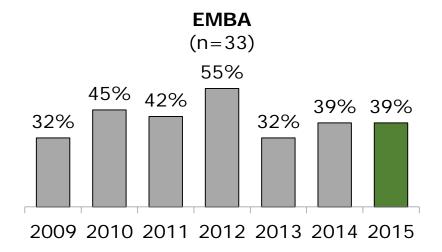




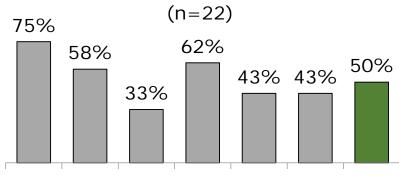
Interest in Other MBA Programs

% of U.S. Programs with Application Growth by Year





Online MBA



2009 2010 2011 2012 2013 2014 2015



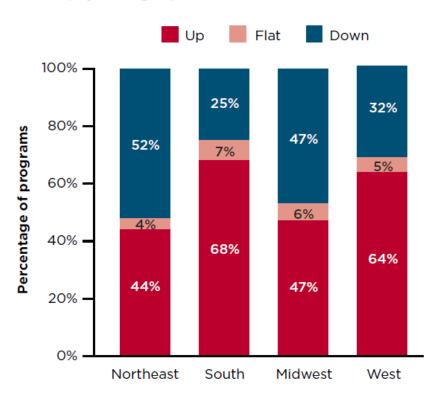
Source: GMAC Application Trends Survey 2015.

Note: previous year data may differ slightly from public reports due to late survey respondents. Differences, however, would be minor.

By U.S. Region

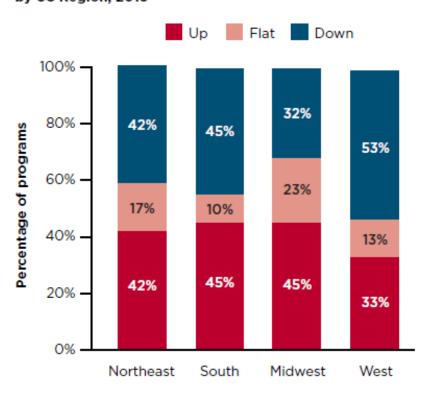


Figure 5. Percentage* of US Full-Time Two-Year MBA Programs Reporting Change in Application Volume, by US Region, 2015



*Percentages may not sum to 100 due to rounding.

Figure 9. Percentage of US Part-Time MBA Programs Reporting Change in Application Volume, by US Region, 2015*

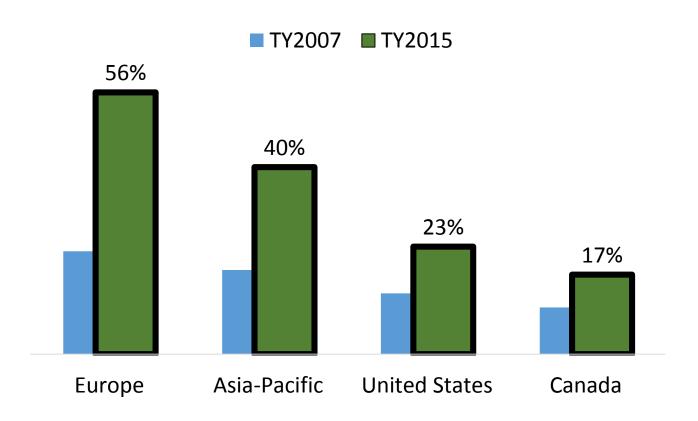


*Percentages may not sum to 100 due to rounding.



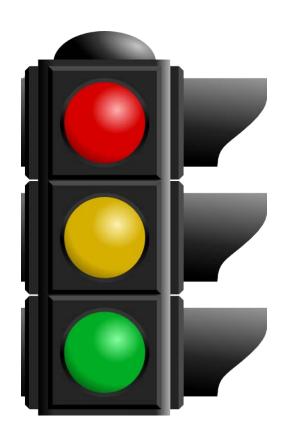
Growth in non-MBA Masters Degrees Finance, Accounting, Management, etc...

% of GMAT scores sent to non-MBA master's degrees by region of residence





Global Application Trends



Professional MBA Programs Still Struggling

Mixed Picture for Specialized Masters Programs

Full-Time MBA Programs are Recovering

• **PT MBA**: 45%

• **EMBA**: 43%

• **Online MBA**: 50%

MFin: 60%

MiM: 50%

• MAcct: 40%

• **FT MBA 2-Year**: 57%

• **FT MBA 1-Year**: 51%

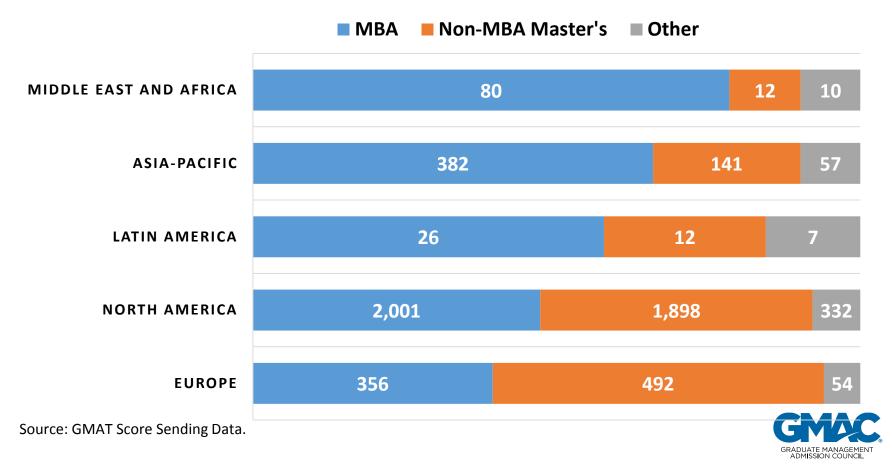
% of Programs Reporting Application Growth in 2015



Programs using GMAT worldwide

5,860 programs received 600,415 score reports from GMAT examinees in TY2015

Programs Receiving GMAT Scores by School Region in TY2015



Nearly 190k individuals take the GMAT

186,868 Unique Examinees in TY2015 | 247,432 Total Exams

Canada 6,085 (-4%)

Now stabilizing

United States 87,437 (-8%)

Mexico & Latin America 4,660 (+3%)

Europe 19,834 (-1%)

Non-MBA Masters ↑, MBA ↓

Middle East & Africa 8,003 (-5%) Asia-Pacific 60,849 Examinees +4% Compound Annual Growth Rate Since 2011

Led by China (non-MBA masters) & India (MBA/PGP demand)

Many smaller, emerging markets growing

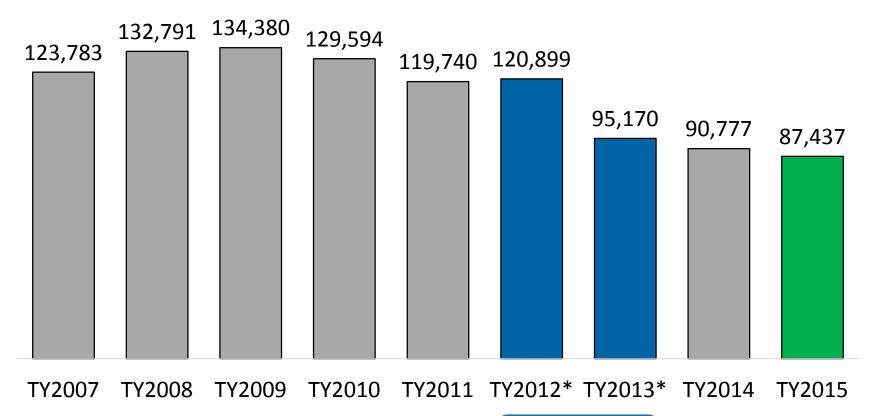


Regional Differences: North America: 84% unique | APAC: 67% unique



Unique Examinees United States

Unique GMAT Examinees in the United States TY2007 to TY2015



*IR Pre &
Post Launch



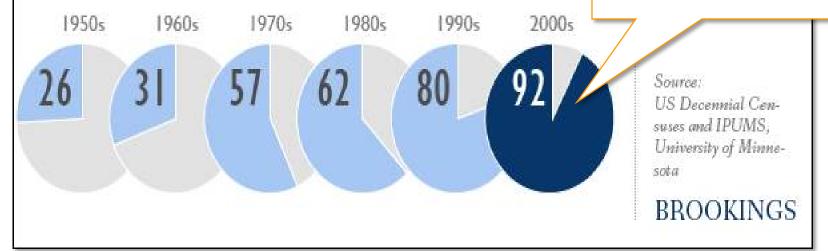
Minority Growth

III. Minorities are driving growth, replenishing America's youth

Non-whites accounted for the overwhelming majority (92 percent) of U.S. population growth in the 2000s.

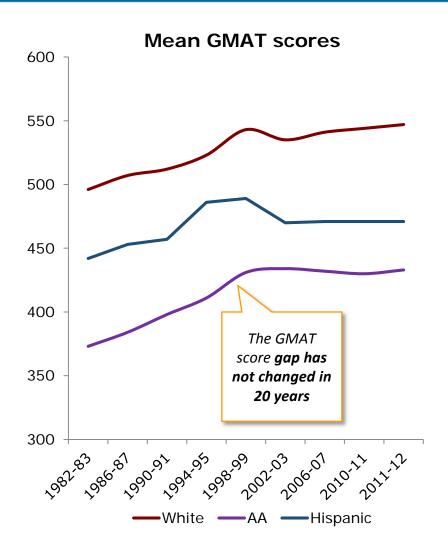
Minority share (%) of U.S. population growth, by decade, 1950s – 2000s

The number of GME degrees awarded to URPs by for-profit institutions **grew 132%** from '00 to '13

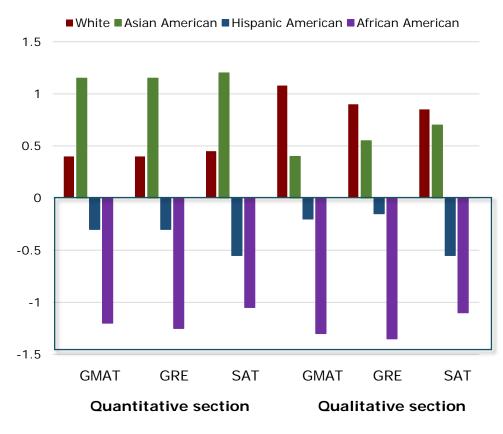




Minority Growth

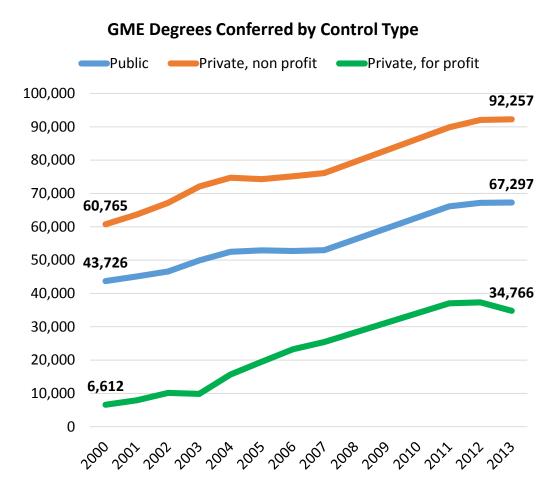


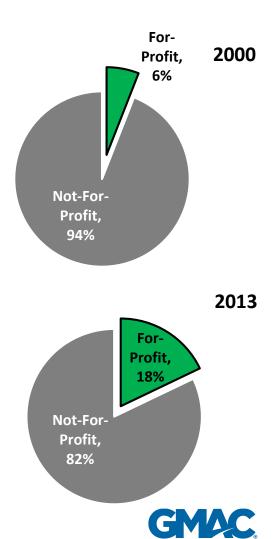
Standardized GMAT, GRE and SAT scores by Race/Ethnicity (US citizens)





U.S. For-Profits All segments grew, but for-profits did the fastest

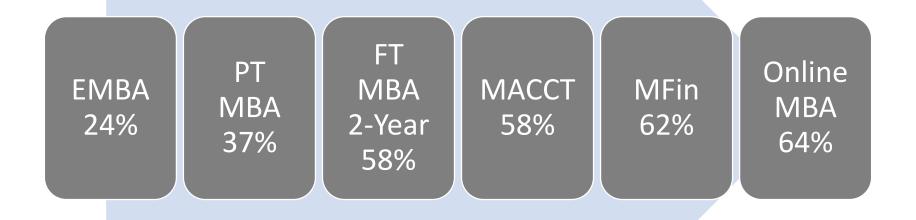




Source: GMAC Application Trends Survey 2015.

U.S. 10-Year Application Comparisons

% of US programs with more apps in '15 vs. '05

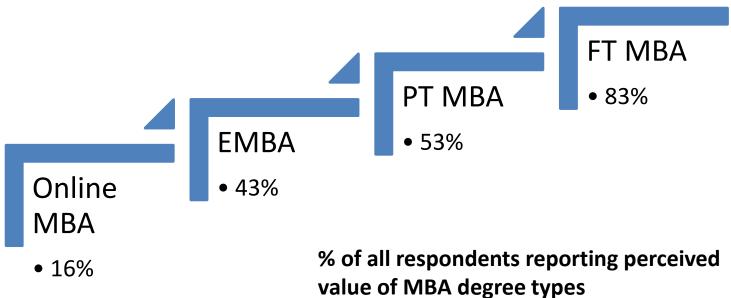


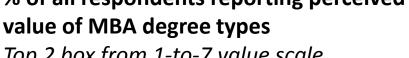
Source: GMAC Application Trends Survey 2015.

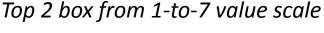


GMAC Crowdfunded PT MBA Study MBA Value Ladder

In your opinion, how valuable are the following program types?



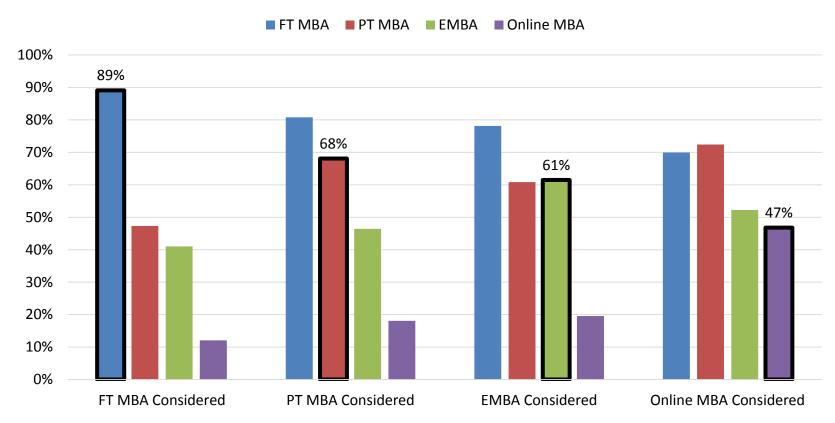






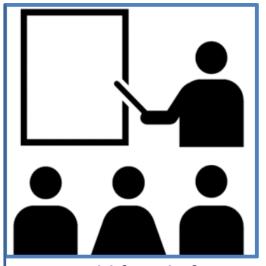
GMAC Crowdfunded PT MBA Study Perceived Value by Degree Consideration

Value Impression by Degree Considered (Top 2 Box)





GMAC Crowdfunded PT MBA Study What does the market think?



25 year old female from San Francisco

 "I want to take full advantage of the MBA experience which means enrolling full time. I'm also invested in the development of a strong network of colleagues, classmates and mentors, which does not seem as feasible or fulfilling in a part time program."



30 year old male in NYC

 "Prestige of part-time MBA in industry is not recognized as well as compared to Full time / Executive."



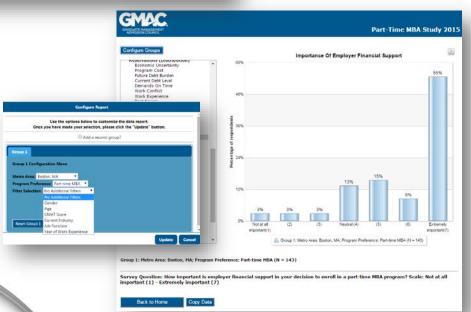
26 year old male in Washington DC

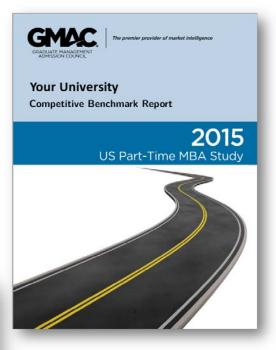
 "It's not taken seriously by employers."



GMAC Crowdfunded PT MBA Study For more information...Add to Request Form







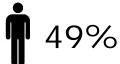


Today's Student Pipelines Remain **Demographically Distinct**

Non-MBA Master's

Full-Time MBA

Professional MBA















Mean Age



Mean

Work

Exp. % Business

Undergrads



Mean Work

19

Mean Work Exp.

Exp. % Business

Undergrads

% Business **Undergrads**







However, Mindsets are Quite Similar

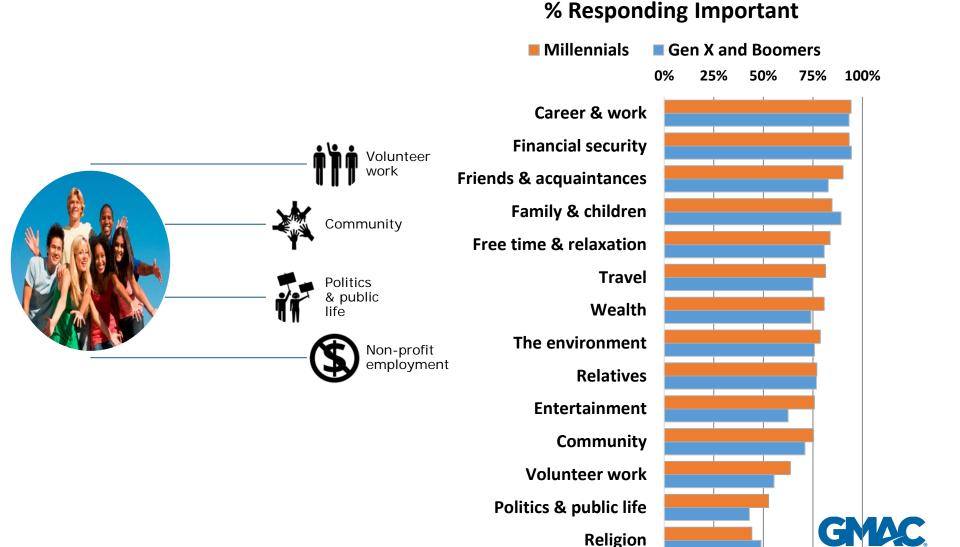


We ask prospective students on mba.com to rate 14 psychographic drivers...

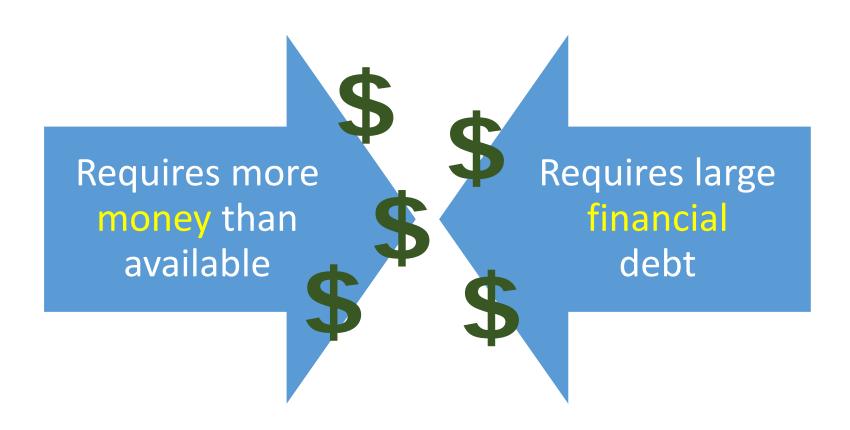


Source: 2014-2015 mba.com Prospective Student Survey.

Psychographic Drivers by Generation



Reservations about pursuing a graduate business degree





Reservations about pursuing a graduate business degree

Financial Considerations and...

Europe	North America	Latin America	Asia-Pacific	Central Asia	Middle East
No reservations (21%)	Demands on time/energy (35%)	No reservations (20%)	Demands on time/energy (29%)	Economy/job prospects uncertain (25%)	Demands on time/energy (27%)
Delay accepting job offers (20%)	Limit time for VIPs (26%)	Postpone personal plans (20%)	Economy/job prospects uncertain (28%)	No reservations (20%)	Delay accepting job offers (24%)
Limit time for VIPs (19%)	Postpone personal plans (20%)	Delay accepting job offers (19%)	Delay accepting job offers (24%)	Postpone personal plans (20%)	Limit time for VIPs (22%)



Source: mba.com Prospective Students Survey 2014-2015

Non-MBA Master's Candidates Stepping Stones or Substitutes?



... <u>AND</u> MBA Tomorrow

... <u>OR</u> MBA Tomorrow



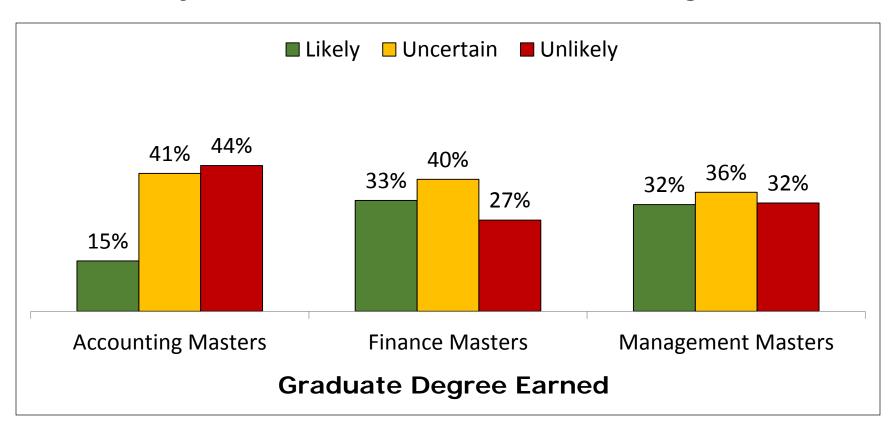


... <u>AND</u> Something Else Tomorrow



Non-MBA Master's Candidates What Today's Graduates Say

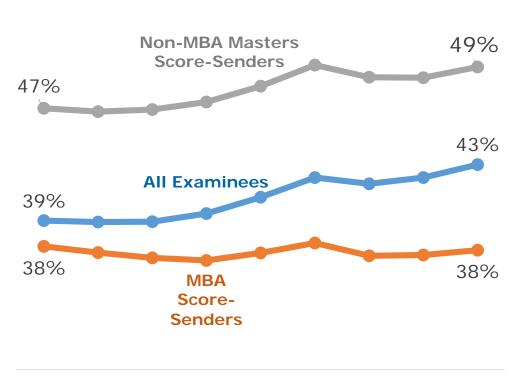
How likely are you to consider an MBA now that you've earned a non-MBA masters degree?





Women Larger presence in non-MBA masters group

Women as % of GMAT Examinees



TY2007 TY2008 TY2009 TY2010 TY2011 TY2012 TY2013 TY2014 TY2015

% Women by Region of Residence

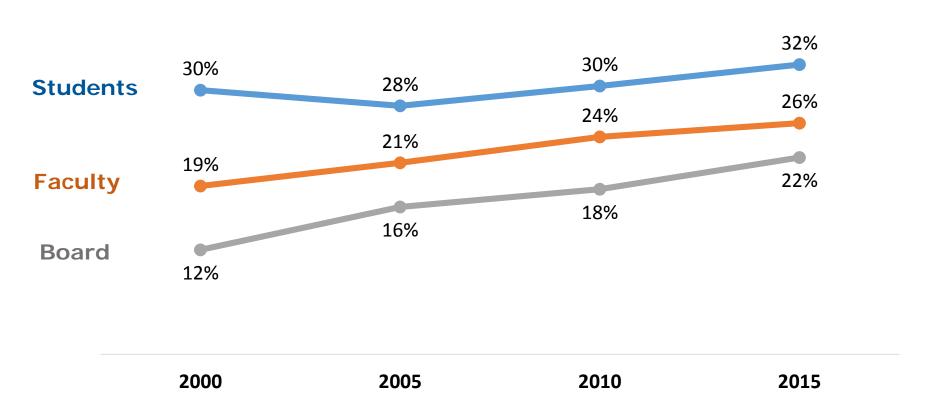
Region of Residence	MBA	Non-MBA Masters		
E/SE Asia	53%	68%		
Africa	41%	46%		
Middle East	39%	39%		
Eastern Europe	38%	50%		
United States	38%	45%		
Canada	38%	47%		
Western Europe	33%	39%		
Australia-Pacific	31%	35%		
LATAM	28%	37%		
C/S Asia	27%	33%		



Source: GMAT Testing Trend by Region of Residence TY2015.

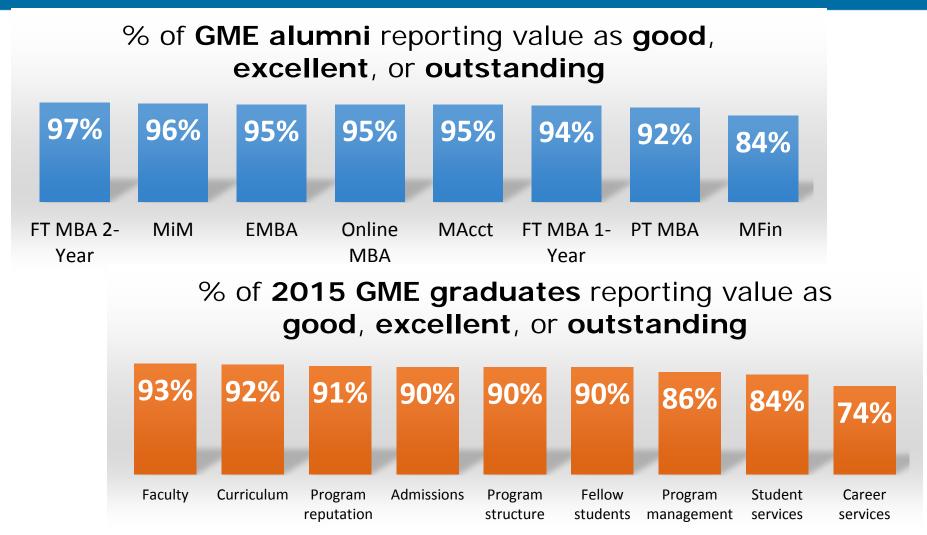
Women On-campus presence is slowly growing

Financial Times Ranked FT MBA Programs: % Women





The value of GME remains high





GME Value - Expected Return on Education SoFi - Student Loan Refinancing Provider

Example:

With an undergrad degree in humanities, you can expect a lifetime income of about \$2.67M.

Getting an MS in humanities would likely increase that by 4.9%, but getting an MBA could increase it by 88.9%

This is after paying off student loans!



On average, MBAs have the 5th largest lifetime income of **\$4.89M**

MD - \$6.84M

DDS - \$6.84M

DO - \$5.93M

JD - \$5.29M



Your GMAT Overlap Group Frequency Ranking Reports

Total Score Reports Issued: 789,000
Total Unique Test Takers: 204,051

GMAT® Score Reports Issued:	Your P	rogram	Your Se	chool*	Your Institution**		
Total sent to you:	1,272	100%	3,511	100%	3,511	100%	
Sent Only to:	35	2.8%	272	7.7%	272	7.7%	
Sent to you and others:	1,237	97.2%	3,239	92.3%	3,239	92.3%	

GMAT® Unique Test Takers:	Your Pr	ogram	Your Se	chool*	Your Institution**		
Total sent to you:	1,185	100%	3,106	100%	3,106	100%	
Sent Only to:	28	2.4%	215	6.9%	215	6.9%	
Sent to you and others:	1,157	97.6%	2,891	93.1%	2,891	93.1%	

GMAT® Score Reports sent to your program were also sent to these programs

Released in January/February each year and available on the GMAT Score Reporting Website

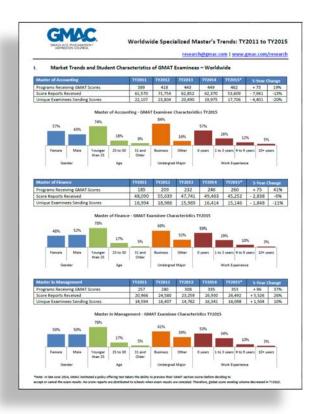
Provides intelligence on

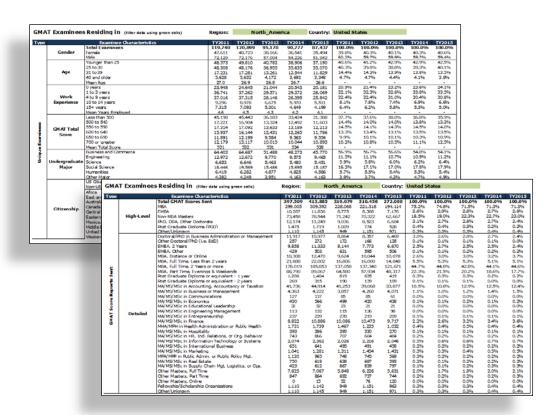
- the top 15 programs to which candidates who sent GMAT scores to your program also sent their information.
- Information about where your program overlaps with competitors.
- The number of scores sent only to your program.

Top 15 by		Number of		GMAT® Total Score Range					
Unique Test Takers	Institution, School, Program	Score Reports Issued	Number of Unique Test Takers	< 500	500 - 540	550 - 590	600 - 640	650 - 690	700 +
1	School A	264	253	54	33	42	45	41	38
2	School B	226	211	42	26	32	36	42	33
3	School C	150	138	20	15	22	30	30	21
4	School D	134	131	47	20	22	22	13	+



Other Trends...





Non-MBA Masters

Regional Trends



What's Coming in 2016

Market intelligence at every step of the student lifecycle





Be Apart of Our Survey Research

Participating schools get exclusive access to:

Early-Release
Survey Reports
summarizing key
findings and their
implications for the
industry, with
year-to-year
trends.

Interactive Data Reports

that offer survey participants multiple ways to create customized views of demographic data.

Benchmark Reports

a free online tool that lets schools generate instant reports comparing your results against those of your peer schools.

Sign up now to participate in the upcoming GMAC Corporate Recruiters Survey!

More info at gmac.com/surveySignUp



Recruiting Tools

Promote your program and recruit top candidates through a proven portfolio of tools and services.



The official website of the



FIND & COMPARE SCHOOLS > PLAN FOR BUSINESS SCHOOL ➤ STUDY MATERIALS ➤

School Finder

Connect your program to more than 450,000 prospective students per month.

- mba.com School Finder lets students search, view, compare, and connect with you, using our listing of GMAT accepting schools and programs.
- We create and maintain your program profiles, and you review and update using one simple form.

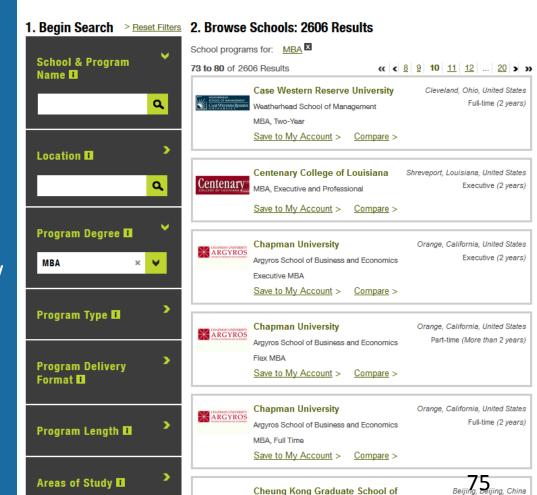






Find & Compare Schools

Search over 5,600 graduate business programs to find your best fit. If you find a program you would like to consider, remember to take a look at our complete list of GMAT accepting programs.



CKGSB

Business

Calendar of Events

Boost attendance at your recruiting events with promotion on mba.com.

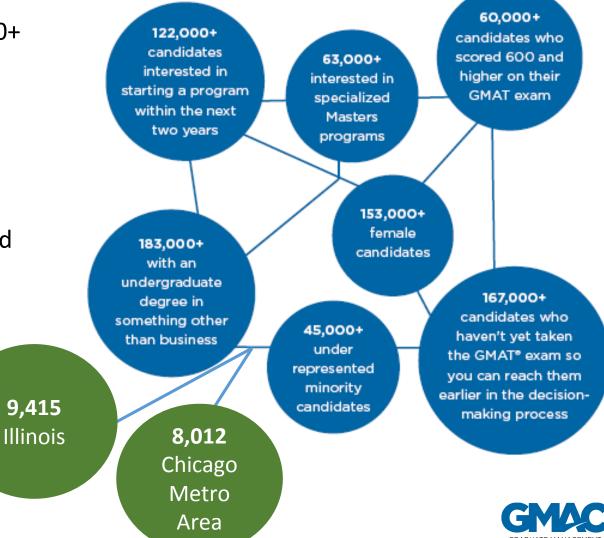
- Post recruiting events online so potential candidates can find you 24 hours a day, seven days a week.
- Free to schools that accept the GMAT.





Recruiting with Precision

- Our database of 500,000+ GMAT and mba.com registrants allows for precise recruiting.
- Connect with aspiring candidates who have unique qualifications and backgrounds.
- More than 30 search criteria to refine or broaden outreach.





Focus Your Messaging

An inside look into the motivations, preferences, program choices, needs, and opinions of thousands of individuals who are contemplating taking the GMAT exam in preparation for applying to a graduate business school program.



Messaging - Prospective Student Survey Interactive Tool



mba.com Prospective Students Survey 2015

The mba.com Prospective Students Survey 2015 Report

Welcome to the 2015 GMAC mba.com Prospective Students Survey Research Tool!

This interactive report presents detailed results of our ongoing monthly online survey of individuals who the GMAC website for prospective graduate business students. The survey offers an inside look into the preferences, program choices, needs, and opinions of thousands of individuals who are contemplating tapreparation for applying to a graduate business school program.

The report contains data collected worldwide from 12,328 mba.com registrants in 2013 and from 11,673 2014.

GMAC shares this information with business schools to help them answer critical questions su

- · Whom should my program recruit?
- · What motivates individuals to apply to business school?
- What reservations do they have that might stand in their way?
- When do prospective students make decisions?
- Which programs compete for their attention?
- How do they gather information about graduate management education?

Graduate business school professionals can use the survey results to understand their target audience, b brands, allocate resources, and develop recruitment strategies.

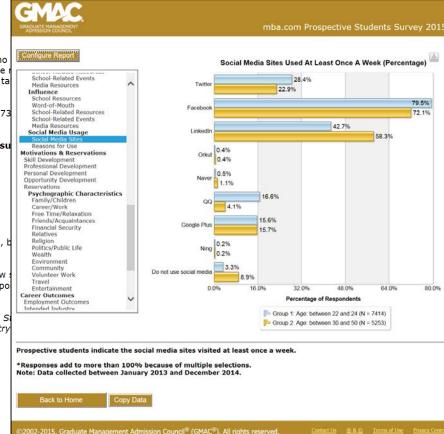
NEW SEGMENTS IN REPORT: The 2015 Prospective Students Survey Interactive Report includes new suse to configure your subgroup analyses. After click on the 'Data Report' below, use the 'Configure Repoleft to segment the analysis for upto two groups. The new options are as follows:

- 22 US Metro Areas (On the configuration menu, select Location = 'Residence,' 'Country', and 'United Si
- US Underrepresented Populations (On the configuration menu, select Location = 'Citizenship,' 'Country
- Regions in China (On the configuration menu, select Location = 'Residence,' 'Country', and 'China');
- Regions in India (On the configuration menu, select Location = 'Residence,' 'Country', and 'India');
- · Generations, including Baby Boomers, Gen X, and Millennials;
- Career goals, which include 'career enhancers,' 'career switchers,' and 'entrepreneurs.'

In addition, you can choose among 36 countries of citizenship and 32 locations of residence.

Please click the 'Data Report' button below to begin.

Data Report





Market Intelligence at Every Step



Stay Current, Stay Connected





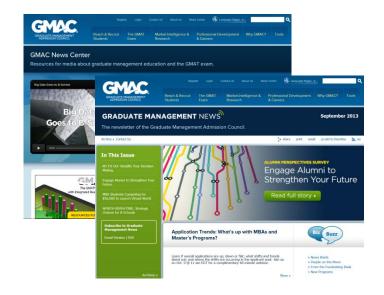


GMAC News



@GMACNews

The leader in the discovery and evaluation of talent, through assessments, for management education and practice around the world.





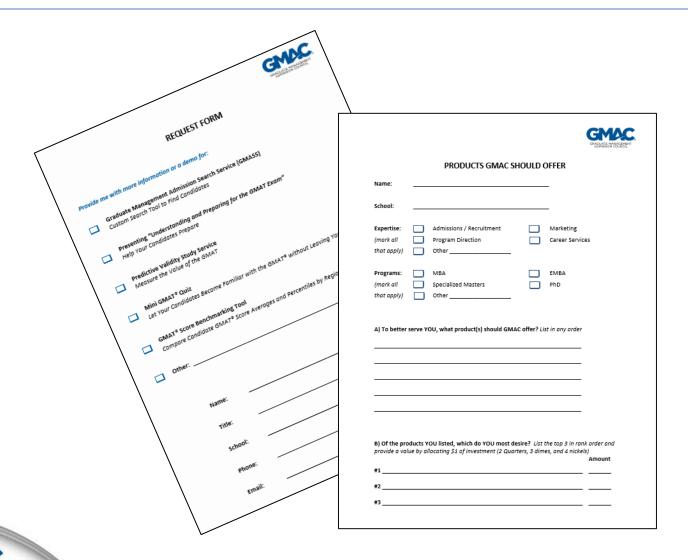
Follow Up Survey







Don't Forget to Return Your Forms...







Thank You!

