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Women in the B-School Pipeline: 2012 Update



Welcome to today's discussion...

Women in the Business School Pipeline Housekeeping

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- Do not put us on "hold"
- Type questions using **Q&A** function
- You may maximize your window
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Women in the Business School Pipeline: 2012 Update

Moderator:

Sabrina White

- GMAC® Member Services Specialist
- More than 10 years in GME-
Admissions and Program Director



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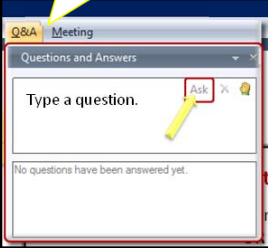
Women in the Business School Pipeline: 2012 Update Agenda

- Introductions
- Getting to Know You
- Program Focus
- **Macro View:** Gender diversity and leadership
- **Current Landscape:** Finding Women
- **Understanding Characteristics:** Deeper insights
- **Recruiting Approaches:** Leveraging feedback from
grads and alumnae
- Summary
- Your Questions


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Submit your questions anytime during the session!



Download the slides



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Women in the Business School Pipeline: 2012 Update Post-Webinar

- Please share your feedback at the end of this session in the **evaluation**
- Recording will be available on the GMAC website – login to download audio and slides at gmac.com/ConferencesAndEvents
- After the webinar, you can ask follow-up questions by sending an email to research@gmac.com

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Guest Commentator

Elissa Ellis Sangster

- Executive Director, Forté Foundation
- Many years in GME-
Former Assistant Dean and
Director of the MBA Program,
McCombs School of Business
The University of Texas at Austin

▶ www.fortefoundation.org




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Getting to Know You

Quick Interactive Polls

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Interactive Poll Q

In the past 12-months, which of the following recruitment activities have you *primarily* focused on to engage Women?

- Internet outreach
- Alumni hosted events
- Printed or direct mail materials
- Women-specific event on campus
- Outreach thru organizations (like Forté Foundation)

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Interactive Poll Q

In your last graduating class, what percentage were Women?

- Less than 10%
- 10% to 20%
- 21% to 30%
- 31% to 49%
- More than 50%

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Macro Views

Gender Diversity and
Corporate Leadership

Management Skills and Gender diversity at top of corporate agendas worldwide

7 of 18
Women CEOs has
MBA or Masters in Management

Number of female 'Fortune' 500 CEOs at record high



A record has been set for female leadership. More women are slated to take the helm of Fortune 500 companies than ever before.



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Management Skills and Gender diversity at top of corporate agendas worldwide

May 2011

Women on the Board Pledge for Europe

"I pledge to reach the target of 30% female board members by 2015 and 40% by 2020 by actively recruiting qualified women to replace outgoing male board members."

Targets of between 20% and 40% across the EU

- Norway: reached 42% women on corporate boards in 2009
- Spain: Goal of 40% women on boards in 2015, currently at 10% in 2010

Source: European Commission, http://ec.europa.eu/commission_2010-2014/redline/womenpledge/index_en.htm

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...Fueled by Organizations

WomenOnBoards
the next generation of directors

30% Club
GROWTH THROUGH DIVERSITY

CELEBRATING TEN YEARS OF INSPIRATION

The Global Gender Gap Report 2011

Women at the top of corporations: Making it happen

TEDxWomen
an independently organized TED event

Cherie Blair FOUNDATION FOR WOMEN

THE WHITE HOUSE PROJECT

catalyst

select examples shown

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Women are an "Emerging Market"



In the future, there will be no markets left waiting to emerge.

HSBC

In the next decade, more than one billion women will join the global economy.

Quote: Beth Brooke, Ernst & Young speaking about women and their billion.org
<http://blogs.ernst.com/gpac/2011/02/07/billion-women-join-emerging-market-a-billion-women/>

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Reflection

- ...ways your program can promote national, international, and your own **women role models in business**
- ...ways to expand women leadership development plans in your own program: **Mentoring, succession plans, networking among women** across borders & in top roles
- ...your school/program **involvement** with similar initiatives and organizations

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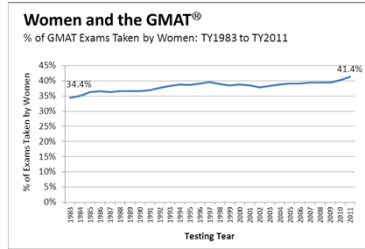
Current Landscape: Finding Women



- Representation
- Pipeline Sizes
- Regional Differences

Gradual Momentum in Demand of Women

- 41% women in testing year 2011 (record)

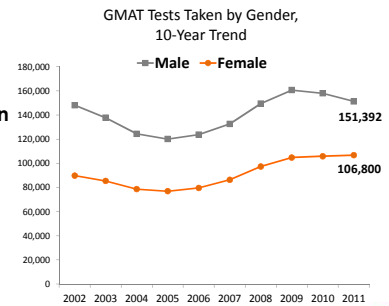


Source: GMAT® TY1983-TY 2011 Data



Six Consecutive Years of More Women

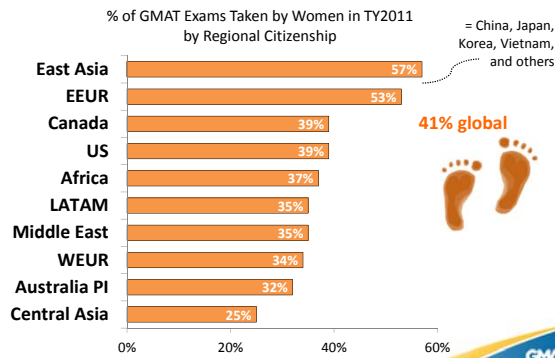
- 3rd year that +100,000 exams taken by women



Source: GMAT® TY2011 Data



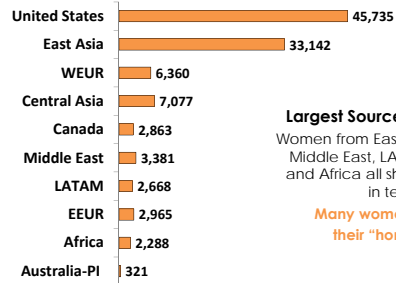
Locating Female Talent: Representation



Source: GMAT® TY2011 Data



Locating Female Talent: Pipeline Sizes By Citizenship



Largest Sources by Citizenship
Women from East Asia, Central Asia, Middle East, LATAM, Eastern Europe and Africa all show noticeable gains in tests taken.
Many women are outside their "home region."

Source: GMAT® TY2011 Data



Specific Countries, TY 2011

Greatest Female Representation

Citizenship	% of All	Exams Taken
China	64%	25,671
Vietnam	61%	741
Thailand	58%	1,079
Taiwan	58%	1,982
Russia	57%	1,123
Kenya	55%	354
Bulgaria	54%	286
Greece	46%	755
Singapore	45%	564
Indonesia	43%	365

Largest Female Examinee Pipelines

Citizenship	Exams Taken	% of All
United States	45,735	39%
China	25,671	64%
India	6,257	25%
Canada	2,863	39%
Taiwan	1,982	58%
France	1,680	40%
South Korea	1,540	29%
Germany	1,333	34%
Russia	1,123	57%
Thailand	1,079	58%

Source: GMAT® TY2011 Data



Women in US Metro Areas

Top 20 US Metro Areas	Exams Taken Women	% Women
New York-Northern New Jersey-Long Island, NY-NJ-PA	7,211	42%
Los Angeles-Long Beach-Santa Ana, CA	2,638	40%
Chicago-Naperville-Joliet, IL-IN-W	2,205	36%
Washington-Arlington-Alexandria, DC-VA-MD-WV	2,065	40%
Boston-Cambridge-Quincy, MA-NH	2,025	41%
Houston-Sugar Land-Baytown, TX	1,729	42%
Atlanta-Sandy Springs-Marietta, GA	1,664	44%
Dallas-Fort Worth-Arlington, TX	1,483	39%
San Francisco-Oakland-Fremont, CA	1,477	40%
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	1,211	38%
Miami-Fort Lauderdale-Pompano Beach, FL	801	39%
Seattle-Tacoma-Bellevue, WA	757	37%
Minneapolis-St. Paul-Bloomington, MN-WI	724	40%
Denver-Aurora, CO	699	44%
San Diego-Carlsbad-San Marcos, CA	675	37%
San Jose-Sunnyvale-Santa Clara, CA	673	37%
Detroit-Warren-Livonia, MI	572	38%
St. Louis, MO-IL	513	39%
Cincinnati-Middletown, OH-KY-IN	506	38%
Tampa-St. Petersburg-Clearwater, FL	487	42%

Source: GMAT® TY2011 Data



Majors and GMAT® Scores

UNDERGRADUATE MAJORS

- Growth observed in numbers of Women GMAT examinees from nearly all fields of undergraduate study (only Science saw decline).
- Largest increase was among Women with backgrounds in Business & Social Science.

AVERAGE GMAT SCORES

- Moreover, women from ALL categories of majors increased their average GMAT scores compared with five years ago.

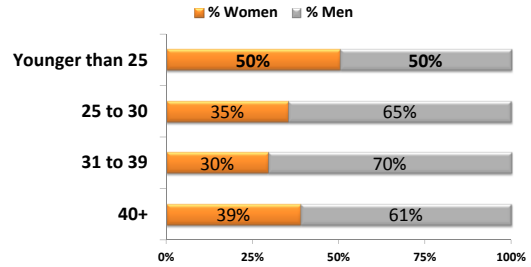
UGM	Mean GMAT	Women in TY2011	Growth From TY2011
Business & Commerce	517	55,694	24%
Social Science	551	14,431	7%
Engineering	577	7,415	9%
Humanities	535	7,018	12%
Science	547	5,341	-2%

Global Mean Total Scores:
Women = 530, up from 514;
Men = 554, up from 552 in TY2007.

Source: GMAT® TY2011 Data

Age Cohort Gaps Global Distribution by Age

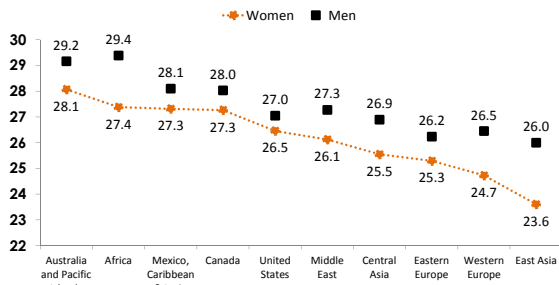
54%
of all exams taken by women are from youngest group (< 25)



Source: Distribution of GMAT® Exams Taken by Age and Gender, TY2011 data

Women Likely to be Younger Than Men

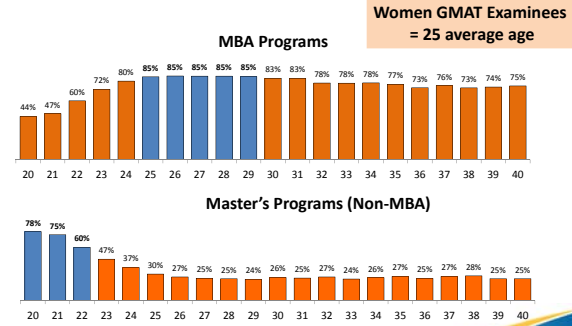
Regional Citizenship, Gender, & Mean Age of GMAT examinees



Source: GMAT® TY2011 Data

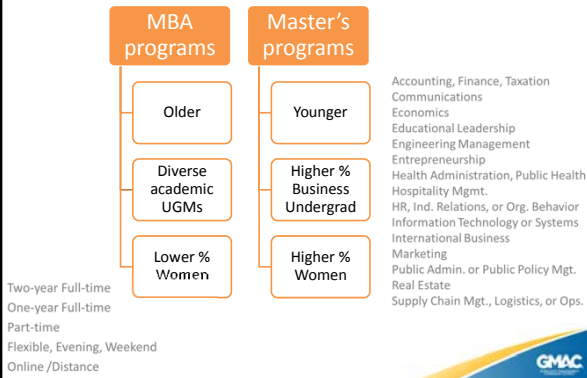
Age Gaps Signal Distinct Populations in Pipeline

% of Women Sending Scores, by Degree Type and Age



Note: The sum of MBA and Masters interest can exceed 100% due to score-sending to multiple program types. TY 2011

Two Distinct Pipelines



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Takeaways

- There is **global momentum** in representation & volume of women in the GMAT pipeline
- In the **two distinct talent pipelines** of women emerging among GMAT test-takers, **AGE** is a key differentiator

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Understanding the Target Audience

“Hard to Catch”

- Timing & Pace
- Programs Preferred
- Motivations
- Reservations



Earlier and Faster Timeline for Women




Women spend **less time** than men in decision-making stages:

Men: 61 months (5.1 years)
Women: 53 months (4.4 years)

Source: GMAC® mba.com Prospective Students Survey, 2012

Earlier and Faster Timeline for Women



Decision-making stages of b-school pipeline (# months), by gender:

Stage	Men	Women
Consider	36	32
mba.com	15	15
GMAT	4	4
Application	2	2

Women spend **less time** than men in decision-making stages:

Men: 61 months (5.1 years)
Women: 53 months (4.4 years)

Program	Duration
MBA	5 yrs
Masters	2 to 4 yrs

Source: GMAC® mba.com Prospective Students Survey, 2012

...Fastest movers among women

First Consideration varies by program type and region:

- Masters = 1.4 years (17 months)
- MBAs = 3.3 years (40 months)

Regional view of first consideration timeline (# months) for women:

Region	Masters only	MBA only
US	23	43
Asia/PI	17	40
Central Asia	23	40
Europe	7	36

Source: GMAC® mba.com Prospective Students Survey, 2012

Programs Considered

Full-time MBA

Program	Men	Women
2YR FT	46%	36%
1YR FT	40%	35%

More than one-third of women surveyed consider full-time MBAs

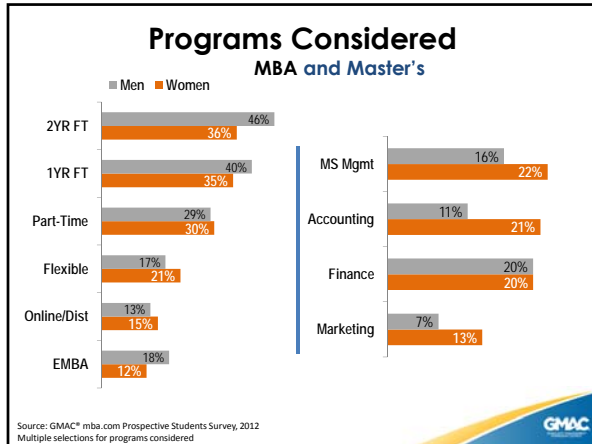
Source: GMAC® mba.com Prospective Students Survey, 2012
Multiple selections for programs considered

Programs Considered

All MBA Programs

Program	Men	Women
2YR FT	46%	36%
1YR FT	40%	35%
Part-Time	29%	30%
Flexible	17%	21%
Online/Dist	13%	15%
EMBA	18%	12%

Source: GMAC® mba.com Prospective Students Survey, 2012
Multiple selections for programs considered



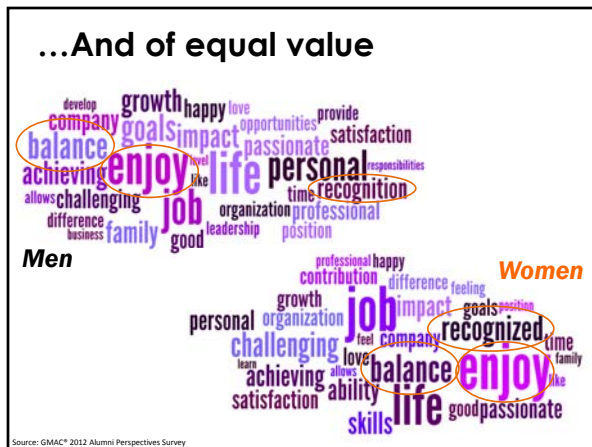
Motivations to Pursue GME

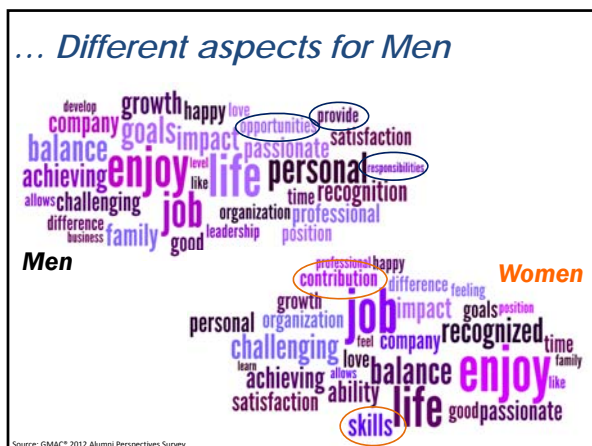
Prospective Women Students

- Increase Job Opportunities
- Increase Salary Potential
- Develop KSAs
- Accelerate Career Path
- Remain Marketable

- ✓ Challenging and Interesting Work
- ✓ Personal Satisfaction/Achievement
- ✓ Professional Credentials/Job Freedom

Source: GMAC® mba.com Prospective Students Survey, 2012





Top Reservations Among Women

Globally, 14% women have **NO** reservations

	Africa/Middle East	Latin America	Asia/PI	Central Asia	Europe	Canada	United States
1	MONEY	MONEY	MONEY	MONEY	MONEY	DEBT	DEBT
2	DEBT	DEBT	UNCERTAIN ECONOMY/ JOBS	DEBT	DEBT	MONEY	MONEY

Source: GMAC® mba.com Prospective Students Survey, 2012

Top Reservations Among Women

Globally, 14% women have **NO** reservations

	Africa/Middle East	Latin America	Asia/PI	Central Asia	Europe	Canada	United States
1	MONEY	MONEY	MONEY	MONEY	MONEY	DEBT	DEBT
2	DEBT	DEBT	UNCERTAIN ECONOMY/ JOBS	DEBT	DEBT	MONEY	MONEY
3	TIME & ENERGY	TIME & ENERGY	DEBT	DELAY PERSONAL PLANS	TIME & ENERGY	TIME & ENERGY	TIME & ENERGY
4	DELAY JOB	TIME FOR VIPs	TIME & ENERGY	UNCERTAIN ECONOMY/ JOBS	DELAY JOB	TIME FOR VIPs	TIME FOR VIPs
5	TIME FOR VIPs	DELAY PERSONAL PLANS	DELAY JOB	NO RESERVATIONS	NO RESERVATIONS	DELAY PERSONAL PLANS	DELAY PERSONAL PLANS

Source: GMAC® mba.com Prospective Students Survey, 2012

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Takeaways

- Focus on **early lead** recruitment
- Offer support for **working student & time stress**
- Underscore post-degree advances:
 - Job opportunities**
 - Salary gains**
- Connect your program's value with **emerging definitions** of career success

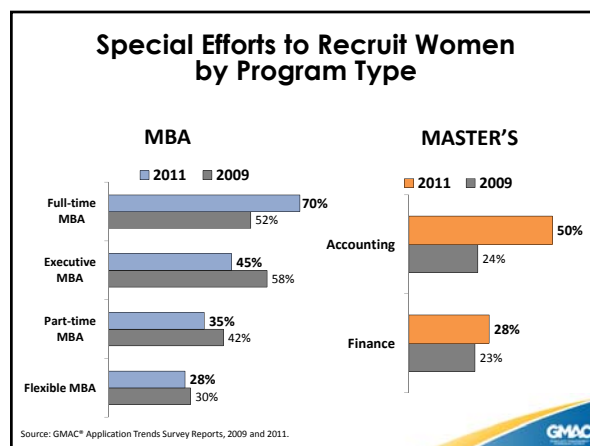
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Recruiting Strategies

Leveraging feedback and influencers

- Sources of Information
- Financing Plans
- View of Graduates & Alumnae



Criteria for School Selection

- Program type offered
- Quality of services
- Completion time
- Course type offered
- Class convenience

- Total tuition
- Availability of scholarships & loans

WOMEN

- Quality/Reputation
- Specific Program Aspects
- Financial Aspects
- Career Aspects
- Curriculum
- Student Class Profile

Source: GMAC® mba.com Prospective Students Survey, 2012;

Your Outreach & Influencers?

Top Five Sources Consulted by Prospective Students

WOMEN	MEN
School website (88%)	School website (88%)
Friends & Family (62%)	Friends & Family (60%)
School admissions staff (51%)	School admissions staff (49%)
mba.com (48%)	mba.com (48%)
School brochures (46%)	School brochures (48%)

Source: GMAC® mba.com Prospective Students Survey, 2012;

Is Your Outreach Web-Savvy?

How to Get in

- Application Requirements
- Admission Criteria
- Dates/Deadlines
- Program Descriptions
- Admission Process

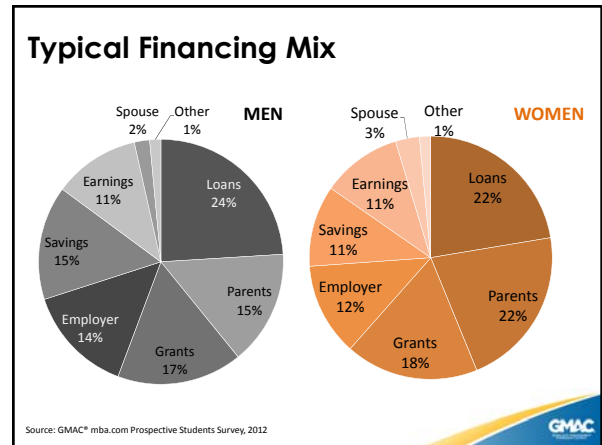
How Much

- Cost of Attending
- Financial Aid
- Scholarship Information
- Job Placement Statistics

About Your School

- School Rankings
- Curriculum Information
- Student Class Profile

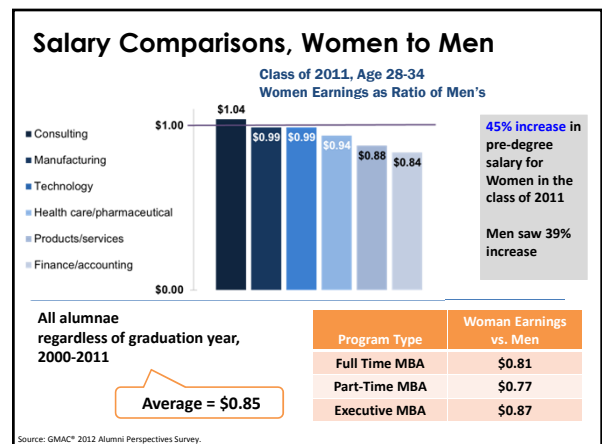
Source: GMAC® mba.com Prospective Students Survey, 2012;



Grads and Intended Industries

Industry Type	2007		2011		Change among Men from 2007	Change among Women from 2007
	Men	Women	Men	Women		
Products/Services	18.0%	26.9%	21.8%	28.0%	3.8%	1.1%
Finance/Accounting	27.9%	22.5%	25.2%	24.5%	-2.7%	2.0%
Consulting	18.9%	18.2%	14.9%	12.2%	-4.0%	-6.0%
Health Care	5.9%	7.4%	6.6%	8.7%	0.7%	1.3%
Nonprofit/Government	3.5%	8.3%	6.9%	11.9%	3.4%	3.6%
Technology	13.9%	7.9%	12.9%	6.6%	-1.0%	-1.3%
Manufacturing	6.9%	3.7%	6.8%	4.9%	-0.1%	1.2%
Energy/Utilities	3.7%	2.5%	5.0%	3.2%	1.3%	0.7%

Source: GMAC® 2011 Global Management Education Graduate Survey. Post-degree intended industry (regardless of actual job status)



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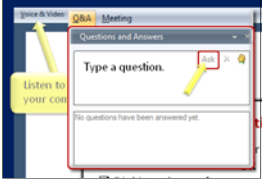
Overall Summary

- **Get Involved.**
Consider ways your school/program can get involved in current business initiatives for **gender diversity**.
- **Pace Your Recruiting Efforts.**
Recruit women early, be mindful of their pace for different program types.
- **Talk Money.**
Address tuition and debt concerns, as well as salary gains and job opportunities that come with management degrees.
- **Key Messages on Your Website.**
Tune your messages to the information they look for in their decision-making.

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Your Questions?



Evaluation will appear shortly...

Don't miss the chance to give us your participant feedback! The evaluation will appear on your screen after Q&A.

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