



Graduate Business Forum

Inspiring vision. Creating understanding. Facilitating change.

The Annual GBF Member Schools Report: 2011

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About the GBF

The Graduate Business Forum (GBF) is a global network of current and former student leaders from the world's top graduate business programs. Our purpose is to inspire vision, create understanding and facilitate change in graduate management education.

Every spring, the GBF sponsors the annual **Graduate Business Conference (GBC)** attended by student leaders from the world's most prominent business schools. The GBC creates a unique environment for leaders who share common situations to engage in dialogue and debate issues facing management education and our society.

[Click here](#) for past conferences.



Since its founding in 1983, the GBF has hosted:

- ✓ +2500 student leaders participating in GBC conferences
- ✓ +30 countries with participating business schools
- ✓ +300 forums and workshops
- ✓ +100 corporate executives, government officials and other leaders
- ✓ Countless projects around the world inspired by GBF participation





BACKGROUND

Research Background and Methodology

Background

The GBF Delegate Research Project began at the 2010 GBC hosted by the University of Maryland. A group of delegates were interested in hard information about other schools that they could then take back to their school in order to lobby for change. The survey was planned, refined, and administered all within the timeframe of the conference.

This data has already become a force for change within business school programs. It has given teeth to proposals put forth by student leaders.

The Report is issued annually by the GBF.

Methodology

All data was gathered at the 2011 Graduate Business Conference hosted by ESADE in Barcelona, Spain. The information is self reported by the school delegates and has not been validated by the GBF.

The survey was administered online via Qualtrics, who is also a sponsor of the GBF Research.

The data in this survey represents

- 44 business schools
- 15 countries
- Approx 16,000 business school students

Analysis

This report was analyzed and prepared by Jared Turner, VP of Marketing for the Graduate Business Forum.



Schools Surveyed

Through our years of experience at the GBF, we have found that business schools face a wide range of challenges. Perhaps the greatest differences are found between 2 year and 1 to 1.5 year full time MBA programs. For this study when we have found significant differences, we have divided these into two categories for independent analysis and comparison

2 Year Programs

2-Year Programs

Carnegie Mellon
Case Western Reserve University
Copenhagen Business School
Cornell University
Duke University
Emory University
Georgetown University
Georgia Institute of Technology
Indiana University
London Business School
London School of Economics
Michigan State University
Norwegian School of Economics
Purdue University
Stockholm School of Economics
UC Berkeley
UCLA
University of Illinois
University of Maryland
University of Melbourne
University of Michigan
University of Notre Dame
University of Rochester
University of Toronto
University of Washington
Washington University
Yale University
York University

1 Year Programs

1 Year Programs

Rotterdam School of Management
Indian School of Business
University of Cambridge
University of Oxford
University of Western Ontario
Vlerick Leuven Gent Management School

1.5 Year Programs*

CEIBS
ESADE
Hong Kong University of Science and Technology
Nanyang Technological University
National Chengchi University
National University of Singapore
The Chinese University of Hong Kong
University of Manchester
University of Navarra
University of New South Wales

*For ease of classification in this study, these schools will be referred to as 1 Year programs.





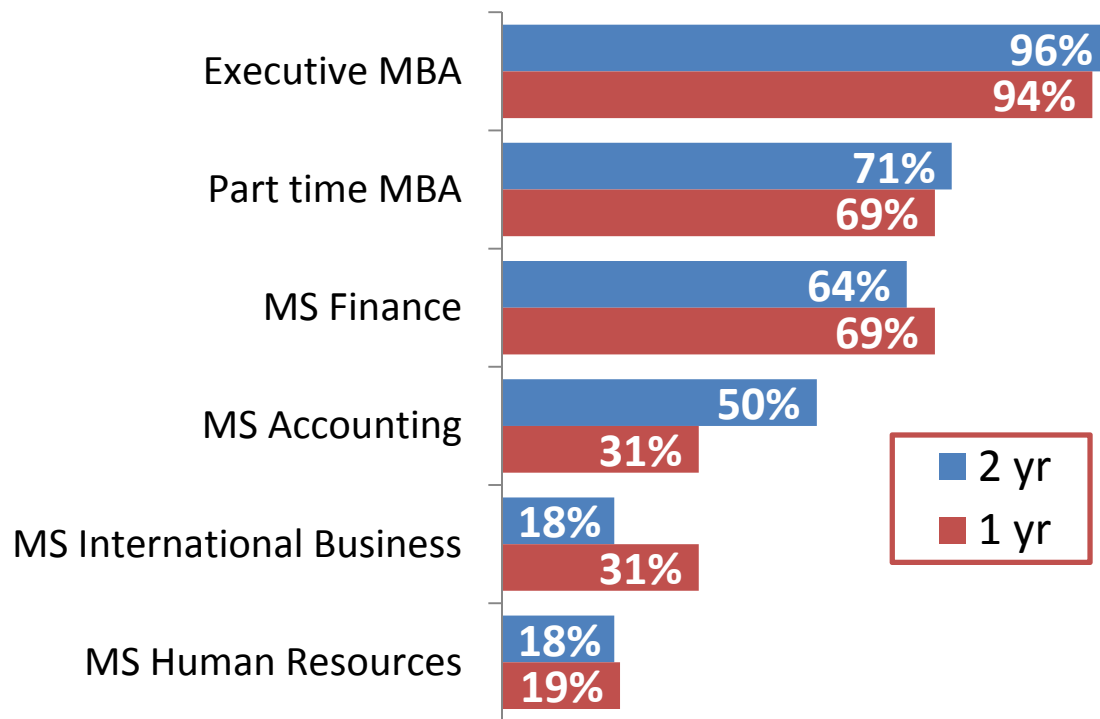
ACADEMICS



Degree Programs

There appears to be much uniformity in the graduate business degree programs offered by schools. Over the last five years the market has seen an increase in focused programs such as Masters in Finance and Accounting.

Schools offering the following degrees



GBF View

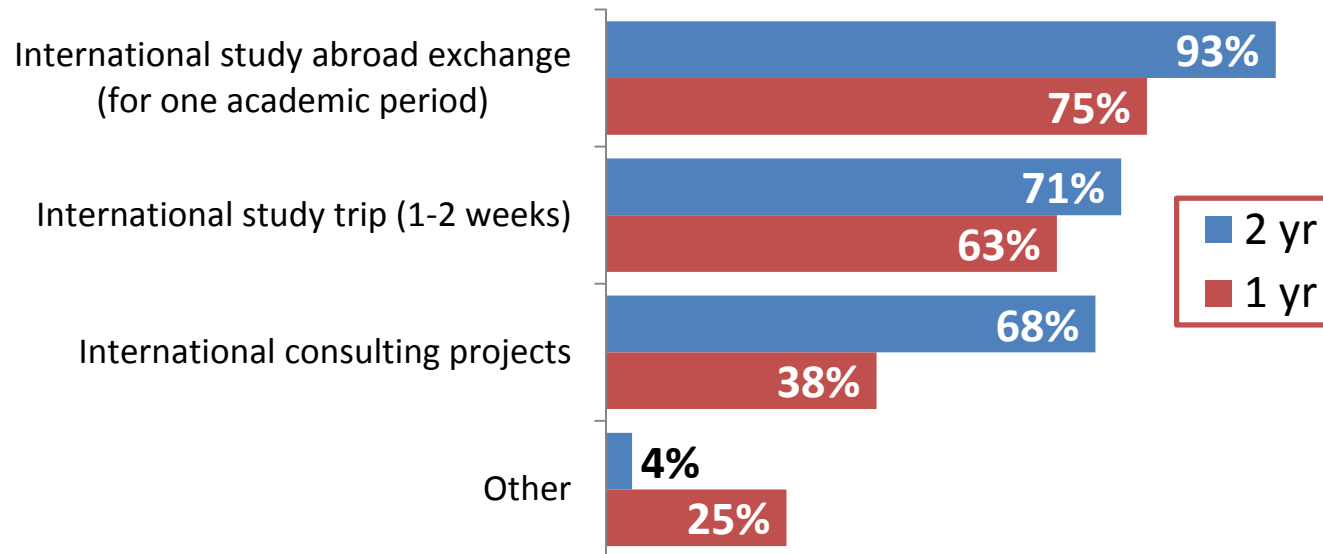
The popularity of schools offering Executive MBA programs is likely due to the economics factors: they require less faculty resources, experience a staggered schedule, command a price premium, and are known for being profit centers for schools.



Exchange programs

As globalization has become the watchword in business education, schools have responded accordingly by offering international education opportunities. However, 1yr programs appear to be lagging behind 2yr counterparts in the variety of international programs available. Students are stepping up to fill this void through “other” programs at 1yr schools of which half are student lead.

B-Schools with the following International Programs



Other: Student lead trips/projects (3), NGO project(1), international leadership hike (1)



Ethics

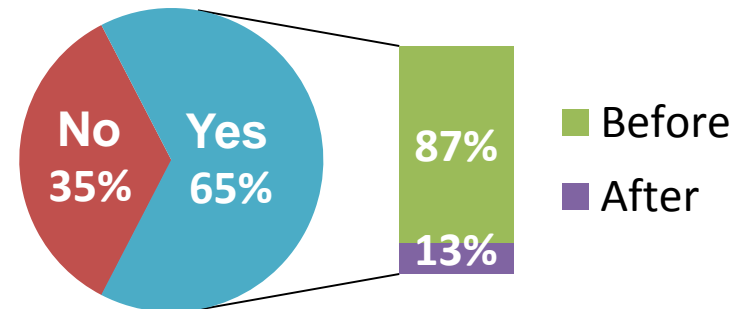
Beginning with the post Enron scandals, business schools have fallen under greater scrutiny for how MBA's are being taught (nor not taught) ethics in school.

It appears that the subject of Ethics has more emphasis in North American programs than in International programs. We expect it is a growing topic of discussion as International programs have more recently adopted ethical oaths.

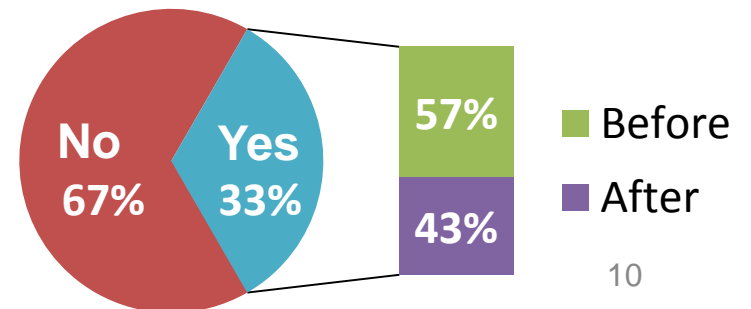
There is still much more room for growth in ethics education in business schools with a full 45% of all schools surveyed who do not have an ethics class in its core curriculum.

**Does your school have an ethics oath?
If yes, was your ethics oath initiated before or after the recent Harvard MBA Oath (2008)**

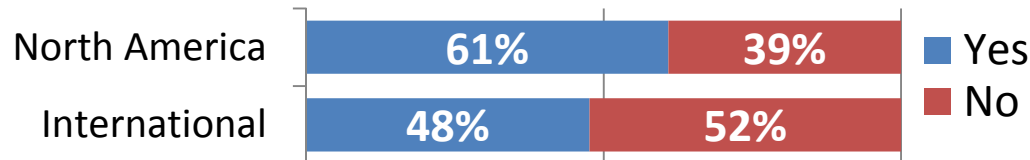
North America



International



Does your core curriculum include an Ethics Class?

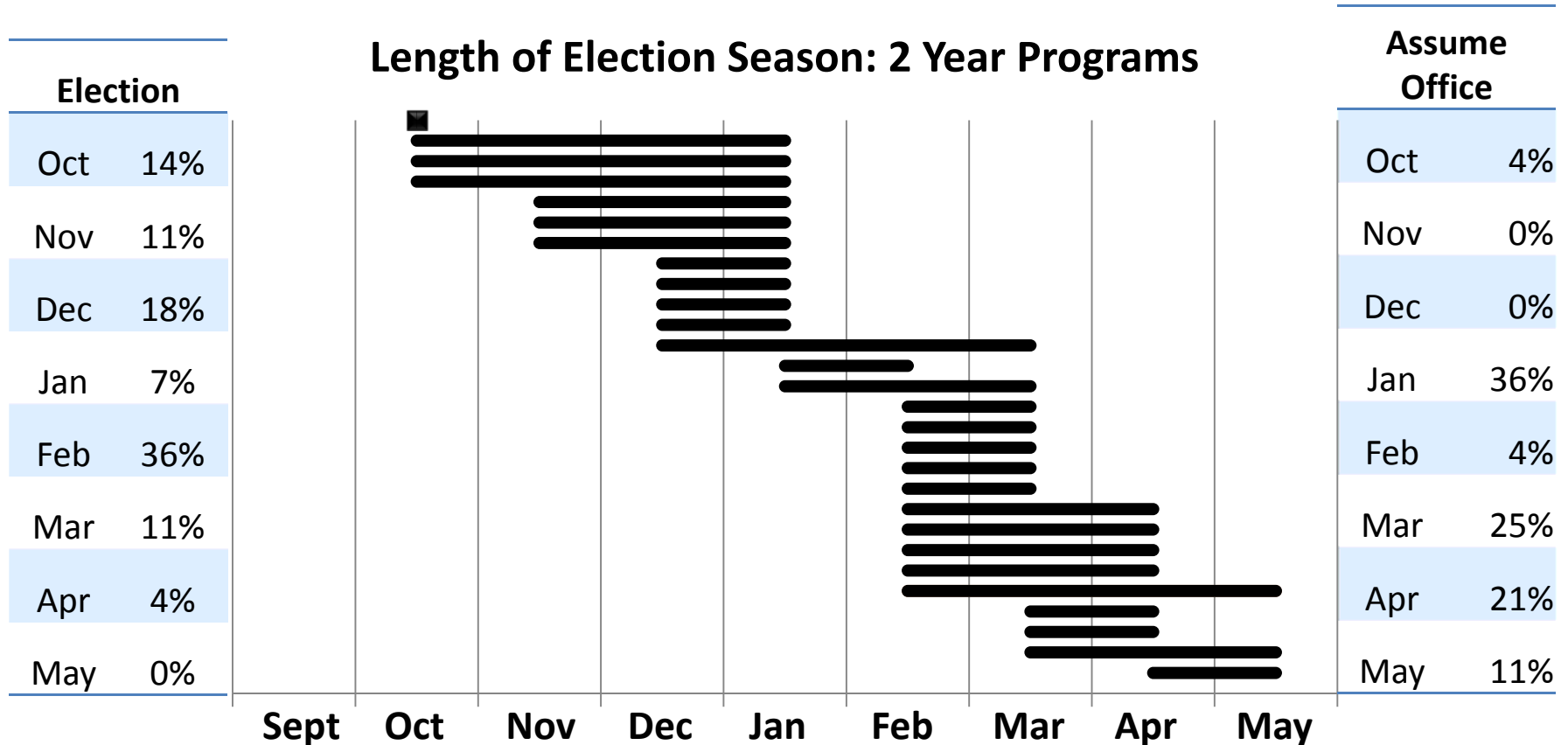




STUDENT GOVERNMENT

Election Season: 2-Year Programs

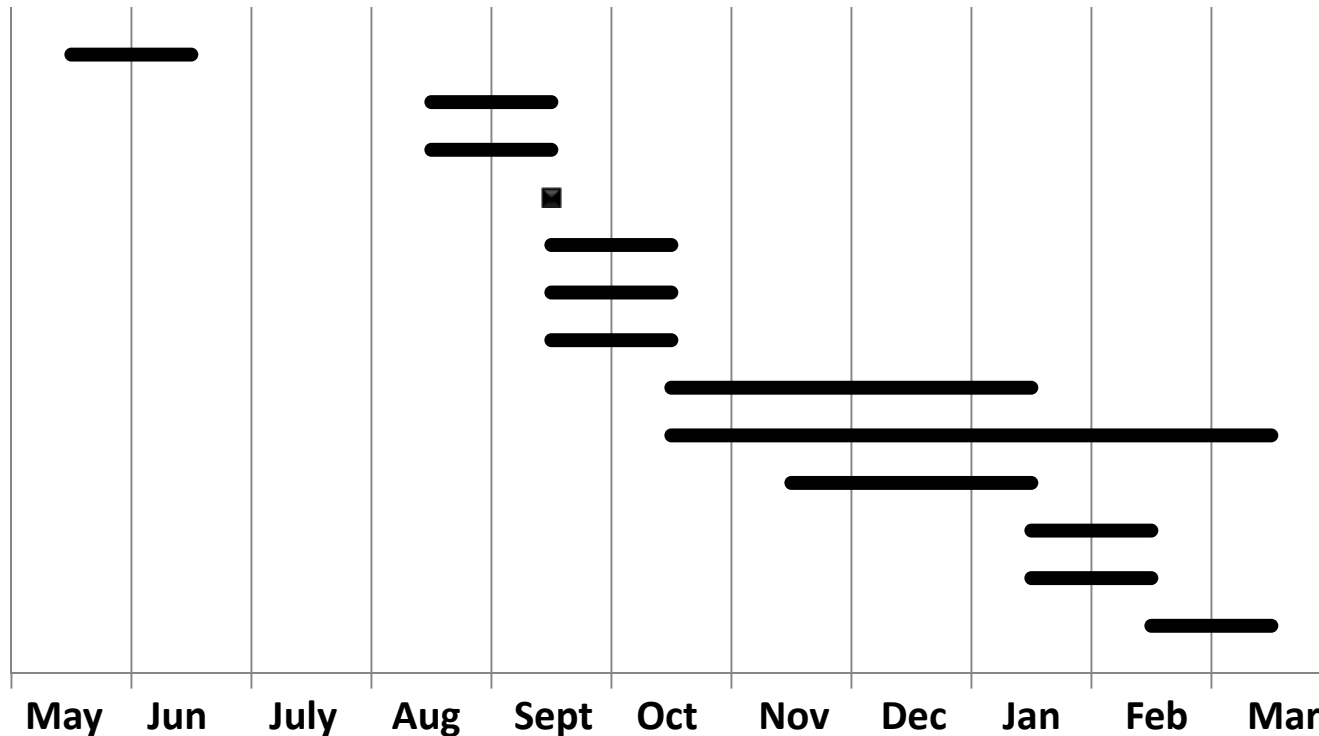
Most schools have elections after the winter break (57%). Most election cycles in 2yr programs are engineered to accommodate a transfer period between the outgoing and incoming administration which is on average 1.6 months.



Election Season: 1 Year Programs

1yr programs often have no or very little overlap between incoming and outgoing students which explains the earlier elections and relatively short election cycle. After removing the one 5 month outlier (U of Manchester) the average transition period is 1.2 months.

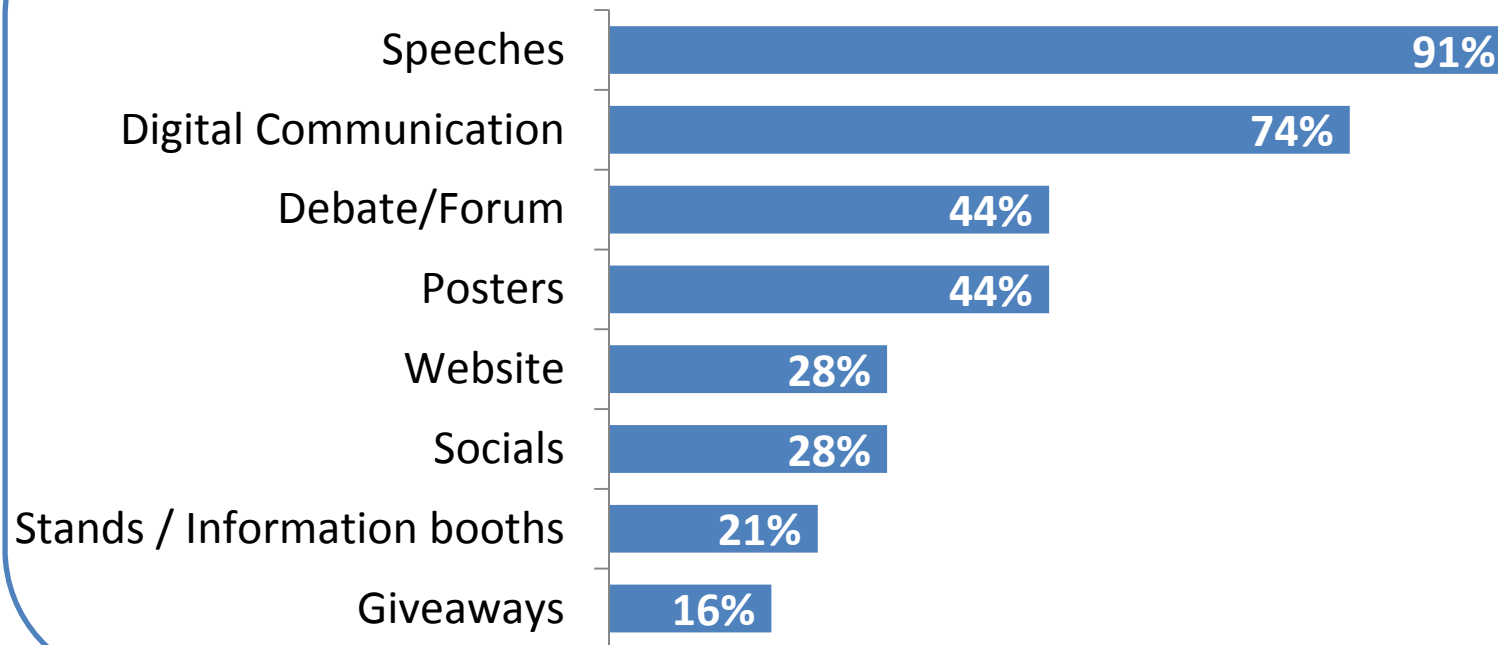
Length of Election Season: 1 Year Programs



Campaign Season

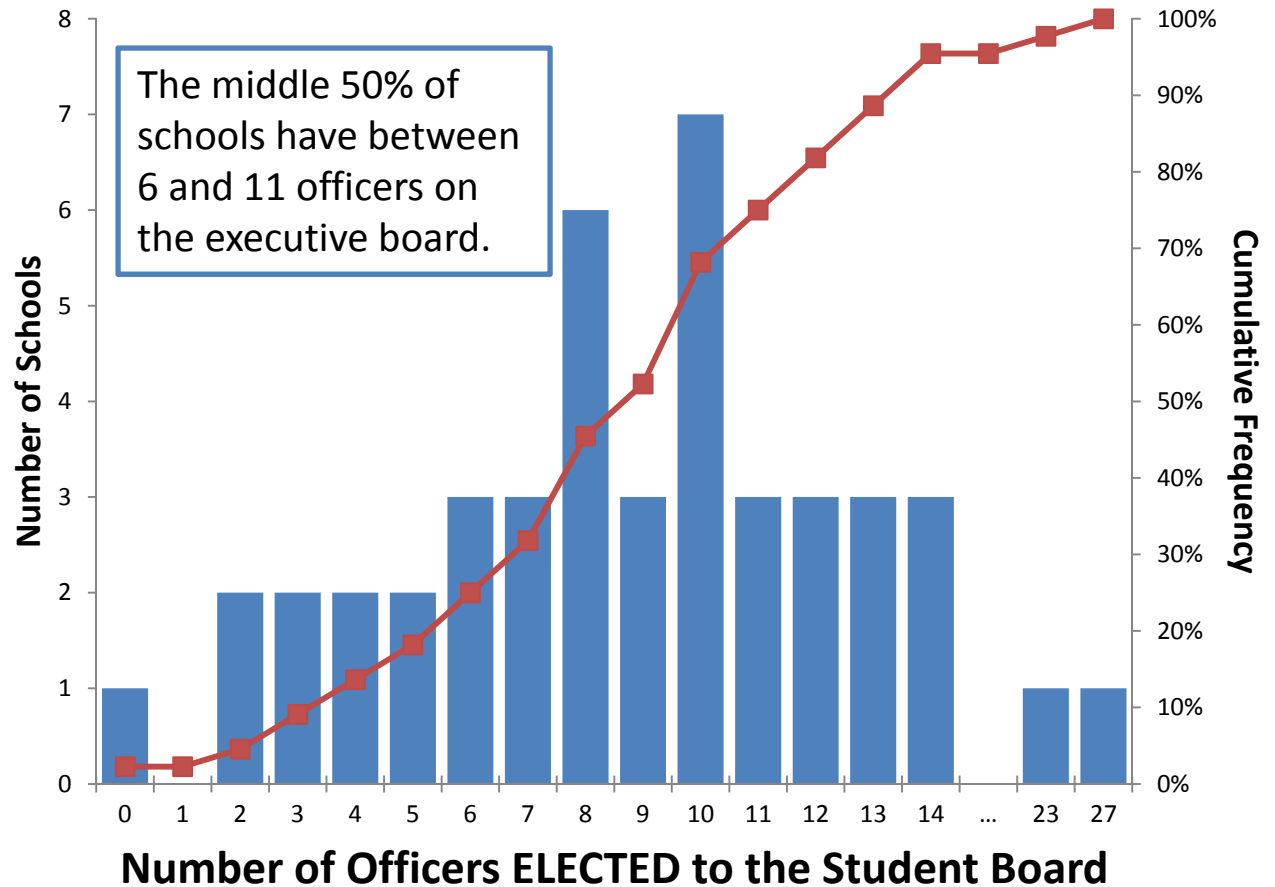
Public speaking appears to be important for all presidential candidates by requiring candidates to deliver a speech (91%) or participate in a debate or forum (41%).

Which of the following are campaign methods used at your school?



Executive Board Size

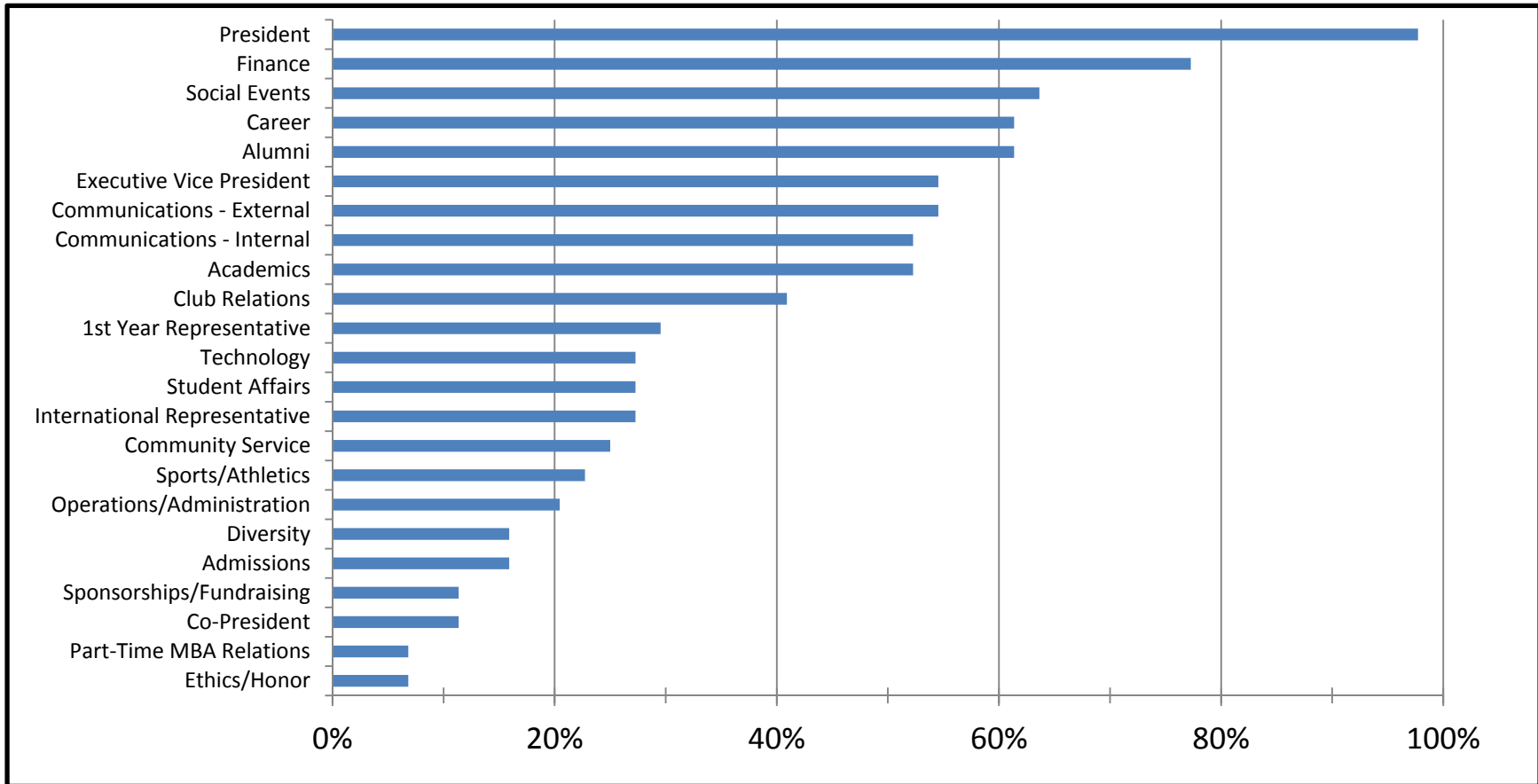
At the GBF, we have observed schools who have few elected officers often have a much larger system of subcommittees or clubs who are either appointed or elected by a smaller group to represent student interests.



Executive Board Roles

The executive board of the student government fills many roles. This necessitates a wide variety of student officer positions.

Percentage of student governments with officers over the following roles



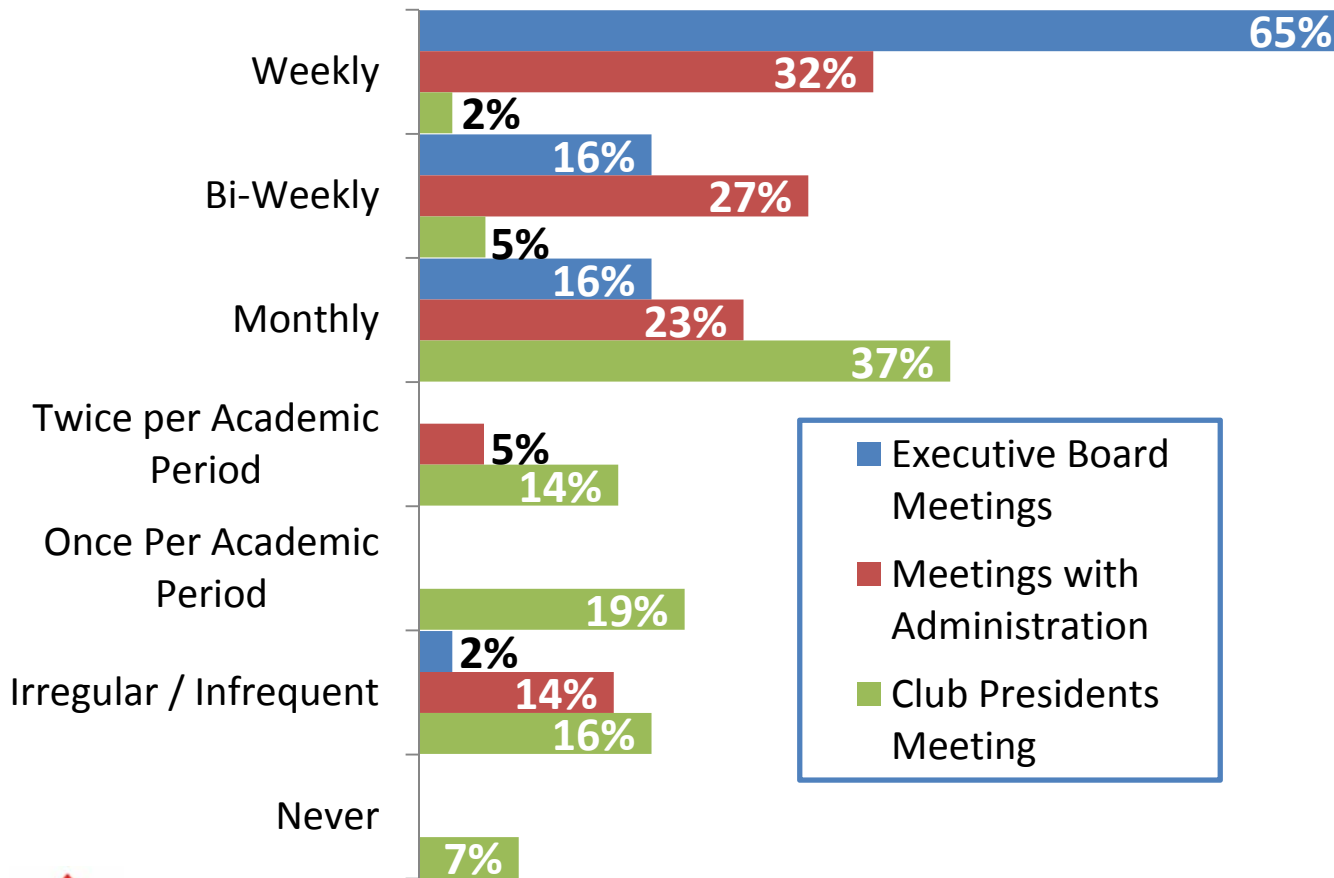
Other roles not listed but held by at least one school: Auditor, Committees, Corporate Relations, Facilities, Green Campus, Inter-University Relations, Leadership, Membership, Partners representative, Programs, University Relations



Meetings and Planning

While Executive Board Meetings are most common, meetings involving club presidents are less frequent.

Frequency of Meetings at Schools



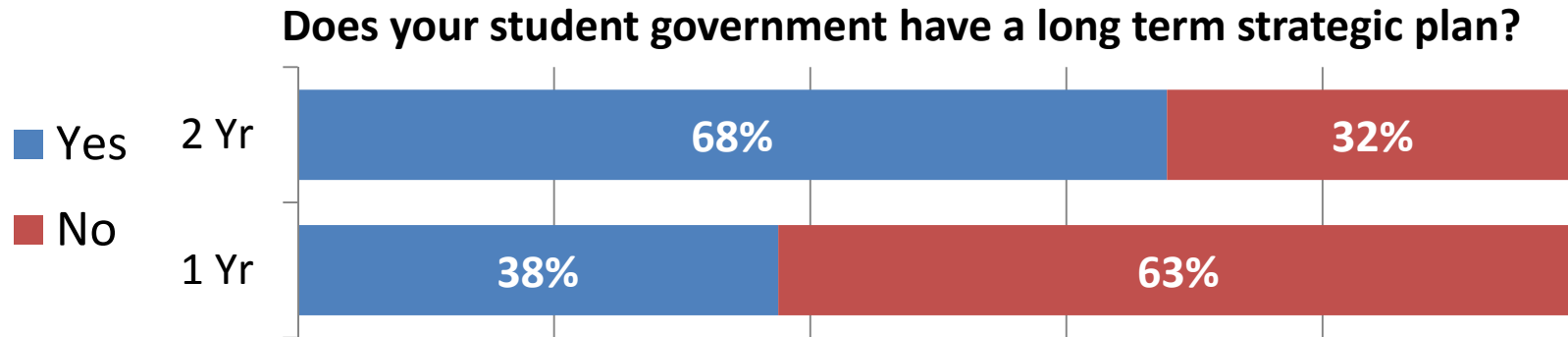
GBF View

It has been observed that schools with more regular Club President Meetings seem to have more frequent activities with higher levels of involvement.



Long Term Strategic Plan

This statistic underscores a key difference between 1 and 2 year programs. 1yr programs allow for little or no overlap between incoming and outgoing students which creates a lack of continuity within student governments. This is a significant hurdle to be overcome by 1 year programs.



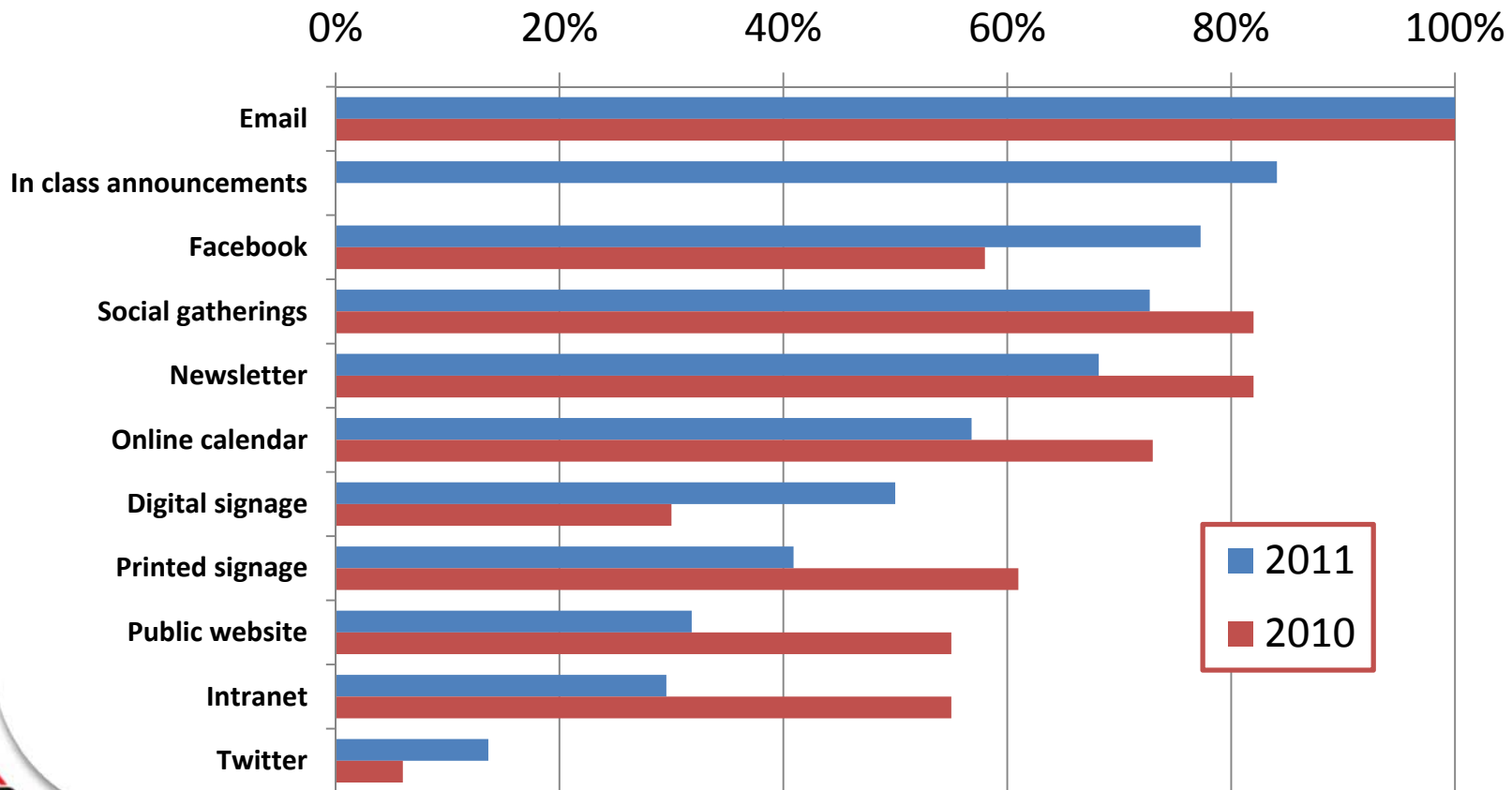
Due to student overlap, it is easier for 2 year programs to transfer ideas and vision to the new administration which thereby makes it easier to provide continuity between administrations.



Communicating with the Student Body

There has been a significant increase of Facebook (33%), Twitter (127%), and Digital Signage (67%) as forms of communication while the other more traditional forms have decreased by an average of 29%. This correlates with mega trends in social media and advertising.

Communication Channels used by the Student Government



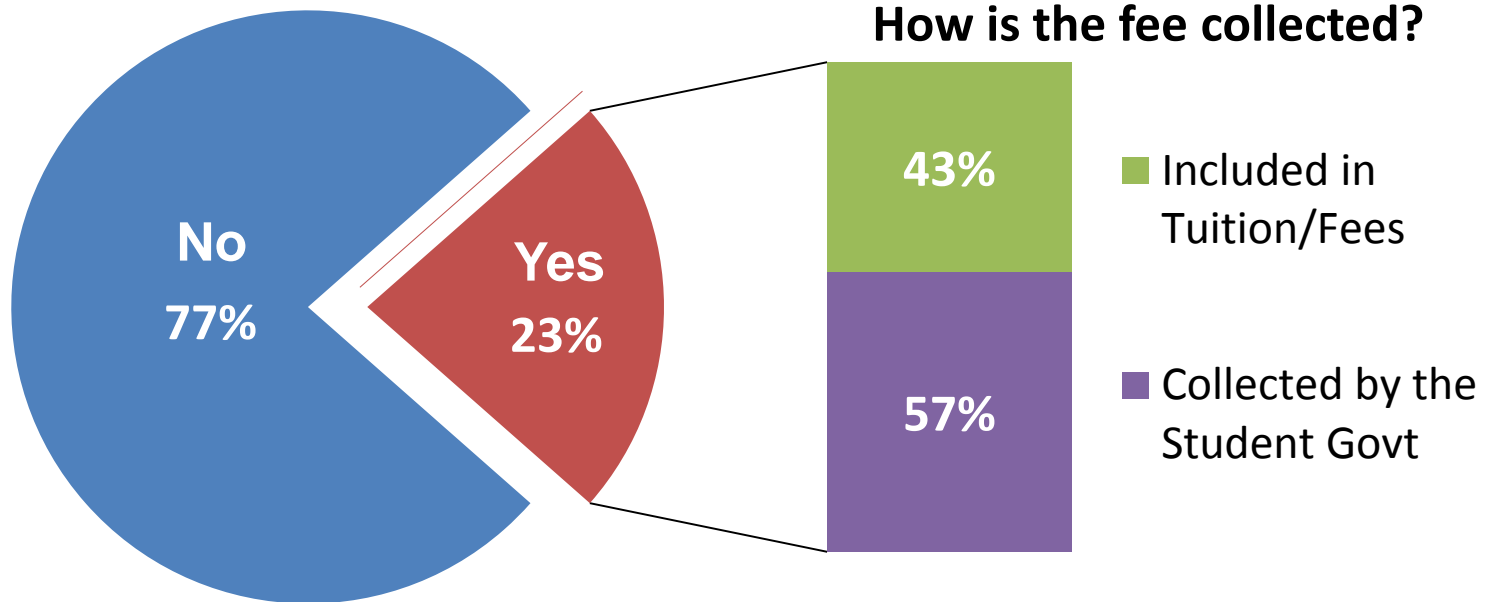


FINANCES

Student Association Fees

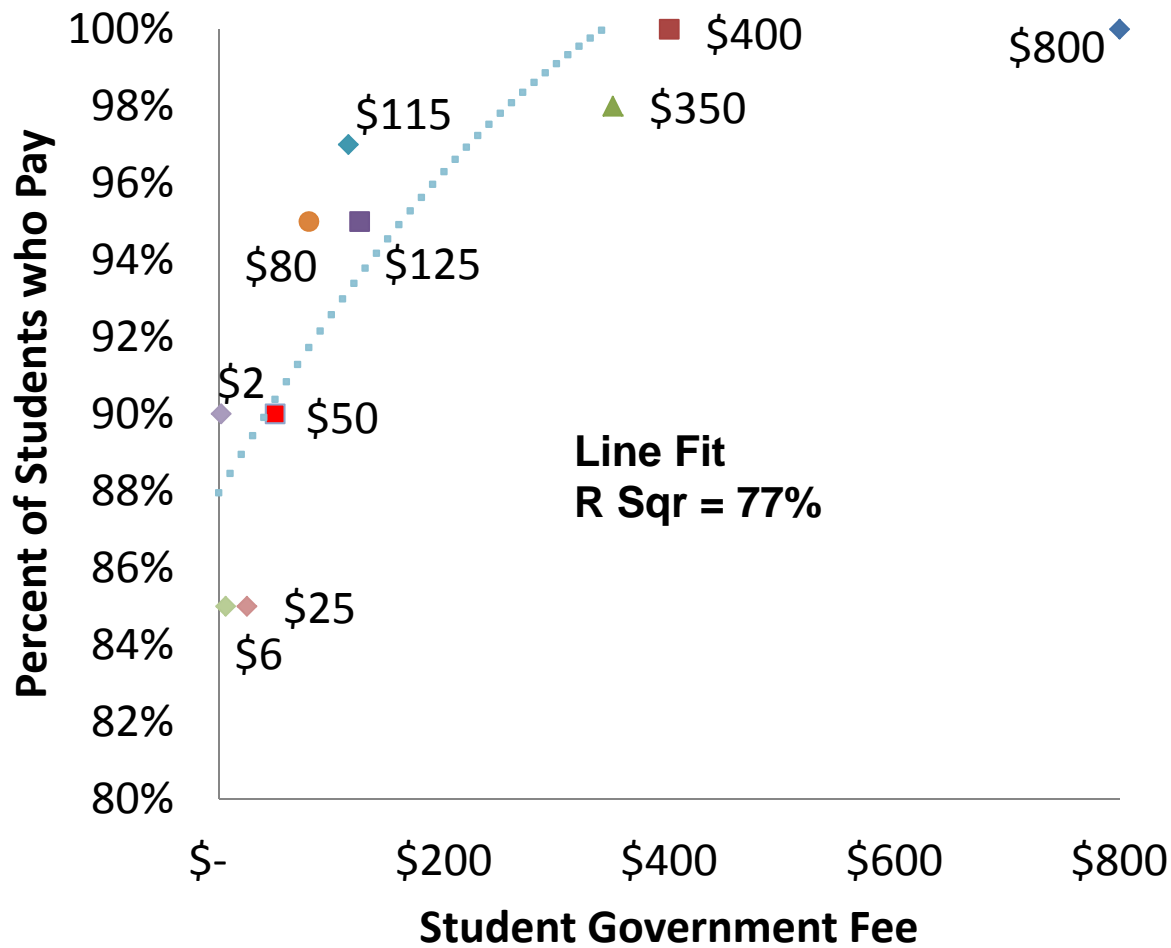
All student organizations require funding to sponsor activities and programs, however a relatively small percentage (13%) collect a fee directly from students.

Does the Student Government Collect a Fee?



Student Gov Fee vs. Pay Rate

There is a strong positive correlation (.74) between the amount of a student government fee and the number of students who pay it.



Takeaway

Be sure to charge enough money so that you can have sufficient funds to deliver value that is tangible to students. If you can deliver value, students will pay the fee.

Best Practice

Collect the fee as early as possible, even before school starts. After students have paid tuition, fees, and bought books, they often have little disposable money left over.



Sources of Government Funding

The student government’s power of the purse is one of the strongest tools in promoting its agenda. Due to differing circumstances, student governments employ many different methods to fund operations, however money from the school continues to be the dominant source of funding.

N=40 Money Source	Average	Standard Deviation	High
Student Gov Budget	\$ 78,145	\$ 81,577	\$ 375,000
School contribution	63.2%	43.0%	100%
Membership fees	29.3%	41.6%	100%
Corporate Sponsorship	3.0%	6.8%	30%
Fundraising	1.7%	5.2%	25%
Endowment	1.6%	6.1%	28%
Alumni	0.9%	5.4%	34%
Product Sales	0.4%	1.3%	5%

Opportunity

Product Sales continue to be a low source of revenue despite the capitalistic nature of such endeavors. Maryland and Georgetown are the only schools surveyed who have any revenue of significance from product sales.

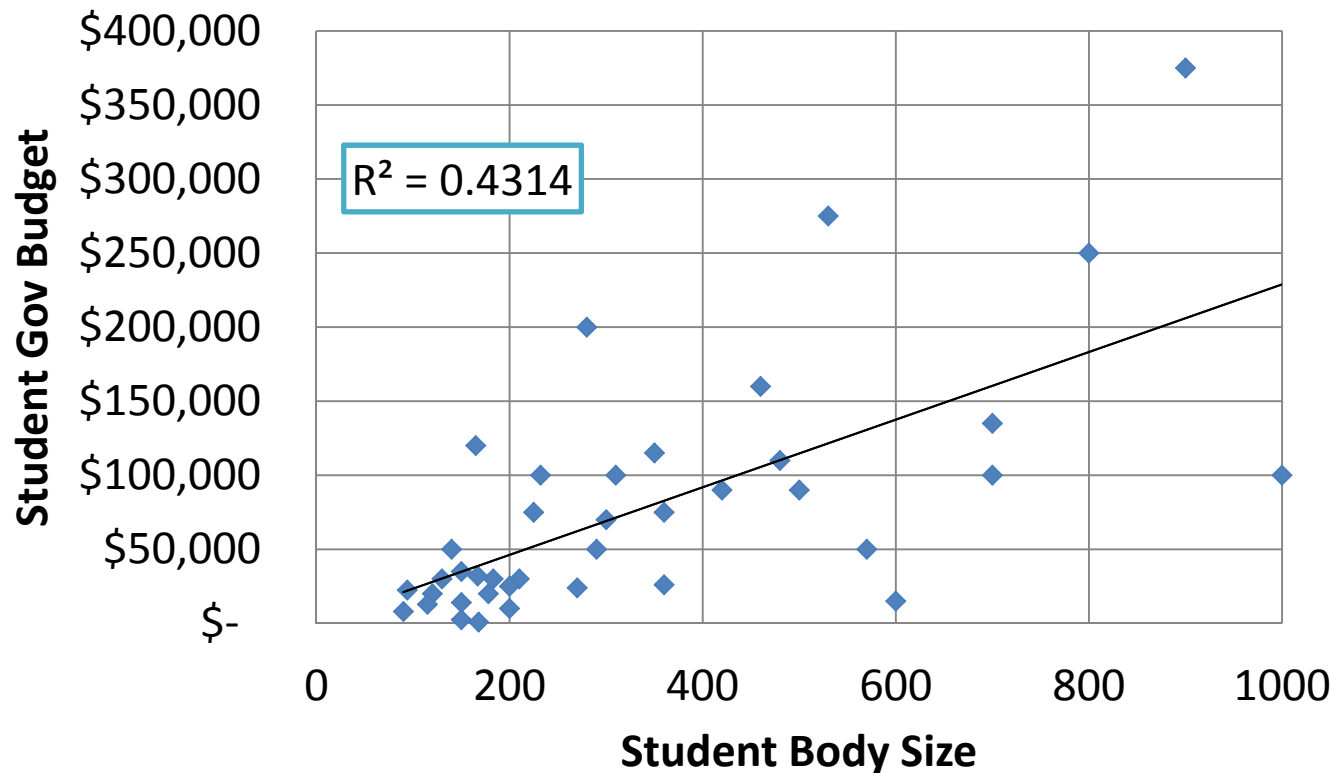
Excluded from Analysis: University of Toronto (not disclosed), Stockholm School of Economics & Copenhagen Business School (budget includes undergraduate school), and Vlerick Leuven Gent Management School & University of Navarra (no budget)



Student Body Size vs. Student Gov Budget

Not surprisingly, there is a positive correlation (.66) between student body size and the student government budget, albeit with a large variance.

Budget vs. Student Body Size



The regression analysis provides a formula for an average student government budget based on the student body population.

$$Y = 228X + 605$$

Y = Student gov budget
X = Student Population



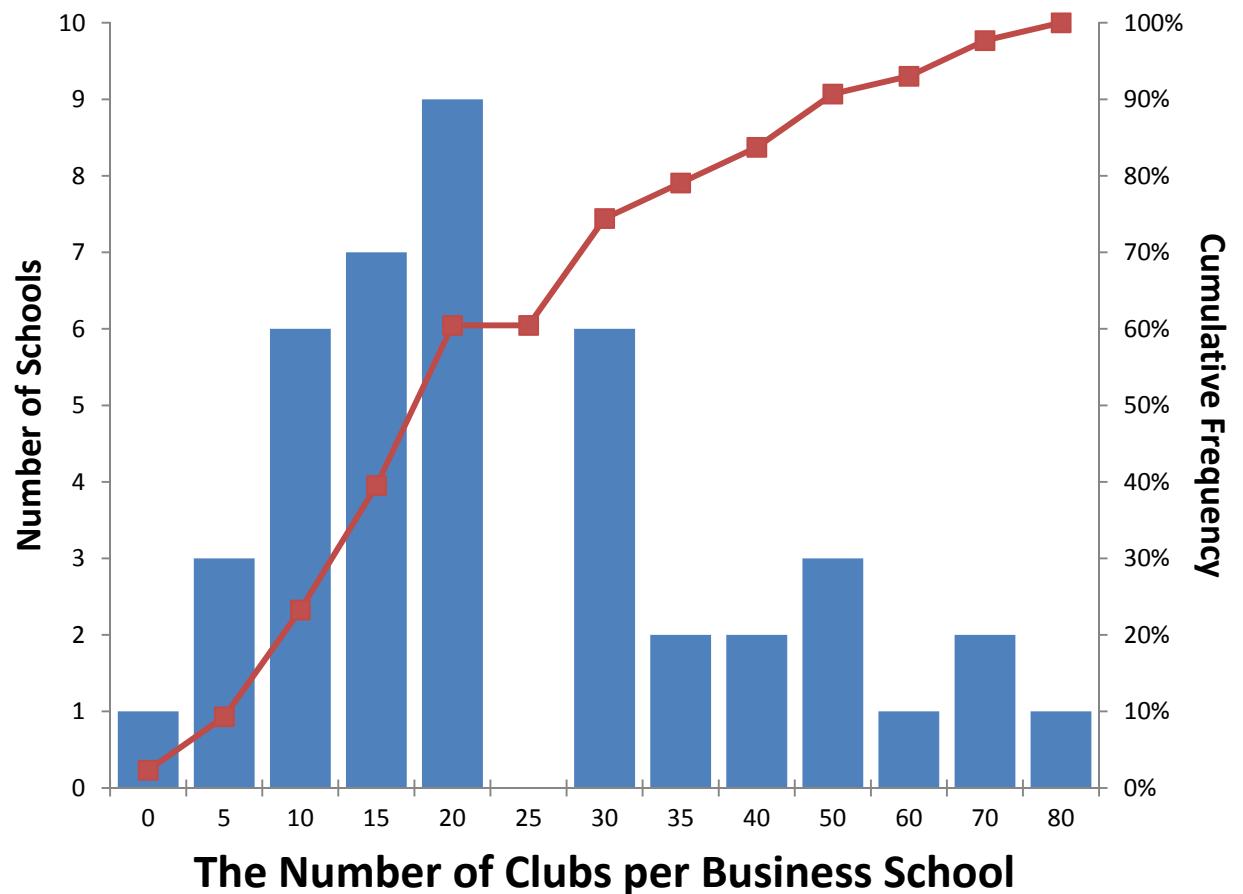


STUDENT LIFE

Student Clubs

Student clubs are an important part of the student experience in Business schools by providing opportunities for recreation, professional development, and leadership. Most schools have between 10 to 30 student clubs.

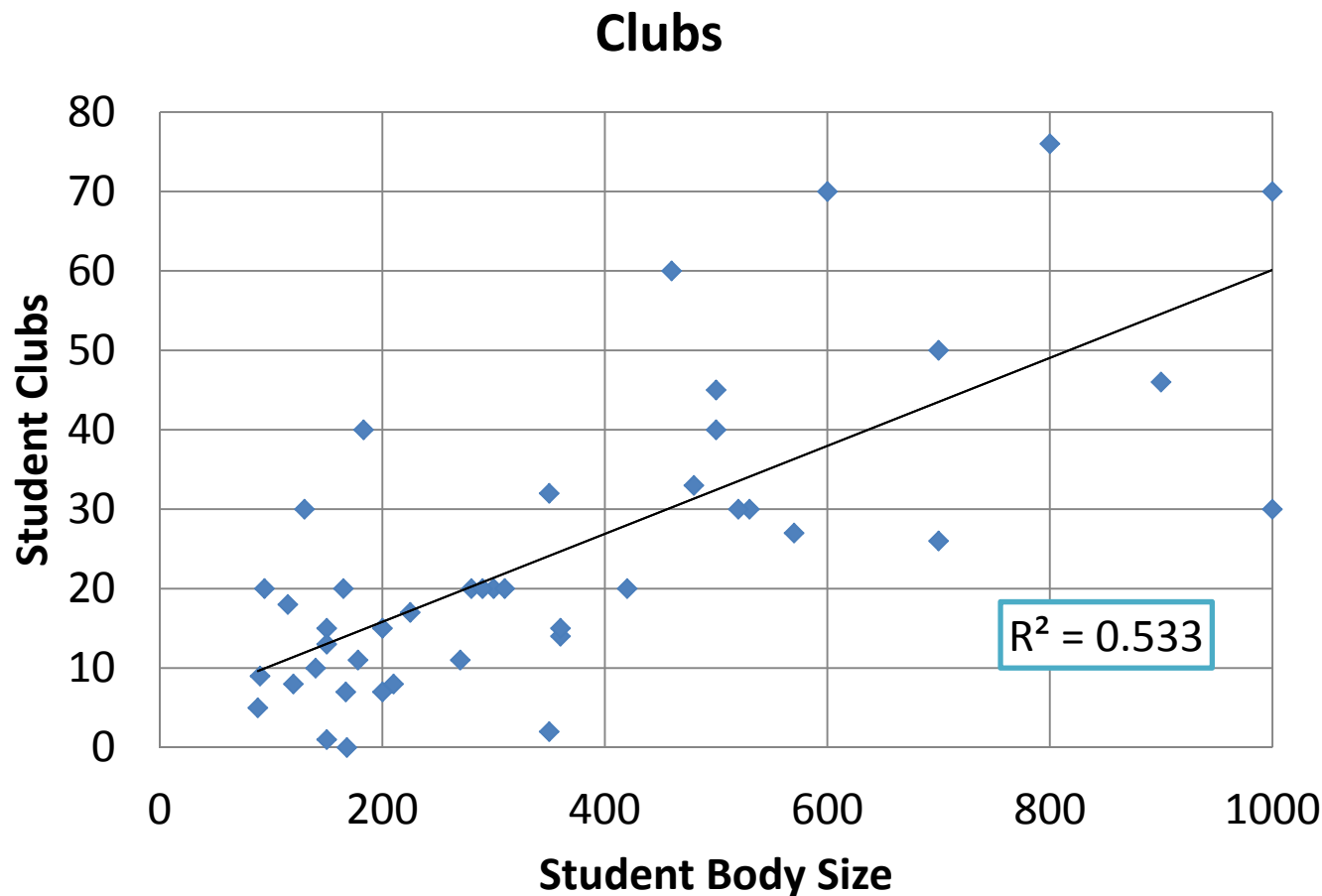
The [2011 SLA Award](#) went to 2 student leaders from Cornell who introduced reforms to reduce the number of student clubs which stood at 70. A key reasoning was that too many clubs diluted leadership opportunities.



*note: Oxford University is excluded from the analysis due to the large number of clubs (200+) which are also shared with the entire student body.

Student Body Size vs. Student Clubs

We also find positive correlation (.73) between student body size and the number of student clubs. It is expected that the larger the student body, the more diverse the interests and needs are of the students.



The regression analysis provides a formula for an average number of student clubs based on the student body population.

$$Y = .055X + 4.7$$

Y = Student Clubs

X = Student Population

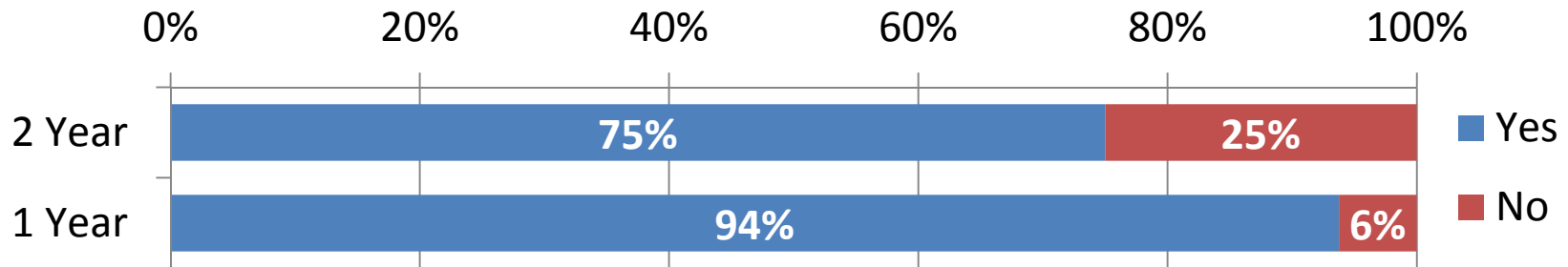


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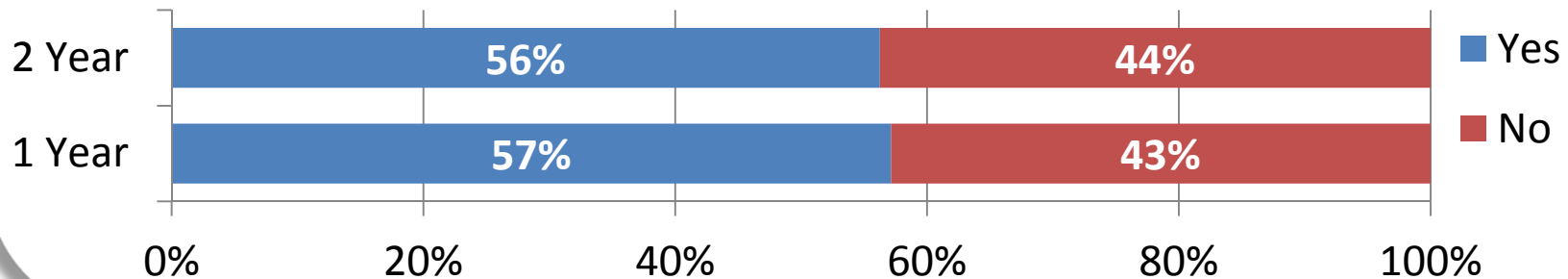
Does your business school have...

The accelerated pace of 1 year programs is a likely reason more of them have an exclusive career services department. Additionally, a number of the schools with 1 year MBA programs do not have an undergraduate business school.

...a Career Services office only for Graduate students?



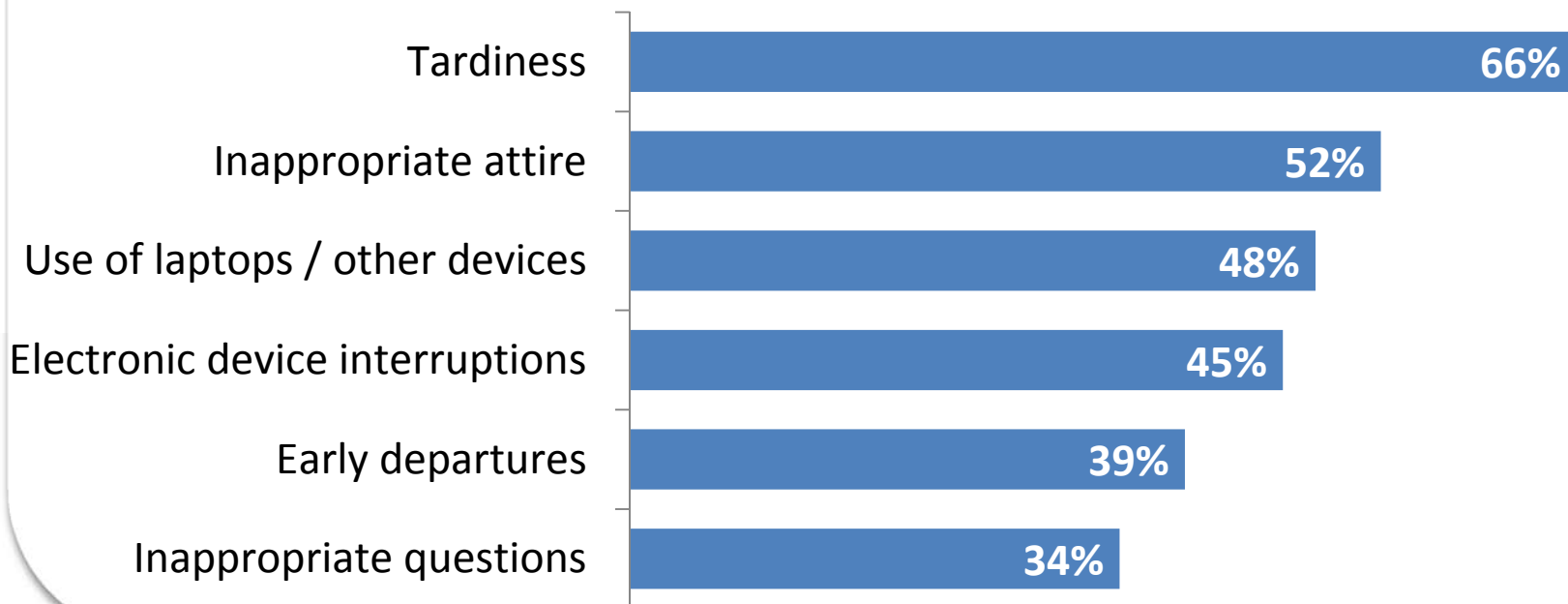
...an exclusive job fair only for graduate students?



Unprofessional conduct

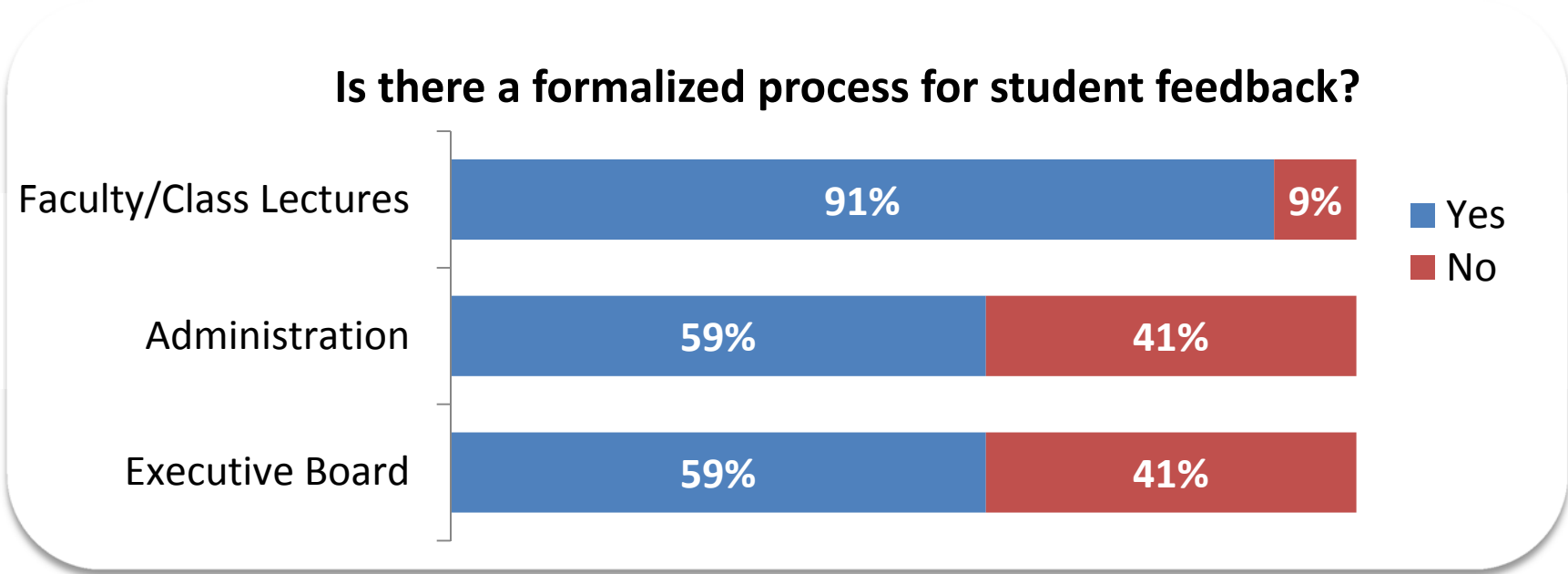
No school is free from unprofessional conduct among the student body. The following is a list of common complaints we have heard at the Graduate Business Conference from member schools. We asked the delegates to rate some of the problems they see most often at their schools during company presentations.

Does your program deal with any of the following unprofessional conduct at company presentations?



Student Feedback

A formalized feedback process is a way to evaluate performance and create accountability. It appears that Faculty are subject to this at a higher rate than school administrators or the student government.



Recommendation

It is suggested that this feedback process be institutionalized for both the Administration and the Executive board to ensure a feedback loop and mitigate agency problems.

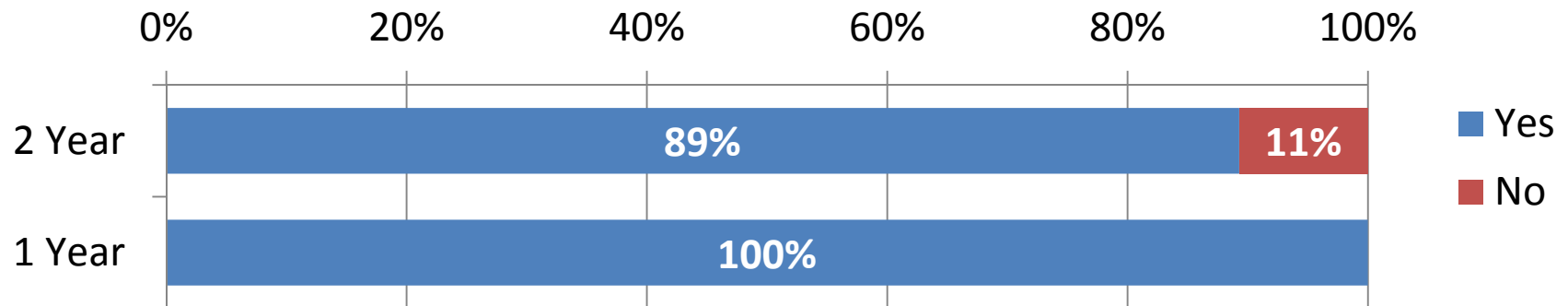


ALUMNI

Alumni Organization

For many schools, the Alumni organization is an integral part of the school. For reasons unknown, it appears that a small subset of 2 year programs do not have an alumni organization for the business school.

Does the Business School have an **Alumni Organization?**



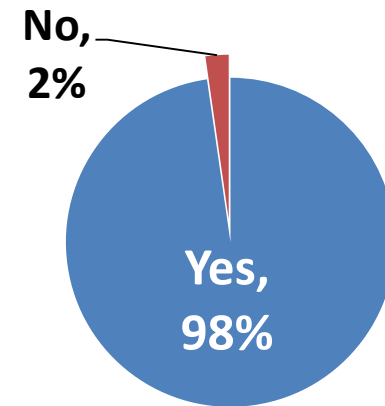
Alumni Database

Almost all schools have an alumni database, regardless if they have a formal alumni organization.

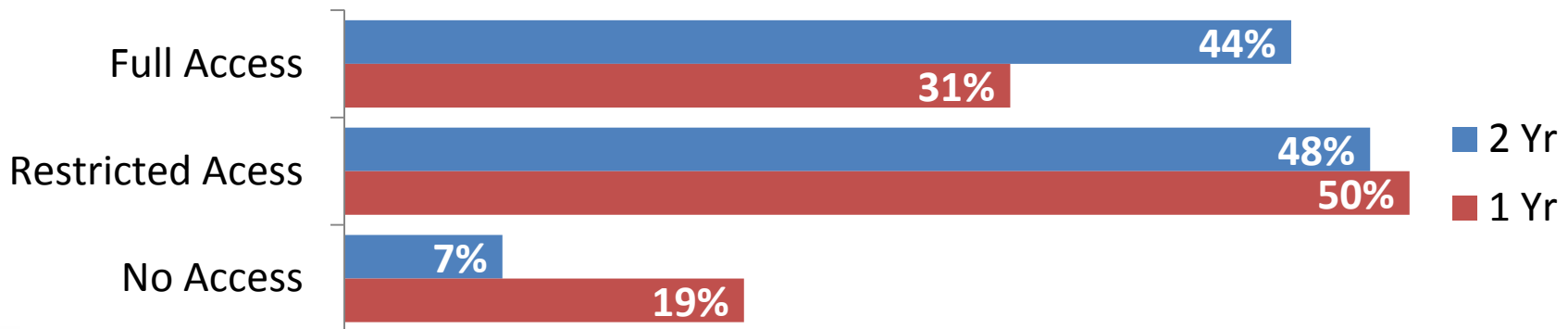
GBF View

Some programs encourage students to contact alumni while others closely guard contact information in fear of students behaving unprofessionally or spamming alumni thereby driving them away. The level of access is one reflection of how much the administration trusts the student body.

Does your B-School have an Alumni Database?

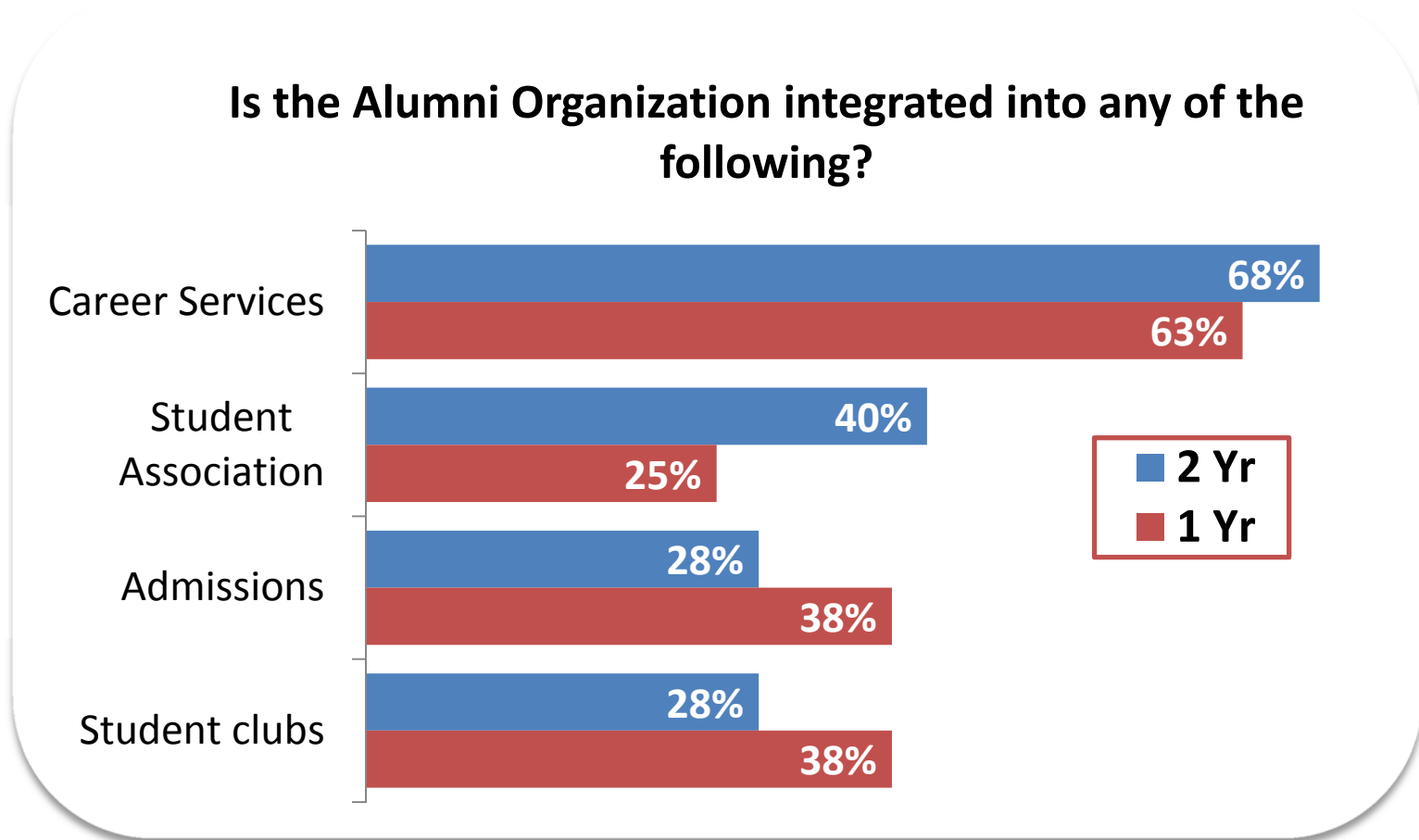


What level of access do students have to the alumni database?



Alumni Integration

Alumni are a very valuable resource to the school, however it appears that the Career Services office has the most interaction with alumni. There is an opportunity for other stakeholders to engage alumni and involve them in their organization.



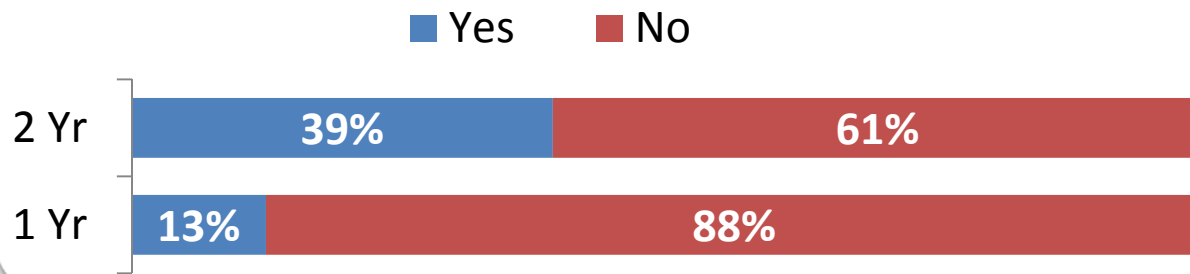


ADMISSIONS

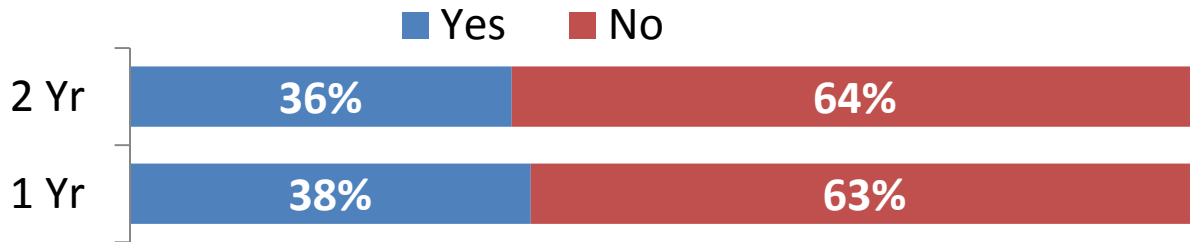
Admissions Interviews

While the overall usage of Students and Alumni for admissions interviews is low, 1 year programs have a lower instance of using students than their 2 year counterparts.

Do Students Conduct Admissions Interviews?



Do Alumni Conduct Admissions Interviews?



GBF View

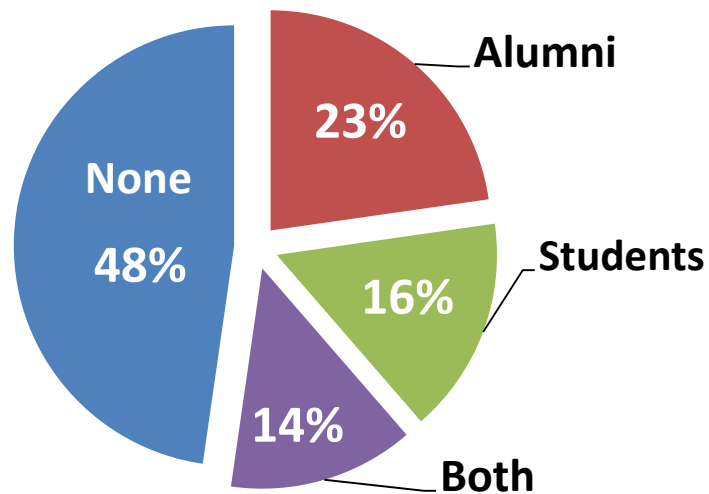
This difference is attributed to the accelerated schedule of students in 1yr programs in contrast to 2nd year students in 2yr programs who have more time, more b-school experience, and a more developed relationship with administrators.



Admissions Interviews

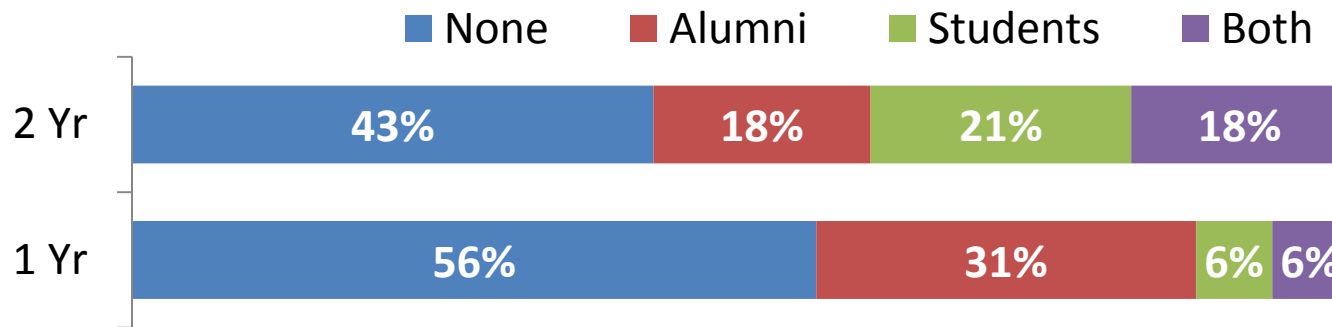
Conducting admissions interviews are labor intensive and require a significant amount of administrative resources, however about half of all schools still do not utilize Alumni or Students in this process.

Schools who use Alumni and/or Students for Admissions Interviews



GBF View: Admissions 1.0 to 2.0

As business schools compete for a smaller set of students amid a more competitive environment, more are shifting towards involving Alumni and Students in interviewing which is seen as more of a 2.0 concept involving peers.



Thank You

Thank you to all of the schools who participated in this research project. We would also like to thank Qualtrics for their support in powering this survey.

If you have any questions or comments regarding this report, please contact:

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VP of Marketing

The Graduate Business Forum

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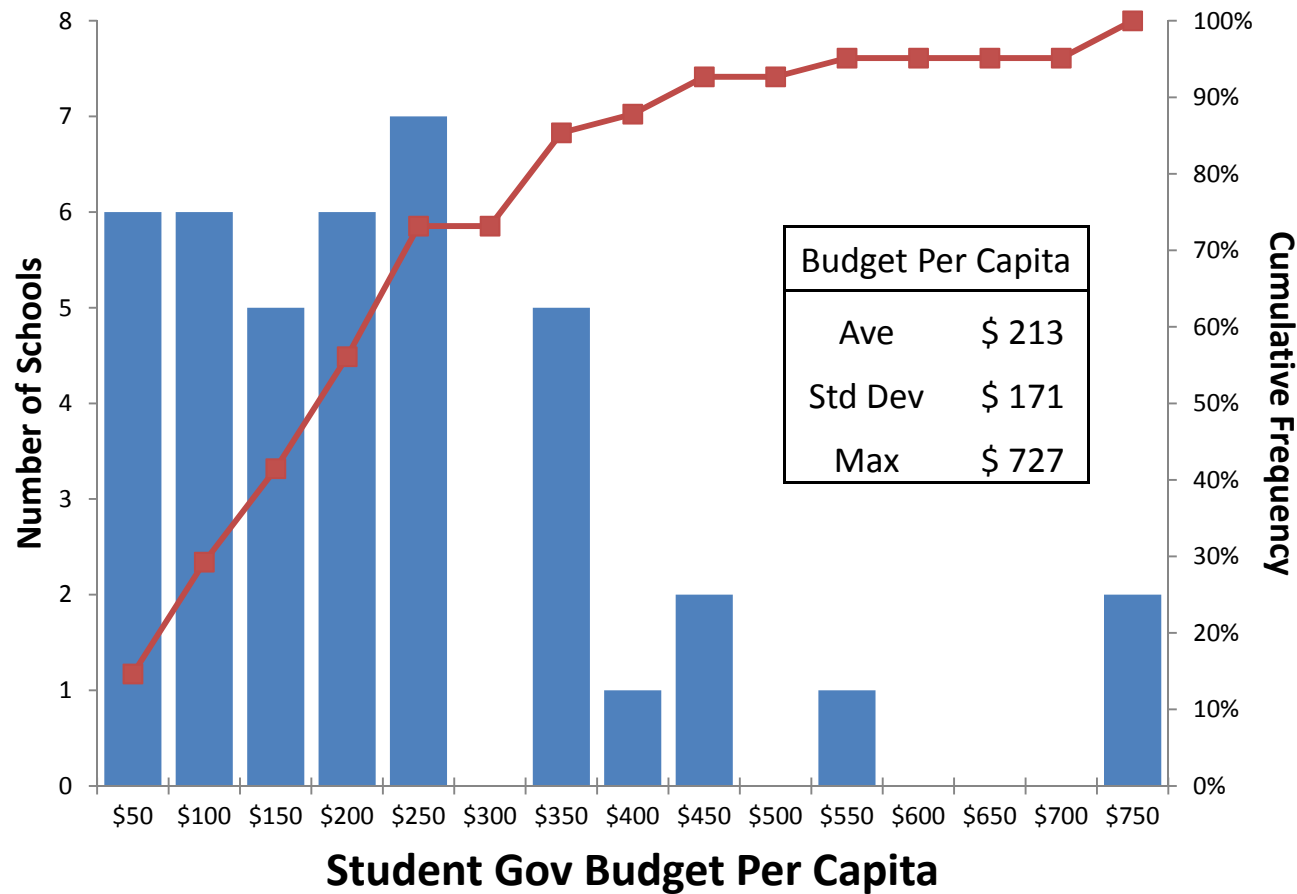




APPENDIX

Budget Per Capita

Most student governments have between \$100 to \$350 per student.



Student Clubs Ratio

Most schools have one club for every 10-22 students.

