GMAC®
GRADUATE MANAGEMENT ADMISSION COUNCIL

Admissions Institute for New Professionals

AINP Europe

CERTIFICATE PROGRAM

Course Requirements and Learning Outcomes

Overview

Developed by GMAC, an organization steeped in admissions expertise and experience, AINP Europe is a new and unique program designed to help participants master the admissions lifecycle. The program will provide participants with a deep dive into three foundational modules: Context, Outreach, and Evaluation.

1. Context — The best admissions tools are useless if not applied within the right context. AINP Europe will explore the graduate management education (GME) landscape, including the forces that have shaped its evolution, like rankings. As well, the program will provide insight into the mindset of the current and future applicant and education landscape, which can help orient your practices going forward.

2. Outreach — The outreach module provides the necessary tools to maximize outreach activities throughout the candidate, student, and graduate lifecycle including: enhancing recruiting events; engaging with traditional and emerging social media platforms; becoming an effective career coach; and managing your message when selling to different demographic groups and sizes.

3. Evaluation — The evaluation module includes an understanding of the world of assessments; reviewing an application and preparing for an interview; interviewing; implementing effective strategies for crafting a class; and tailoring and implementing effective yield management strategies.

AINP Europe is designed as a cohort learning, executive education experience based on a combined learning methodology that includes lectures, cases, group discussions, workshops, and individual contribution. Experiential learning is key. Participants will discuss, prepare, and complete practical learning throughout the program in assigned working groups. Upon passing the required assessments, each participant will be awarded a ***Certificate in Admissions Practice***, a key qualification that can be used to enhance participants' professional net worth.
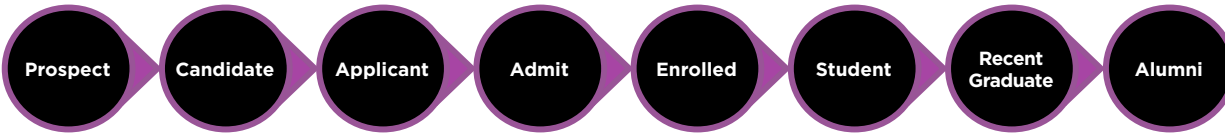
1 CONTEXT

History of GME and Understanding the Candidate, Student, and Graduate Lifecycle

Global GME Applicant Landscape

Power in the Ranks: Introduction to Rankings

Candidate, Student, Graduate Lifecycle

Prospect → Candidate → Applicant → Admit → Enrolled → Student → Recent Graduate → Alumni

2 OUTREACH

Optimizing Recruiting Events

Engaging with Social Media

Social Media Applied: Case Study (developed exclusively for AINP Europe)

Career Coaching Skills for Admissions

Managing Your Message: Individual and Group

3 EVALUATION

Assessments

The Application

The Interview

Effective Strategies for Crafting a Class

Minimizing Melt: Yield Management

Course Catalog

History of GME and Understanding the Candidate, Student, and Graduate Lifecycle

The Graduate Management Education (GME) industry has grown exponentially resulting in a broad offering of programs, formats, and schools with evermore diverse student bodies. This module delves into the industry's evolution and the role admissions professionals play in sustaining quality growth. In addition to meeting admissions goals and objectives, your challenge as an admissions professional is to select candidates who are engaged, employable, and contributing alumni—all while being good fits for your current programs. Understanding the student lifecycle is the first step to selecting the right candidates, and your job will be easier if stakeholders at all stages of the student lifecycle collaborate throughout the selection process.

LEARNING OUTCOMES:

- Describe the evolution of the GME industry.

- List and describe the forces that have affected/are affecting the GME industry including: technology, globalization, new market entrants (MScs, online, non-US programs, for-profit institutions), access to information (MOOCs), population changes (population growth, changing diversity of applicants), rankings, etc. and the impact these have had on the admissions role.

- Recognize the trajectory from prospect to alumni and discuss the importance of the admissions role in sustaining quality growth.

- Identify ways to collaborate with different stakeholders throughout the candidate to alumni lifecycle.

Power in the Ranks: Introduction to Rankings

Rankings are a major influencer in the decision-making process of most, if not all, candidates. Understanding how the different rankings work, what they measure, how to apply rankings in the recruitment process, and how your program is positioned relative to the marketplace are key in both responding to stakeholder inquiries and helping to better position your program. This module will provide an overview of rankings and a practical case study to implement what you have learned.

LEARNING OUTCOMES:

- List and describe the key rankings that business schools rely upon, what influences them, and key drivers.

- Describe the most relevant ranking in Europe.

- Discuss how admissions professionals can use ranking knowledge in the admissions process.

The Global GME Applicant Landscape with an Emphasis on Europe

This module will identify current trends in the ever-changing GME landscape. Participants will benefit from a recruiting advantage after exploring research on global applicant preferences, values, and decision-making processes, with an emphasis on trends affecting schools and applicants in Europe. Attendees will gain insights into cultural aspects that affect when, why, and how candidates apply.

LEARNING OUTCOMES:

- Understand some of the most prevalent applicant mobility trends (where are students electing to study, where is the growth in GME interest, etc.).

- Know the most prevalent motivations for GME study among today's applicant population, as well as some regional differences.

- Identify how admissions professionals can access relevant GMAC reports to stay abreast of the latest global and regional applicant trends.

Challenges Faced by Admissions Professionals

New admissions professionals face a host of challenges intrinsic to the GME industry, from managing various recruiting and application cycles to doing more with less. This module will foster open discussion within working groups to identify key challenges and to set professional and personal learning goals for the program. Bring your questions, and get ready to learn more about common challenges of being an admissions professional.

LEARNING OUTCOMES:

- Summarize the common challenges faced by admissions professionals and how these impact the GME environment and applicant landscape.

- Identify personal and professional challenges as a starting point to learn, collaborate, and grow during the AINP Europe program.

Optimizing Recruiting Events

The GME industry is fast-paced and competitive. Admissions professionals deliver information sessions, attend online events, and race around the globe to industry fairs. In addition to the time and financial investment, are you maximizing those opportunities to engage personally with candidates? This panel session, featuring experienced professionals from schools of various sizes, budgets, and program offerings, will offer best practices and advice on additional ways to optimize recruiting events to increase the pipeline, improve yield, and provide more authentic interaction with applicants.

LEARNING OUTCOMES:

- List and describe the types of recruiting events that exist in GME admissions: logistics, timing, pros and cons, type of candidates that attend, costs, etc.

- Discuss ways to optimize and enhance recruiting events to maximize outputs (i.e. increased branding, higher number of leads, touch points, etc.).

- Discuss on campus recruiting events and benchmark best practices.

Engaging through Social Media

Social media is one of the most important communication channels for business schools today. However, the barrage of new ways to connect online can be overwhelming, even to the savviest expert. Are you simply reacting to inquiries through the growing number of platforms, or are you taking a more holistic approach to engaging applicants in meaningful dialogue? This module will analyze the various social media platforms available as well as best practices in recruiting and engaging candidates throughout the admissions process.

LEARNING OUTCOMES:

- Describe the social media landscape and the most popular social media platforms used in GME.

- Discuss and compare various social media platforms in terms of their reach, purpose and ways to engage with prospects, candidates, applicants, admits, and enrolled individuals.

  - Consider new platforms, not currently being used by your program, and how they may impact marketing and recruiting efforts.

Social Media Case Study by LinkedIn

LinkedIn is the prominent social media platform for professionals, with more than 300 million members worldwide at a rate of two new members per second. LinkedIn is the dominant presence in professional recruiting and networking, providing a platform for companies and schools to connect professionals and alumni. This session will be run by the LinkedIn EMEA Education Team through an interactive workshop teaching new admissions professionals the knowledge and skills to engage candidates using LinkedIn, as well as how to generate brand awareness for their business schools.

LEARNING OUTCOMES:

- Discuss LinkedIn in the context of GME and admissions: evolution, reach, and purpose.

- Identify ways to engage and increase interaction with prospects, candidates, applicants, admits, and enrolled individuals using LinkedIn.

- Consider ways to improve dialogue with candidates through improved communication and use of LinkedIn.

- Key tips on how to use LinkedIn for brand awareness.

Career Coaching Skills for the Admissions Professional

Successful admissions professionals can marry a candidate's aspirations and past experiences with the current hiring and employment landscape to help determine if the candidate is the right fit for a program, and vice-versa. This module will provide you with the necessary knowledge to guide candidates to set realistic career goals, help manage their expectations, and position you as a knowledgeable resource on the benefits of GME.

LEARNING OUTCOMES:

- Describe career coaching and its place in the admissions function.

- Briefly discuss the most prevalent career "exits" post-graduation from a GME degree (including industry, consulting, and financial services) as well as the skills sought and recruiting timeline.

- Identify ways to gather additional information about career opportunities.

Managing Your Message: One-on-One Interaction and Group Presenting

We may be referred to as the admissions, recruiting or outreach departments, but sales is the core of everything we do. Our audience, regardless of size, demographic or culture, should perceive us as knowledgeable, authentic, and passionate. This highly interactive module will focus on consultative, one-on-one interactions and group presentations. For the one-on-one, consultative sales approach, emphasis will be on the dialogue required to communicate the attributes of your school and program while aligning with the candidate's goals. For presenting to a group, small teams will be asked to implement the knowledge acquired the day before regarding candidate motivations, interests, key influencers, and decision-making processes to craft and deliver a tailored message to different regional audiences. This module includes a one-on-one consultative sales exercise and a group presentation on the effective application of global GME applicant landscape knowledge.

LEARNING OUTCOMES:

- Describe consultative sales and group presentations and the importance to admissions.

- Compare consultative sales and group presentations and the skills needed to do both effectively.

- Tailor messages to different geographical areas focusing on motivations, interests, key influencers, and decision-making processes.

Assessments Worldwide: A Primer

Our programs attract students from all over the globe with diverse backgrounds and from varying education models. This module will explore the role of assessments in standardizing candidate evaluation as well as provide an introduction to those assessments most widely used in the current GME environment, including the GMAT, GRE, CAT, TOEFL, and IELTS, to name a few.

LEARNING OUTCOMES:

- List the analytical and English language assessments most popularly used in GME admissions.

- Describe what each test measures, how and how often they are offered, and the relative pros and cons for each from a candidate's perspective.

- Discuss the levels of security used in each assessment as well as how long scores are valid.

- Describe how schools get reports from each testing company and how fast scores are available.

- Discuss different ways stakeholders (i.e. admissions, program management, faculty, career services, etc.) factor test results when evaluating candidates in the admissions process.

- Discuss the pros and cons of each test including validity, ability to predict success in class and beyond, costs, etc.

The Application: Initial Review and Effectively Prepping the interview

The application is the basis for candidate evaluation. Each school carefully crafts the application questions, essays, and supporting documents to gain key insights into applicants' backgrounds, experiences, decision-making processes, abilities, and fit. This session will provide you with key tools to analyze the different components of an application with the goal of better understanding prospective students to prepare an effective interview.

LEARNING OUTCOMES:

- Describe the individual components of MOST standard applications, their purpose, and how they are factored into most admissions decisions.

- Discuss the benefits of each individual component and how their totality provides a holistic view of the individual and their candidacy.

- Discuss potential differences in application requirements among AINP participants.

- Evaluate each component of the application and how it can be used to prepare for the interview.

- Identify key interview questions based on the application components.

The Art of Interviewing: The Basics

Although there is no right way to interview, all successful interviews have this in common: they create situations in which information can be exchanged easily, evaluated fairly, and communicated clearly. Selection interviews give you a unique opportunity to obtain applicant information that is either impossible or impractical to get any other way. How you use the interviews becomes critical to your success in selecting top candidates. This module will help you build an effective interview process, learn the latest techniques, and improve your skills. This module includes interview analysis and class participation (i.e. application of learnings and participation in interview role-play).

LEARNING OUTCOMES:

- Describe interviewing, its objectives, and importance in the admissions process.
- Discuss the information admissions professionals seek to get from an interview.
- Identify key interview questions designed to get to know the candidate, their skills, achievements, strengths, and weaknesses, and their potential fit with the program and school.
- List the necessary skills needed to interview effectively as well as ways to create an optimal interview atmosphere.
- List techniques admissions professionals can implement to enhance the personal interaction with candidates in the interview process.
- Apply interview techniques in mock interviews.

Effective Strategies for Crafting a Class: Understanding Tough Admissions Decisions

This module will mimic a real Admissions Committee where candidates are reviewed and their merits debated, taking into consideration the interests of various stakeholders in the selection process. This highly interactive simulation will allow you to see how the different Admissions Institute themes and topics converge into a true-life-situation. This module includes a candidate analysis (i.e. having read candidate profiles and ranked them prior to class) and class participation (i.e. discuss the merits of each candidate).

LEARNING OUTCOMES:

- Evaluate and rank 14 candidates based on academic achievement, work experience, extracurricular activities, career objectives, recommendations, and impact on the admissions process.
- Discuss the merits of each candidate in an Admissions Committee.
- Defend candidate ranking decisions based on objective data.
- Analyze and evaluate different stakeholder opinions and points of view within the admissions process.

Minimizing Melt: Yield Management Strategies

Building the pipeline, engaging prospects, evaluating, and finally accepting candidates to your program are all challenging tasks. This module will provide you with practical tools to manage your yield, giving you actionable strategies to ensure conversion after an admissions decision is communicated.

LEARNING OUTCOMES:

- Describe the concept of funnel management.
- Recognize the relationship between admission, enrollment timing and melt.
- Identify areas within the funnel where melt can happen.
- Discuss strategies to minimize melt at each stage of the funnel aimed at converting admits to enrolled students.
- Describe the various funnel conversion phases and identify the stakeholders involved at each stage.
- Identify ways stakeholders can help minimize melt at different funnel conversion phases.

GMAC

GRADUATE MANAGEMENT
ADMISSION COUNCIL

*We open doors for graduate management programs, professionals,
and prospective students around the world.*

GMAC Goes Beyond Testing and Admissions

Our GMAC suite of products and services is built on our decades of experience and the rich market intelligence that addresses your diverse needs, such as:

- Identifying and selecting the right candidates for your programs. **gmac.com/gmat**

- Preparing candidates for the GMAT exam — and the classroom — and providing your incoming classes with resources developed from our insider knowledge of the test and of management education. **gmac.com/prep** and **gmac.com/ready**

- Tools and services to help you recruit, assess, and develop the best talent. **gmac.com/tools**

- Sharpening your skills through professional development. **gmac.com/pd**

- Informing your admissions, recruiting, and communication strategies and decisions. **gmac.com/research**

- Keeping up-to-date on trends in graduate management education. **gmac.com/news**

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*The GMAT is exam is the gold standard and preferred
by more business schools around the world.*

The GMAT exam assesses analytical writing and problem-solving abilities, data sufficiency, logic, and integrated reasoning skills that are vital to real-world business and management success. The GMAT is the best predictor of student success in business schools.