



Graduate Business Forum

Inspiring vision. Creating understanding. Facilitating change.

The Annual GBF Member Schools Report: 2012

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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.



Hosted by University of Rochester, Simon School of Business

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 prior to the 2012 Graduate Business Conference hosted by the University of Rochester in Rochester, New York. The information is self reported by the school delegates and has not been validated by the GBF.

The survey was administered online via Qualtrics, a GBF sponsor.

The data in this survey represents

- 35 business schools
- 10 countries
- Approx 13,000 business school students

Analysis

This report was analyzed and prepared by Jared Turner, VP of Research 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 University
Case Western Reserve University
Columbia
Copenhagen Business School
Cornell University
Duke
Emory University
Georgetown
Georgia Institute of Technology
Indiana University
London School of Economics and Political Science
Michigan State University
National Chengchi University
National University of Singapore
Purdue University
Stockholm School of Economics
UCLA
University of Illinois
University of Maryland
University of Notre Dame
University of Rochester
University of Toronto
University of Virginia
University of Washington
Vanderbilt University
Washington University in St. Louis
Yale University
York University

1 Year Programs

1 Year Programs

Indian School of Business
University of Cambridge
University of Oxford

1.5 Year Programs*

CEIBS
University of Manchester
University of New South Wales

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

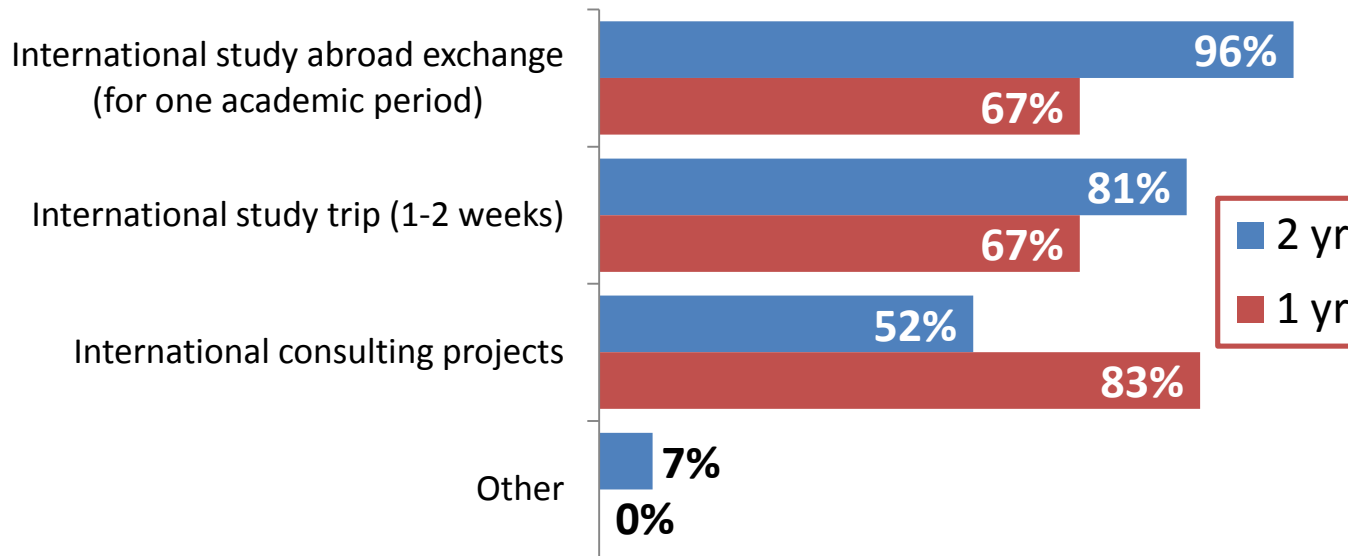


ACADEMICS

Exchange programs

The length of 2 yr programs allow a greater deal of flexibility for longer term study abroad commitments. It appears that 1 yr programs have an increase in international consulting projects which can offer a compensation for the study abroad experience. Either way, there is an increase in opportunities over the previous year for students to receive international exposure through their programs.

B-Schools with the following International Programs



Other: Management Practicum's with companies (1), Doing business internationally (1)



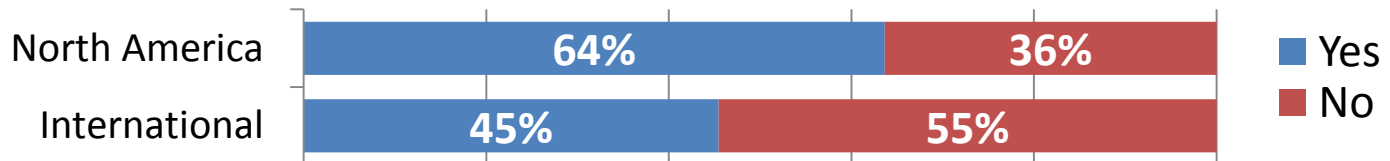
Ethics

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 core curriculum include an Ethics Class?

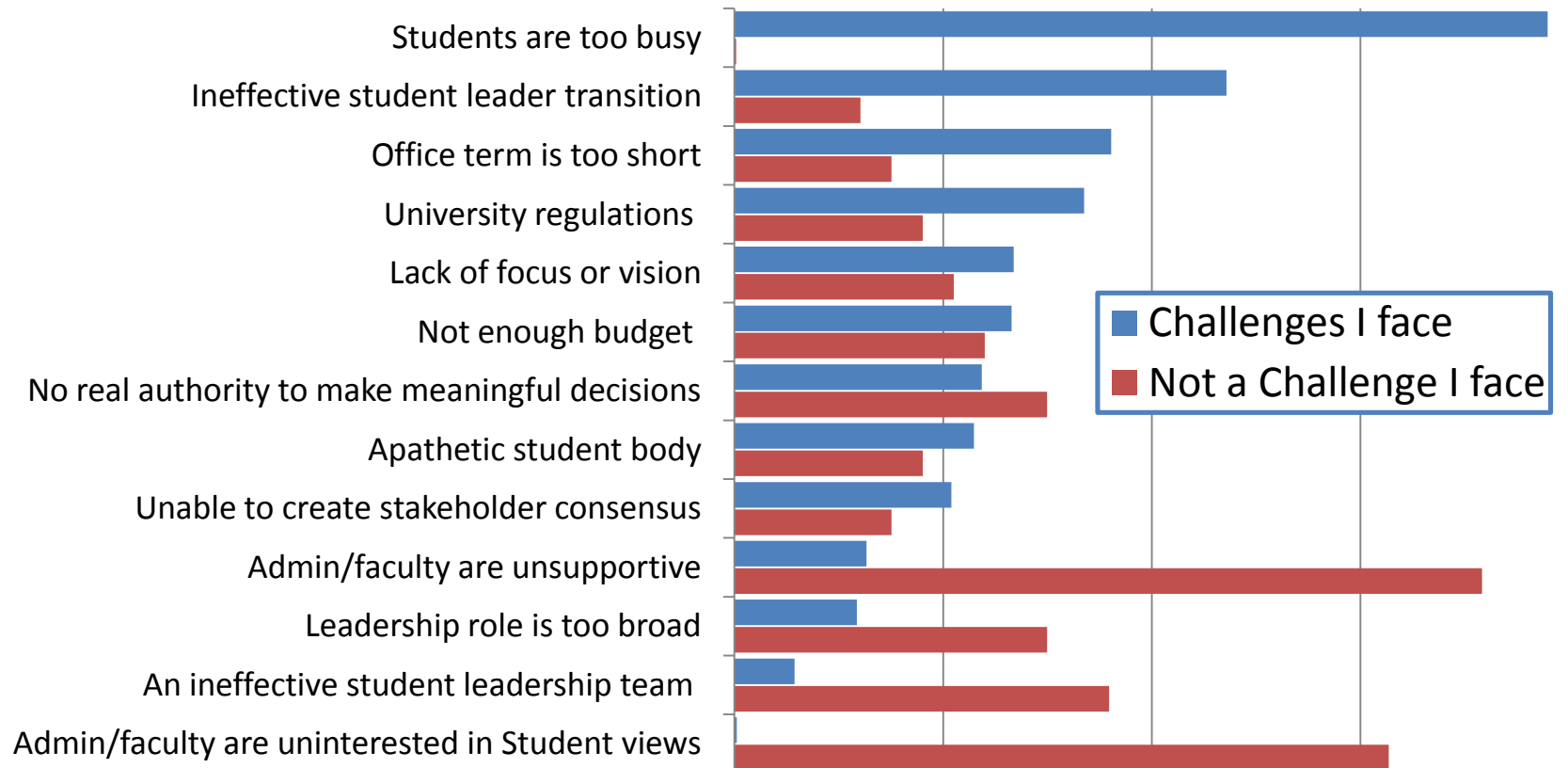


STUDENT GOVERNMENT

Challenges of student leadership

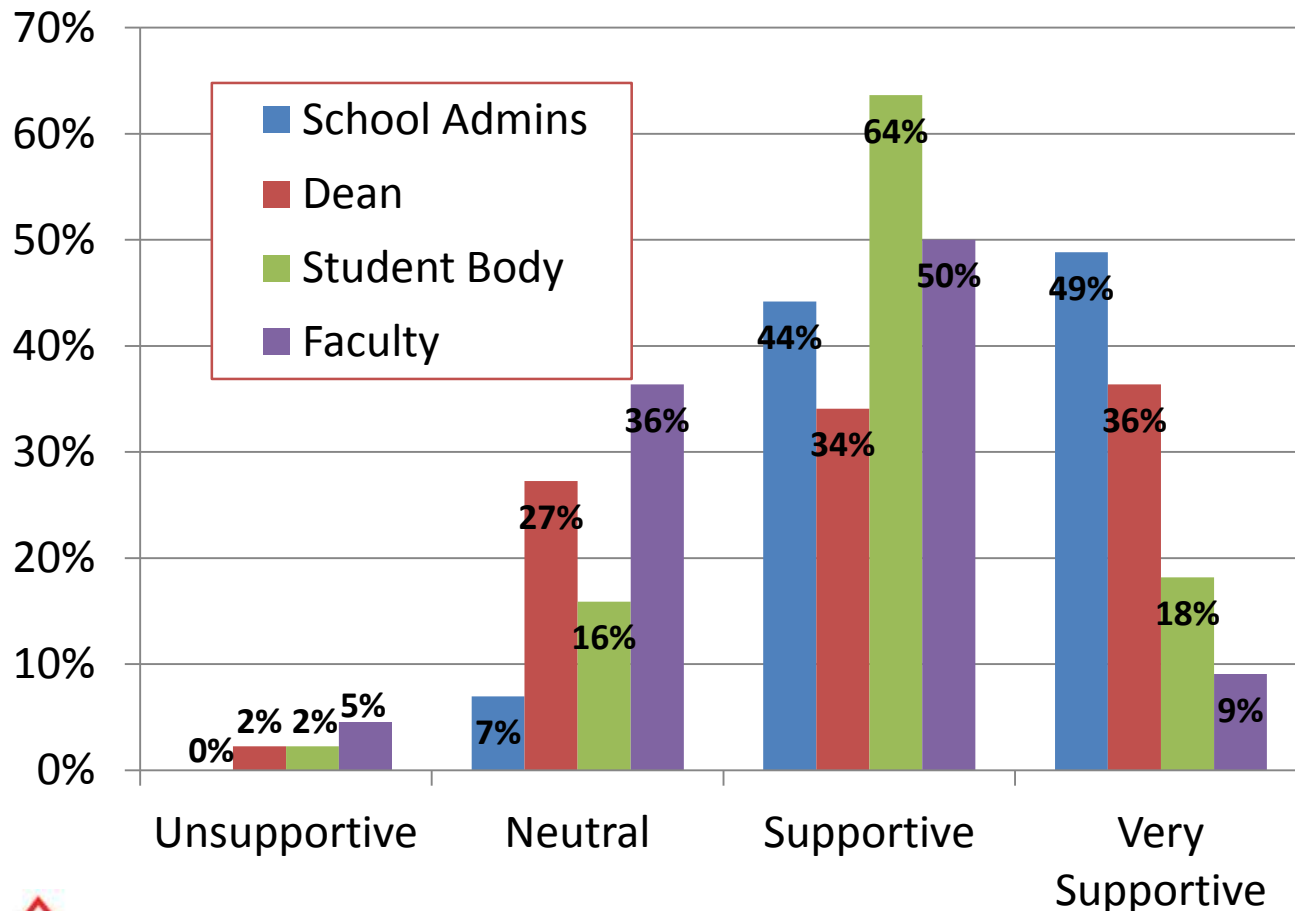
Students are extremely busy with their school work and career pursuits. Many of the problems we hear about from student leaders derive from this single problem. Leader transition will always be a problem however attending the annual GBC has always been a method to bridge this gap.

The degree to which challenges are faced by student leaders



Support for Student Government

It may be no surprise that Administrators appear to be the most supportive towards student leadership considering their job is to ensure the program running and student needs are met. In general, faculty tend to view themselves as researchers and are less engaged with student affairs.



“Enthusiasm” Score

The average score of the degree of Student Government support from the different stakeholders

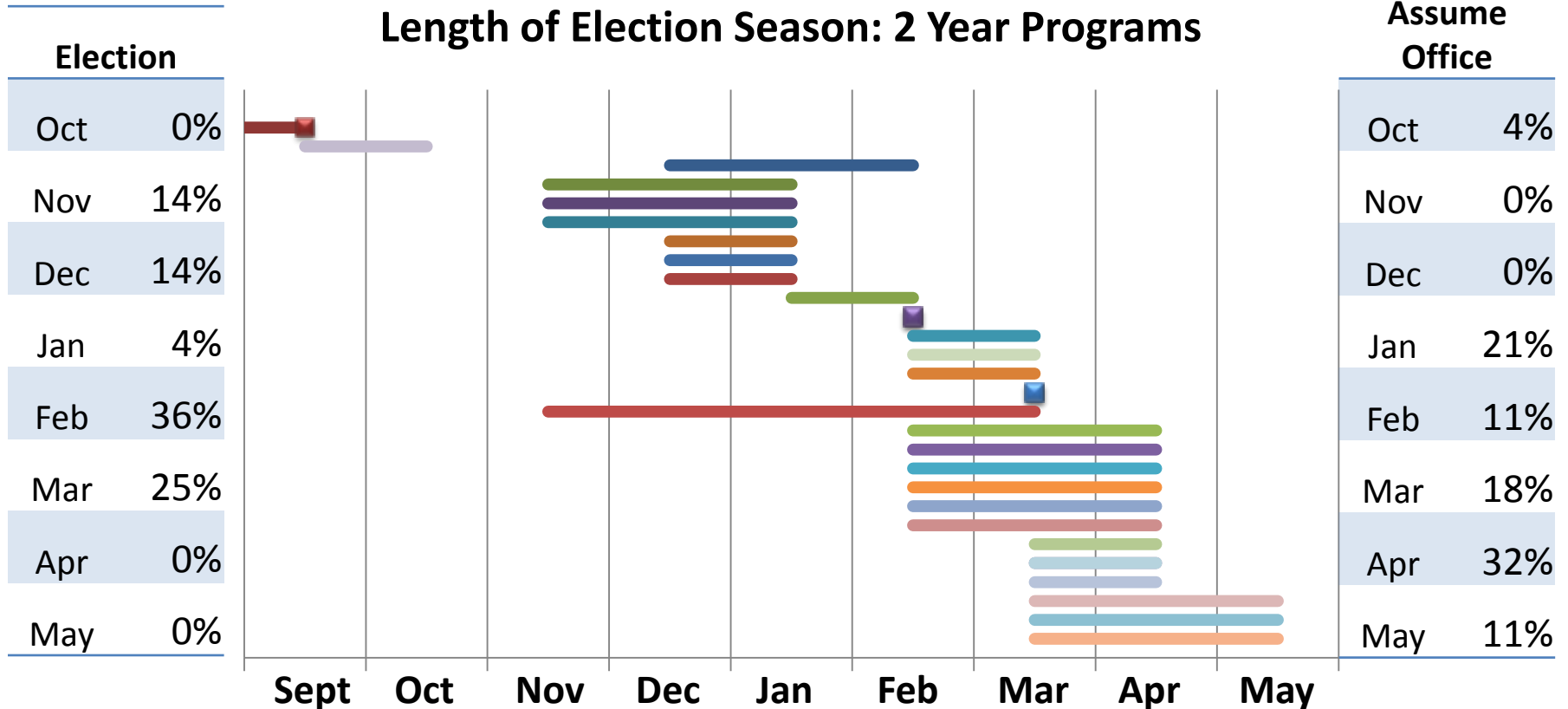
School Admin	4.4
Dean	4.0
Student Body	4.0
Faculty	3.6



Election Season: 2-Year Programs

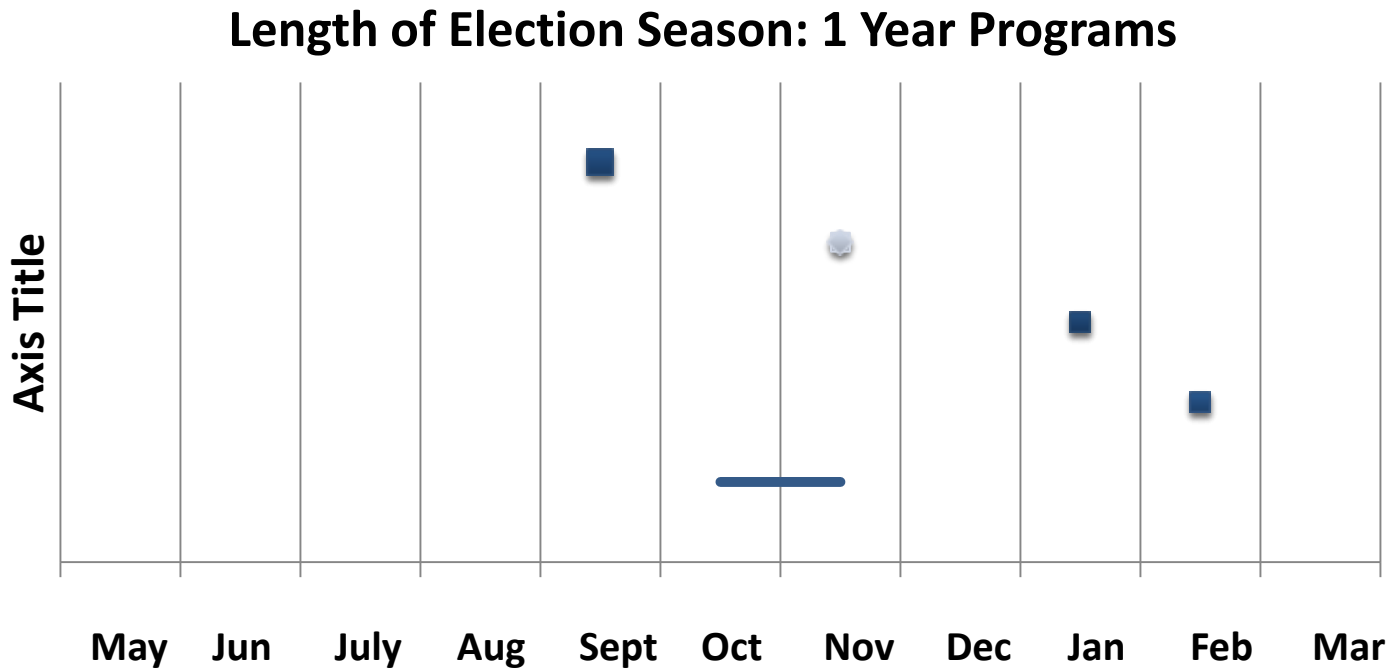
Most schools have elections after the winter break (61%). Most election cycles in 2yr programs are engineered to accommodate a transfer period between the outgoing and incoming administration which is on average 1.5 months.

Length of Election Season: 2 Year Programs



Election Season: 1 Year Programs

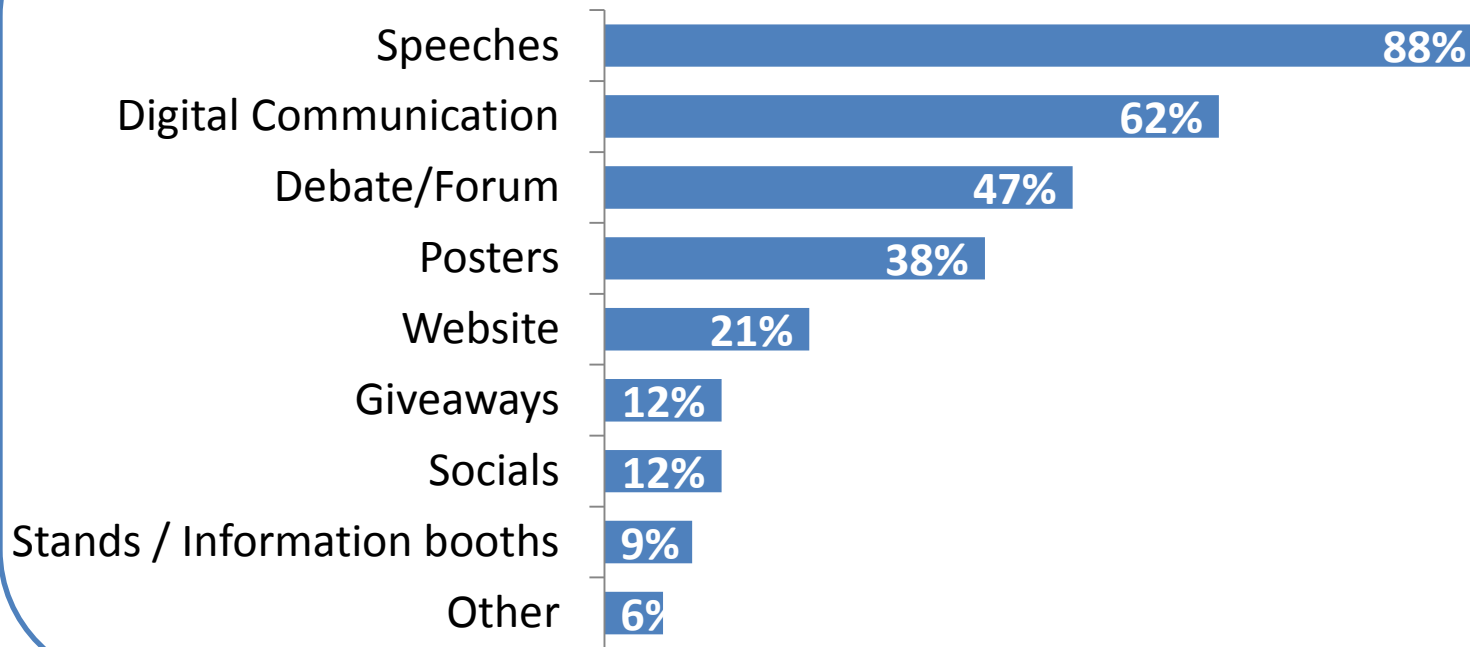
1yr programs often have no or very little overlap between incoming and outgoing students which explains the earlier elections and relatively short election cycle. The average transition period is 1.2 months.



Campaign Season

Public speaking appears to be important for all presidential candidates by requiring candidates to deliver a speech (88%) or participate in a debate or forum (47%). There are just a couple schools that do not allow any campaigning.

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

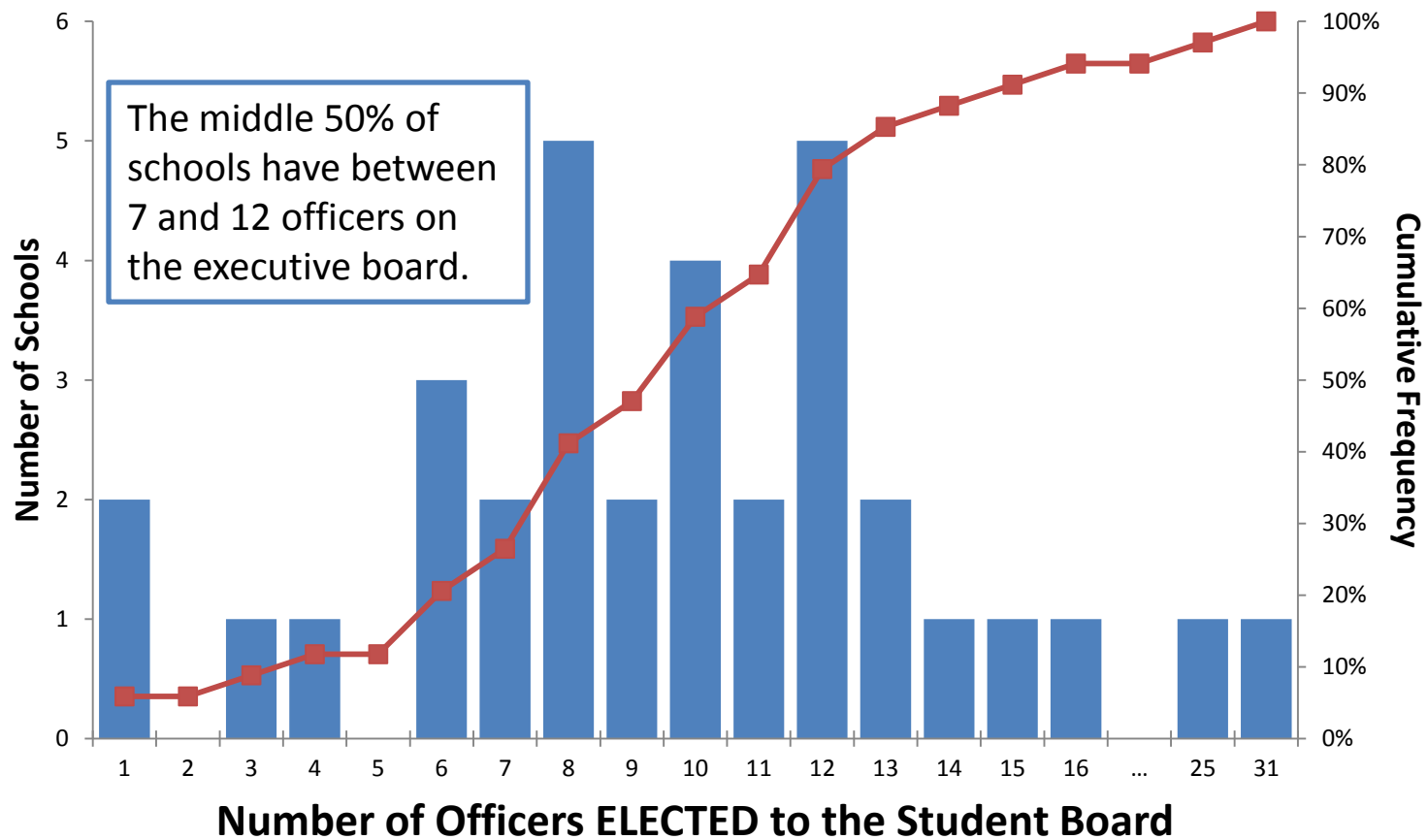


Other: iPhone Apps, written statement



Executive Board Size

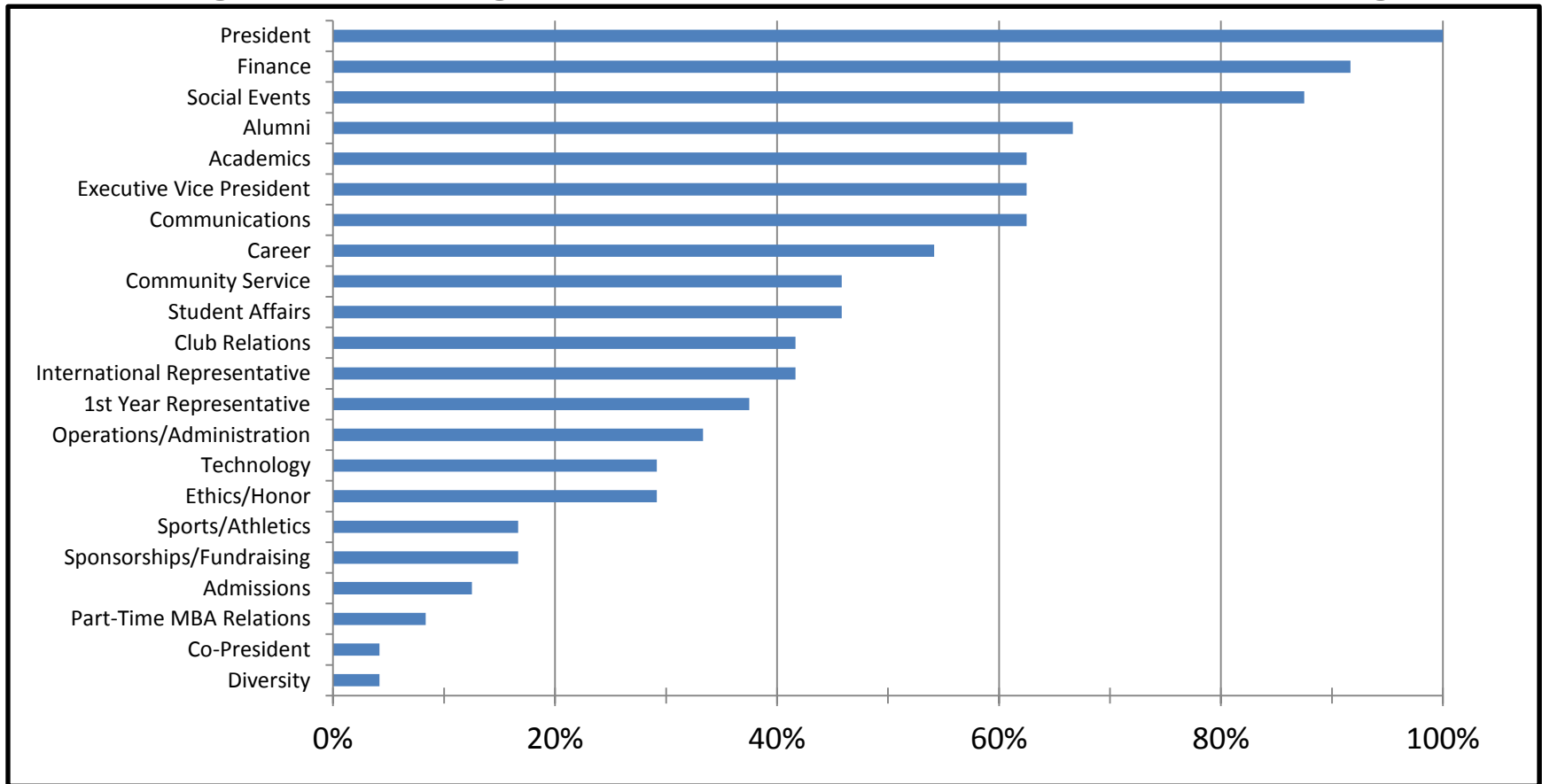
Elections are conducted in many ways. Some boards are elected as an entire slate with the president and VP's as running mates, some with the Pres and board members elected to every VP position, and others with a Pres election and a general VP election where afterwards the Pres appoints elected VP's to specific board positions.



Executive Board Roles

Defined executive position roles are a good way to put focus and advance initiatives in a specific area.

Percentage of student governments with officers over the following roles



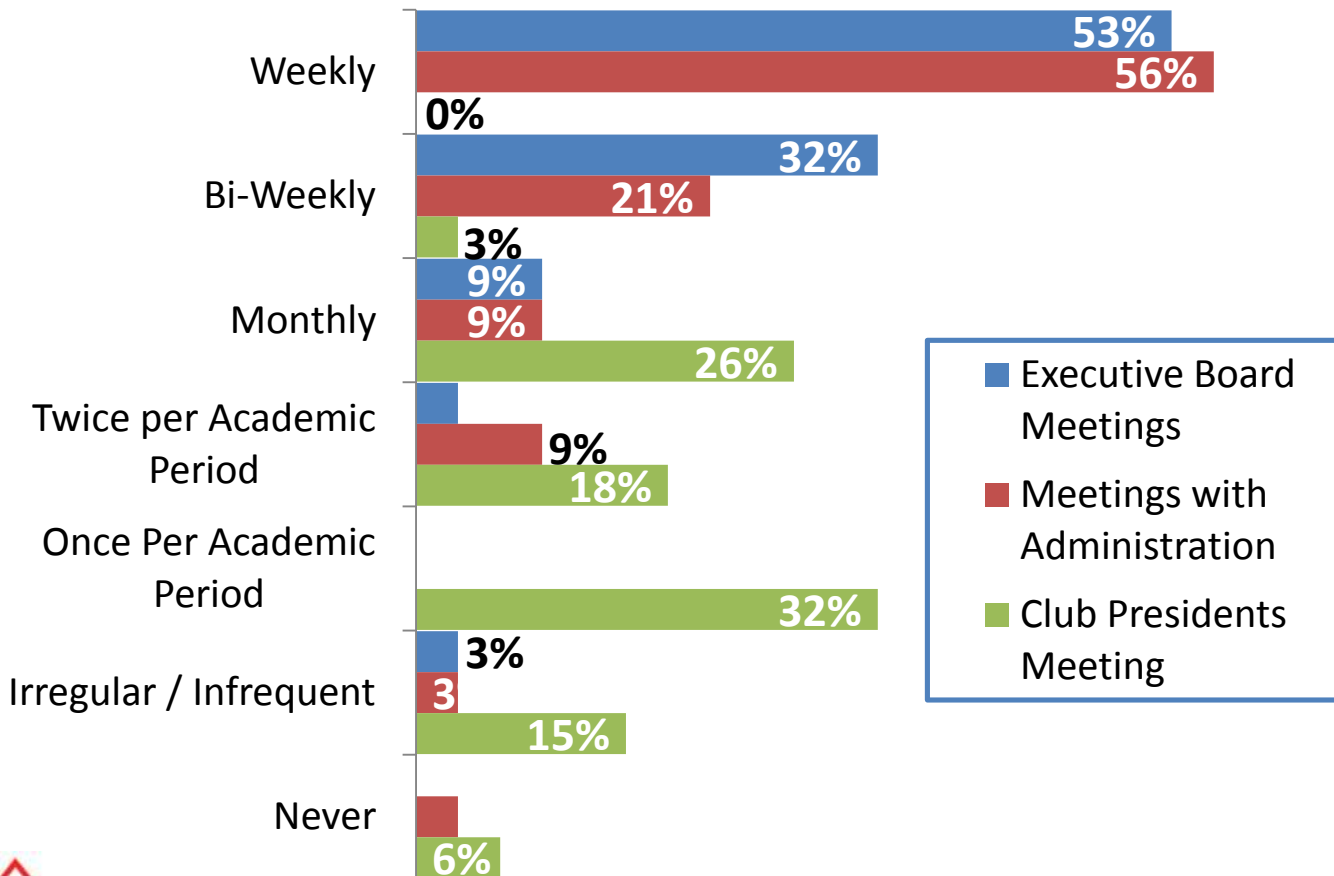
Other roles not listed but held by at least one school: Exec Secretary, Internal Community, Media, Resource Development, Senators, Sustainability, University Relations



Meetings and Planning

How are you utilizing your meetings? Frequency can be important, but the purpose of your meetings can be just as important. The challenge is to use these opportunities to communicate vision and advance impactful and meaningful initiatives.

Frequency of Meetings at Schools



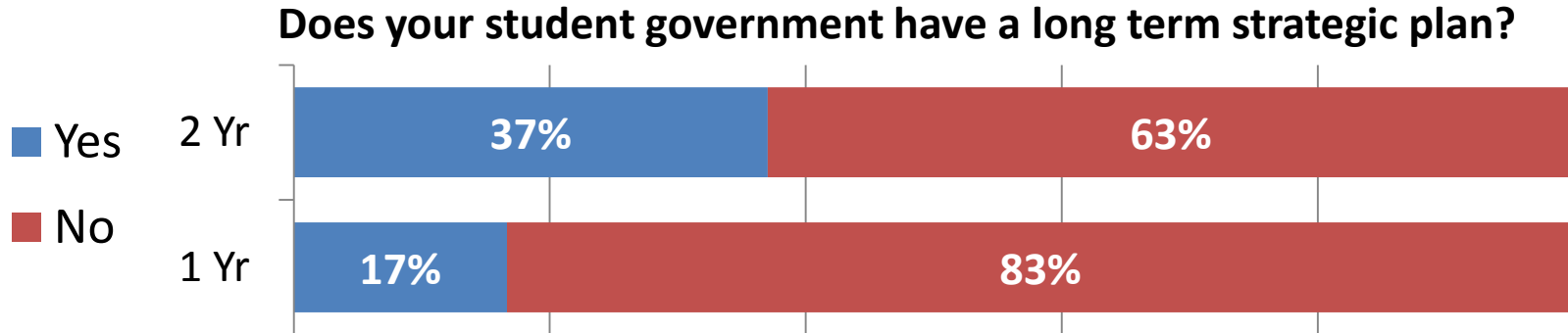
GBF View

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.



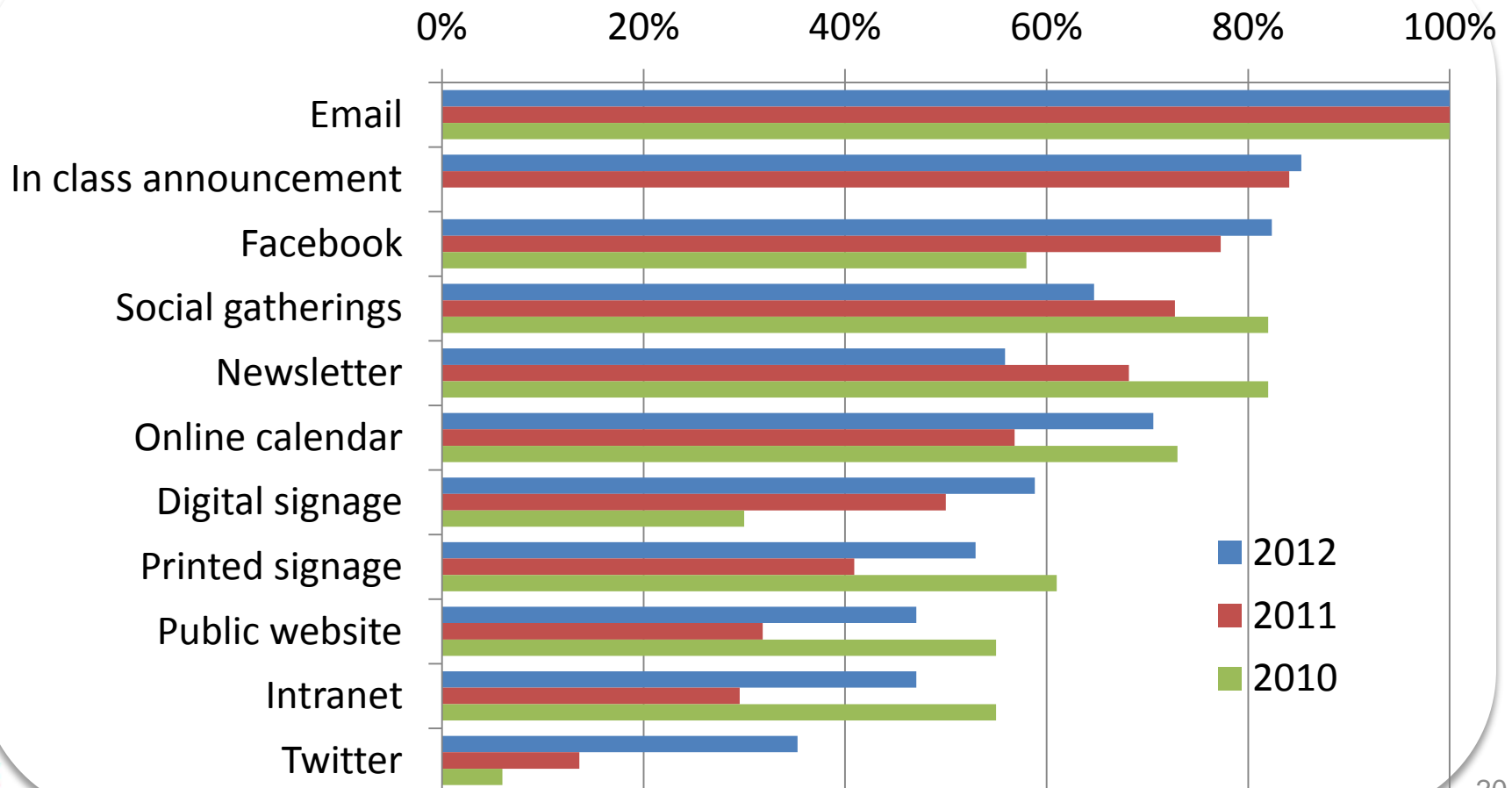
Due to student overlap, it is easier for 2 year programs to transfer ideas and vision to the new administration which thereby makes it easier to provide continuity between administrations.



Communicating with the Student Body

There has been a significant increase of Social Media (Facebook +42%, Twitter +488%) and Digital Signage (+96%) and a decrease in traditional Newsletters (-32%) over the last three years. This follows the trends in the 24hour news cycle and dissemination of news as it happens.

Communication Channels used by the Student Government

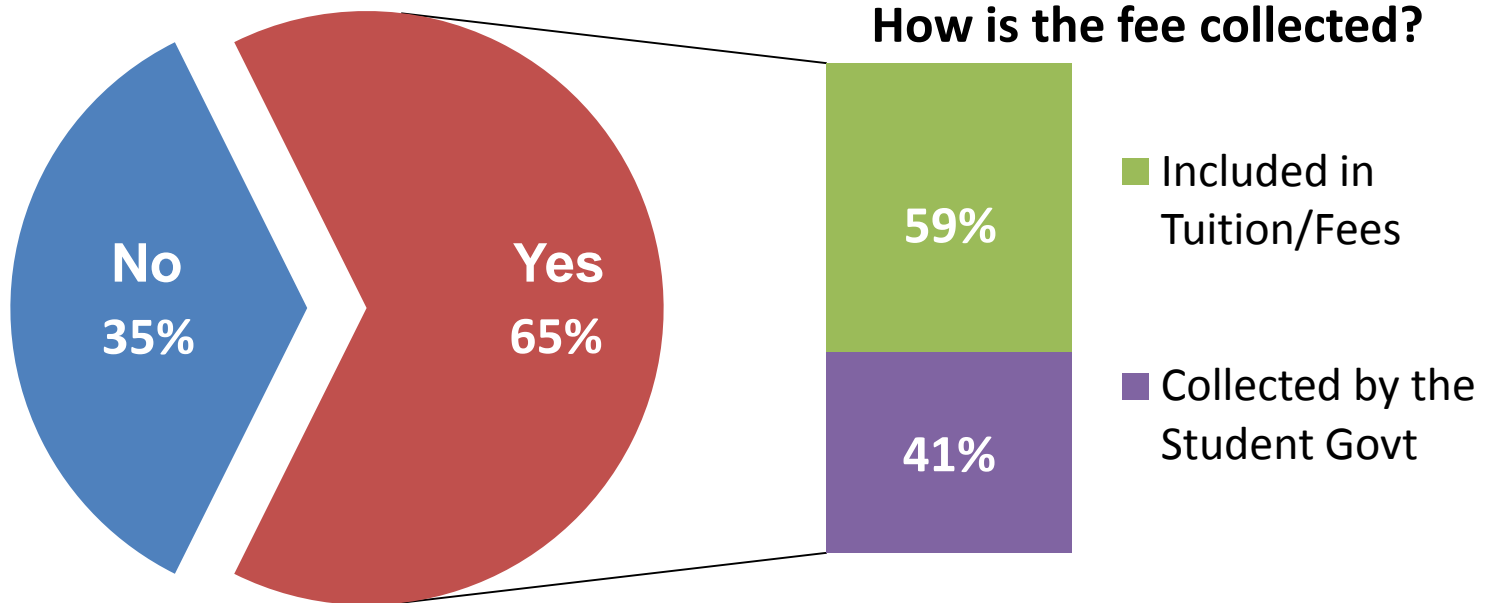


FINANCES

Student Association Fees

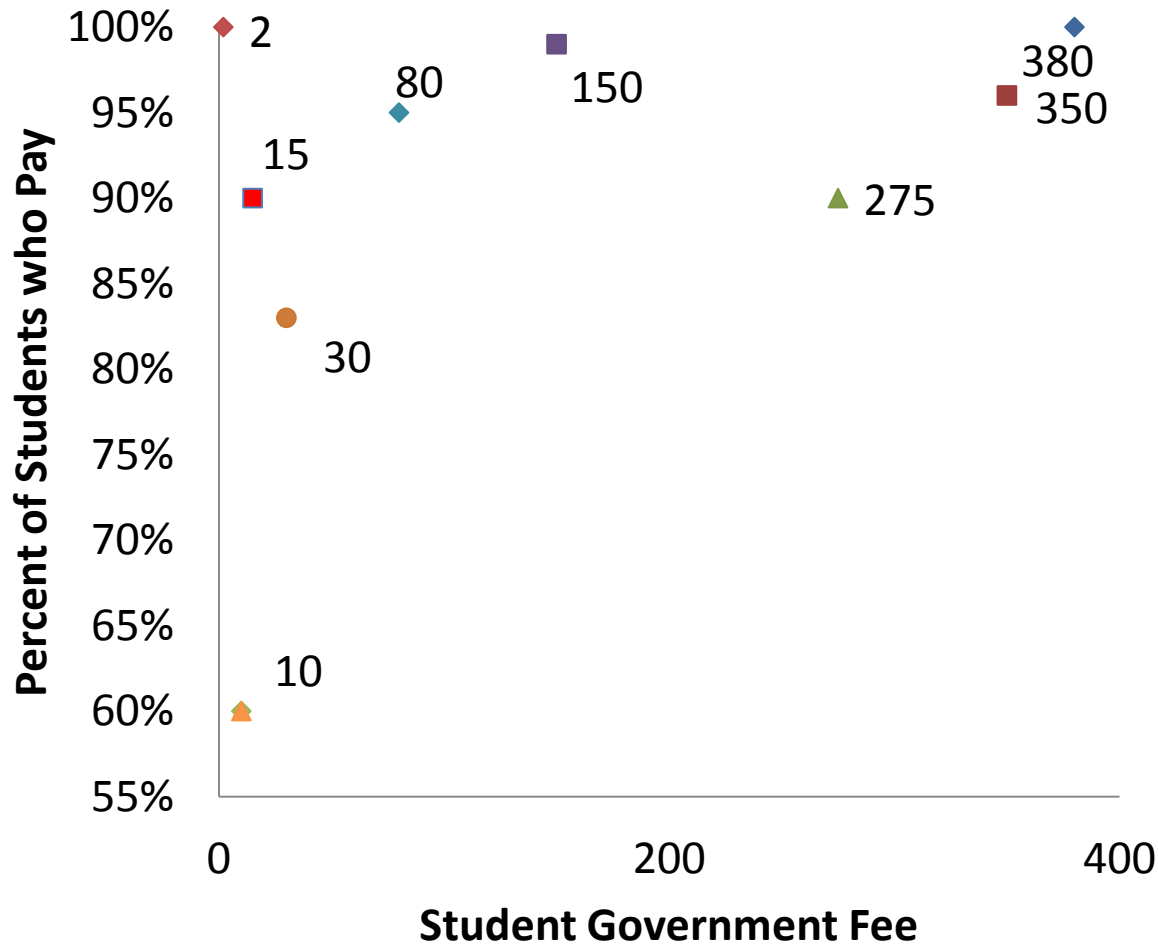
All student organizations require funding to sponsor activities and programs, however a relatively small percentage (26%) collect a fee directly from students.

Does the Student Government Collect a Fee?



Student Gov Fee vs. Pay Rate

Higher fees do not necessarily result in a lower amount of fees that are collected. Be sure to have marketing point of view regarding what value is being delivered for the fee paid.



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 students arrive on campus. 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	93,470	105,912	450,000
School contribution	46.4%	42.9%	100%
Member fees	35.6%	41.4%	100%
Corp Sponsor	8.3%	18.1%	85%
Fundraising	5.3%	10.8%	45%
Merchandising	3.9%	11.3%	60%
Endowment	0.6%	2.7%	15%
Alumni Donations	0.1%	0.9%	5%

GBF View

GBF experience has shown that it requires focus and support to generate revenues outside of the most common areas of school contribution and member fees. Some schools have well developed programs to generate additional revenues.

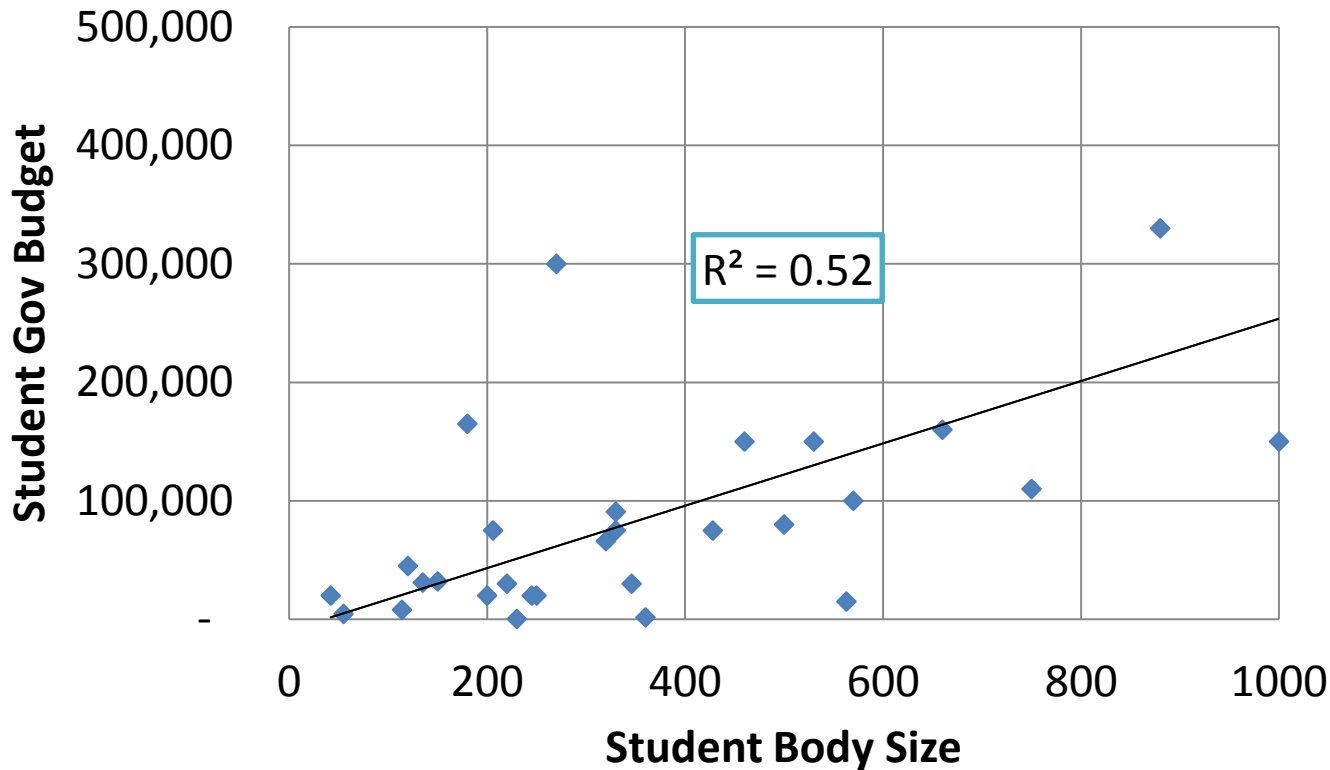
Excluded from Analysis: Copenhagen Business School (budget includes undergraduate school)



Student Body Size vs. Student Gov Budget

Not surprisingly, there is a positive correlation (.72) 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.

$$Y = 262X - 8760$$

Y = Student gov budget
X = Student Population



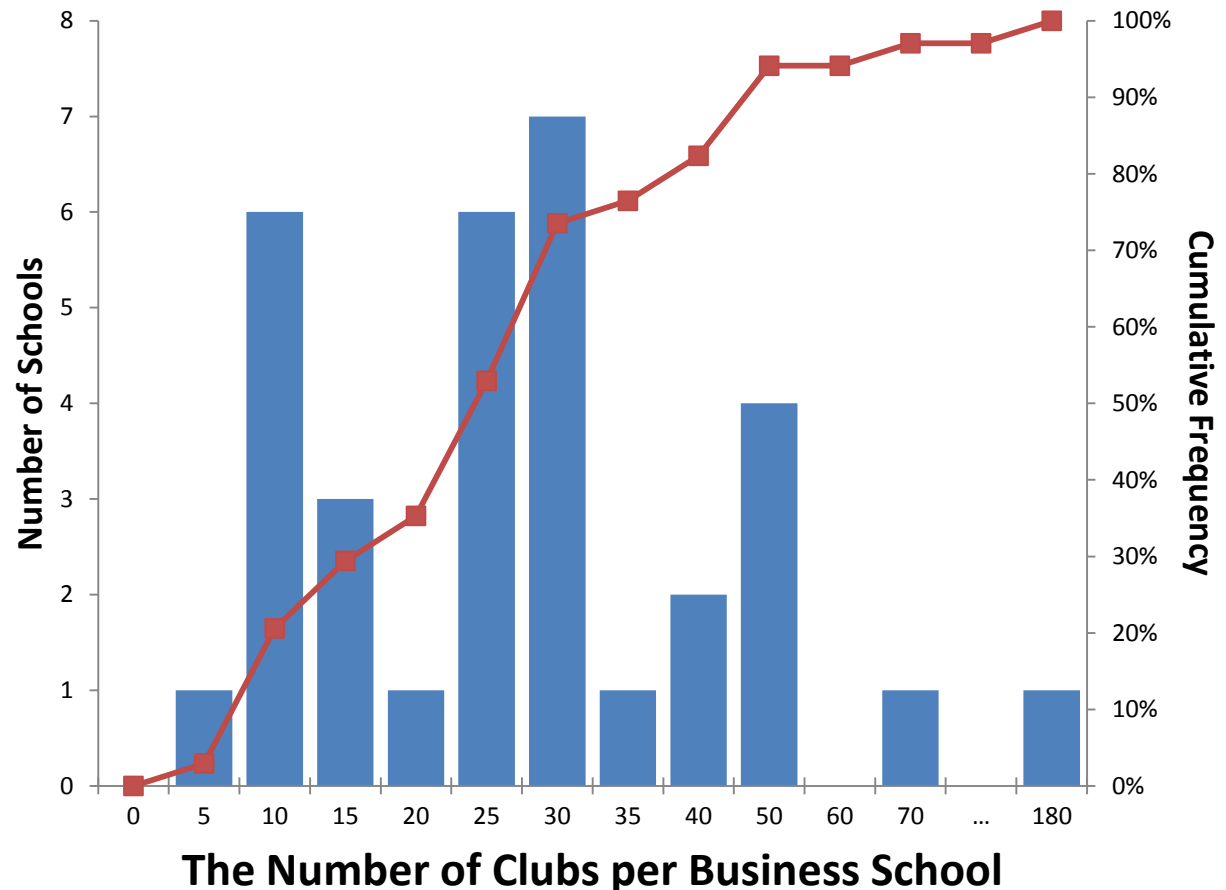
STUDENT LIFE

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.

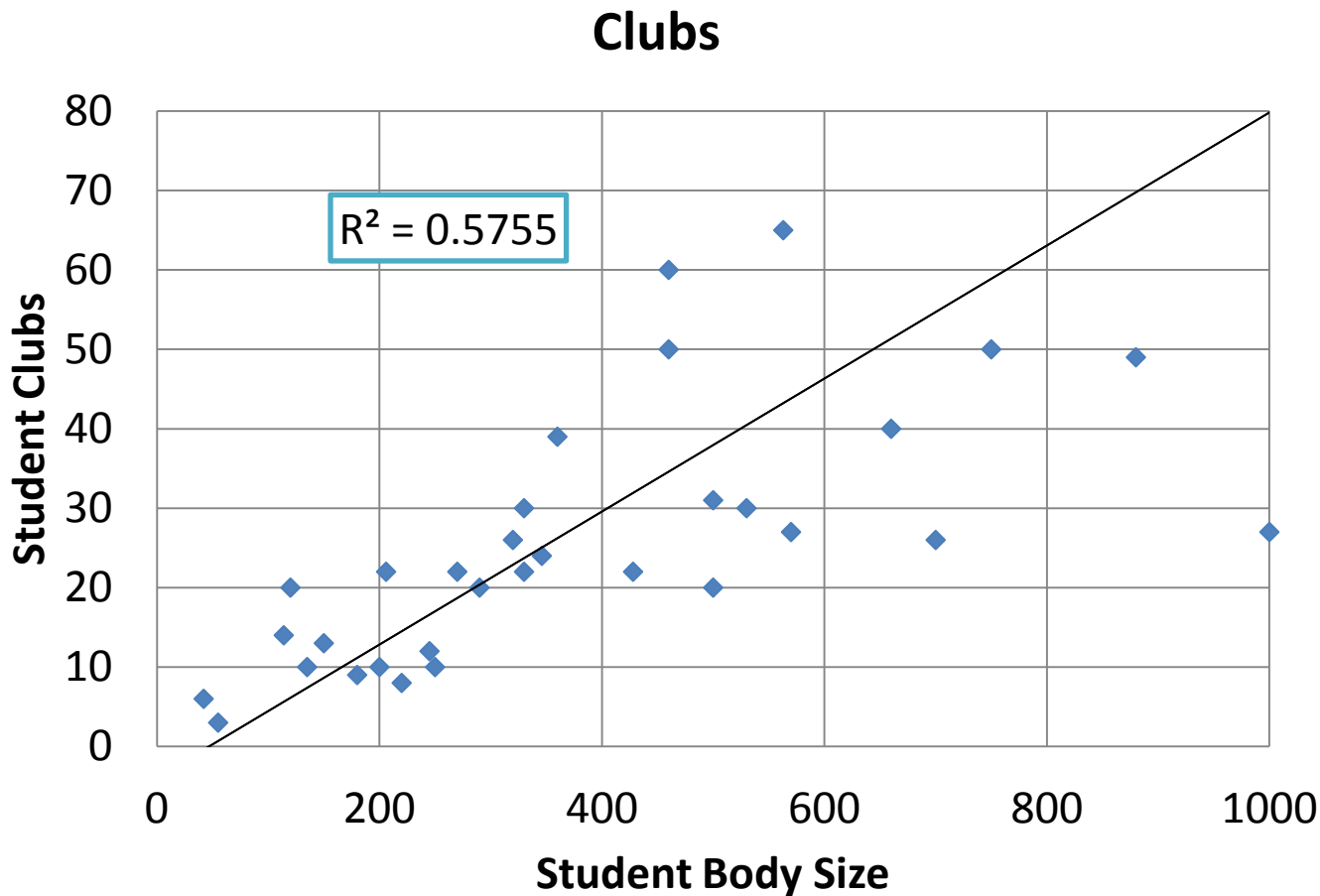
GBF View

Involving the clubs are an excellent way to increase participation at activities and events. Look at clubs as potential partners as opposed to an organization competing for resources.



Student Body Size vs. Student Clubs

We also find positive correlation (.76) 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.

$$Y = .083X - 4$$

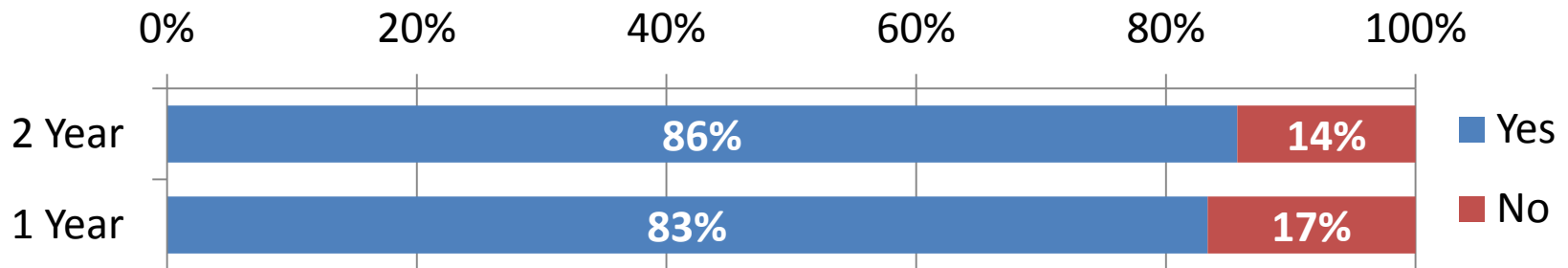
Y = Student Clubs

X = Student Population

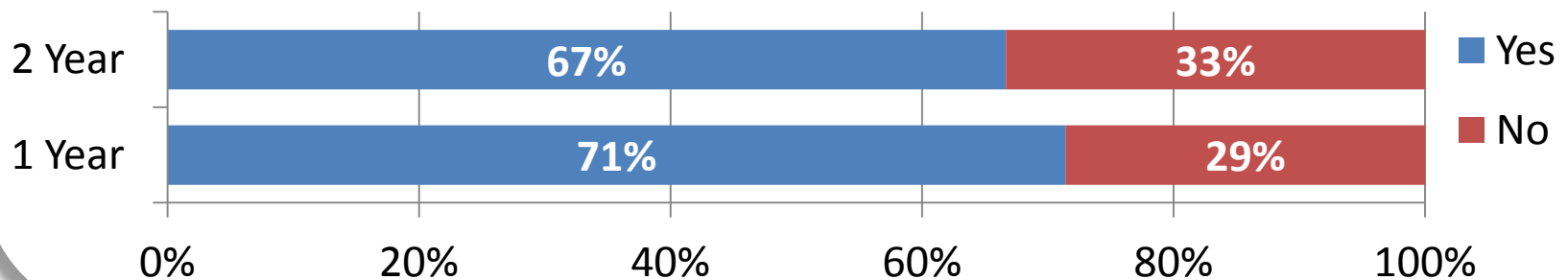
*note: Oxford University is excluded from the analysis due to the large number of clubs (200+) which are also shared with the entire student body.

Does your business school have...

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



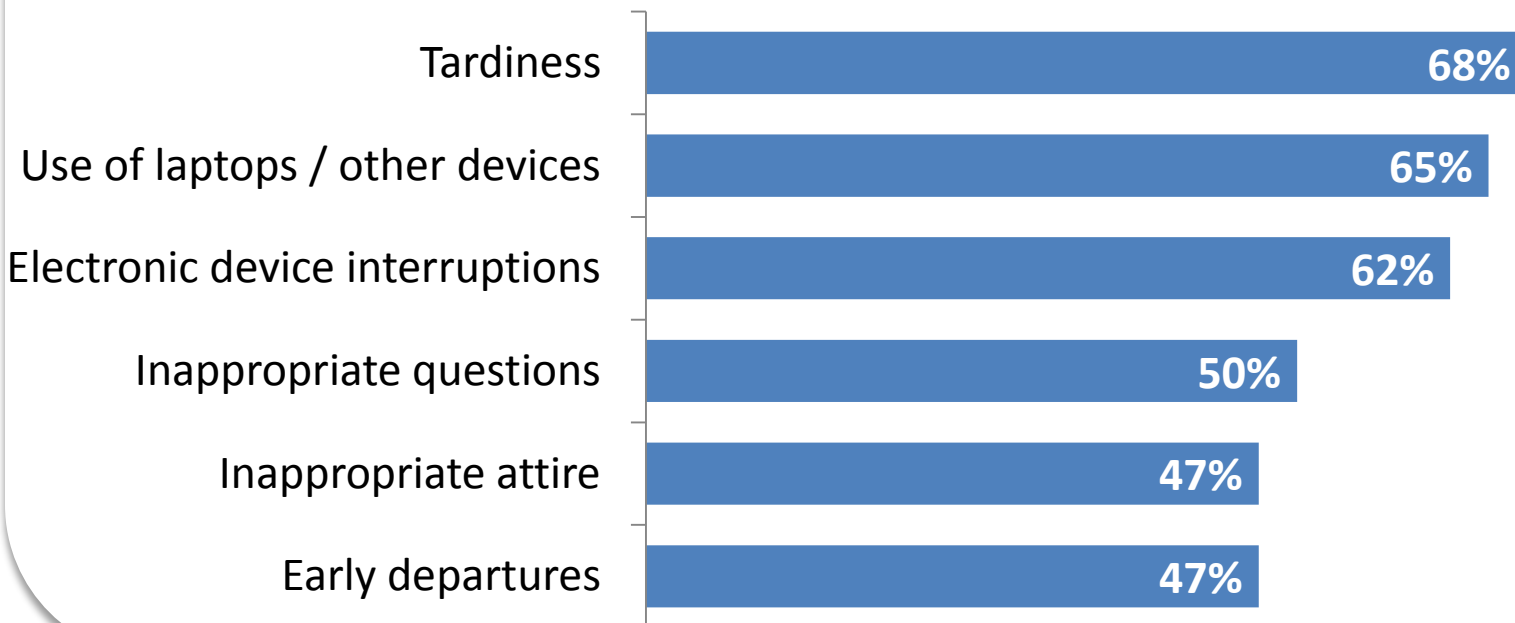
...an exclusive job fair only for graduate students?



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.

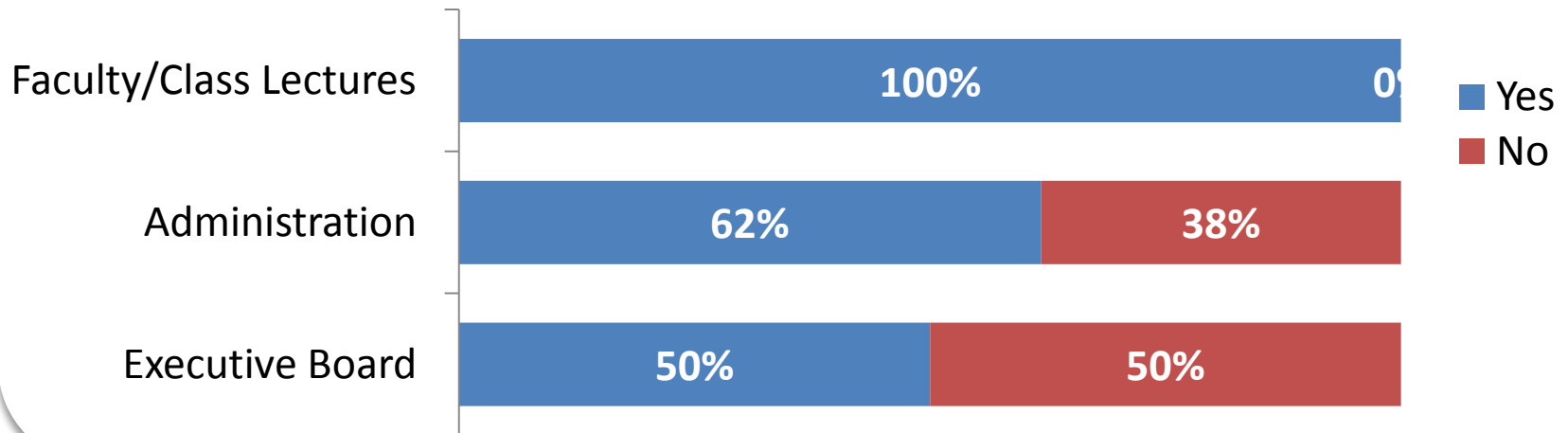
Does your program deal with any of the following unprofessional conduct at company presentations?



Student Feedback

A formalized feedback process is a way to evaluate performance and create accountability. All faculty have course evaluations, but it appears only a portion have feedback from Administrators and Student Leadership.

Is there a formalized process for student feedback?



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.

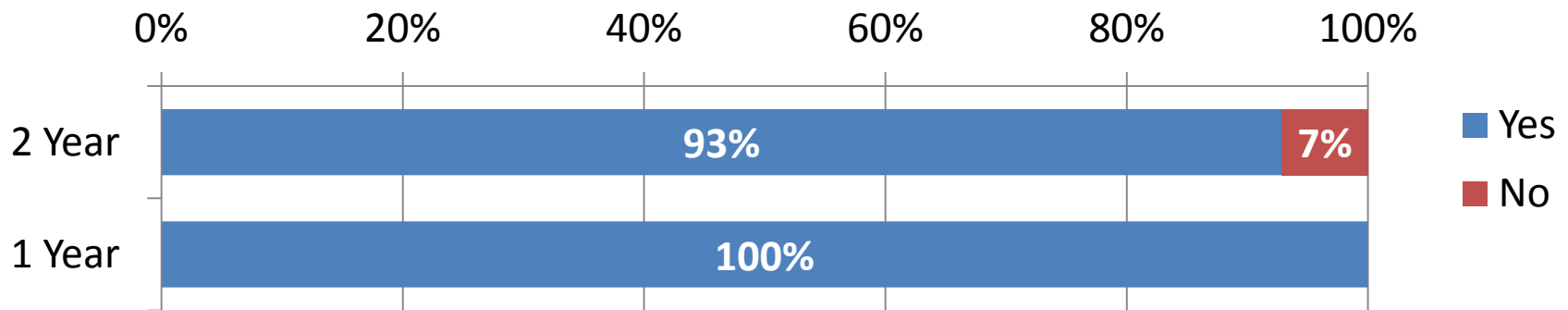


ALUMNI

Alumni Organization

For many schools, the Alumni organization is an integral part of the school. Schools leverage their alumni organization in many different ways.

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



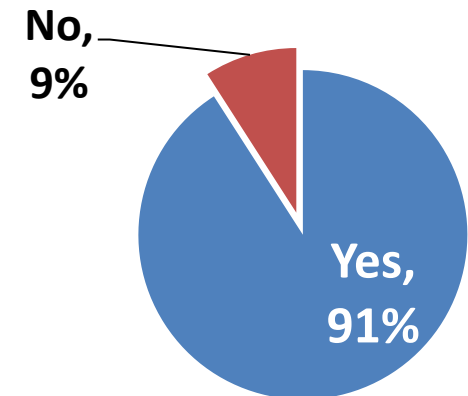
Alumni Database

Some schools who have an alumni database do not have an alumni organization. This information can be a valuable resource for students and alumni alike. A key challenge is keeping such database up-to-date with current contact information.

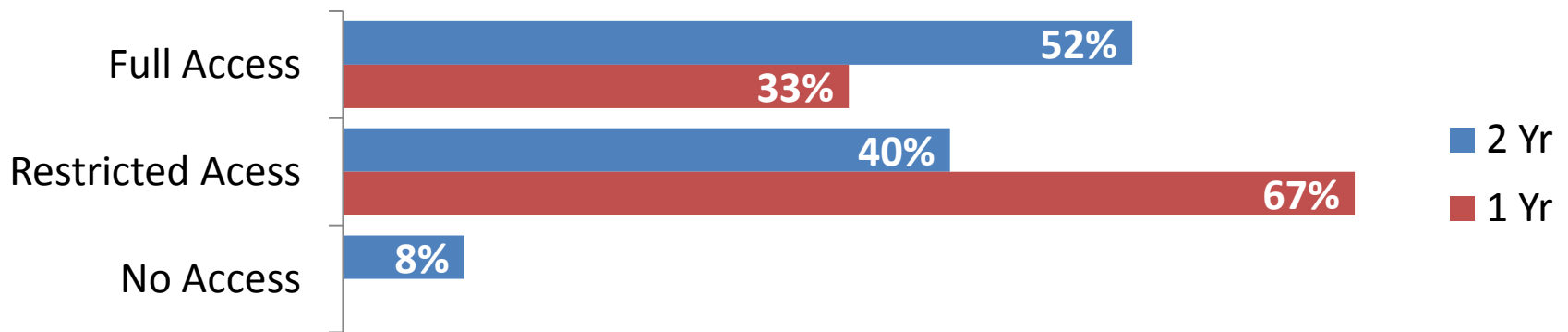
GBF View

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?



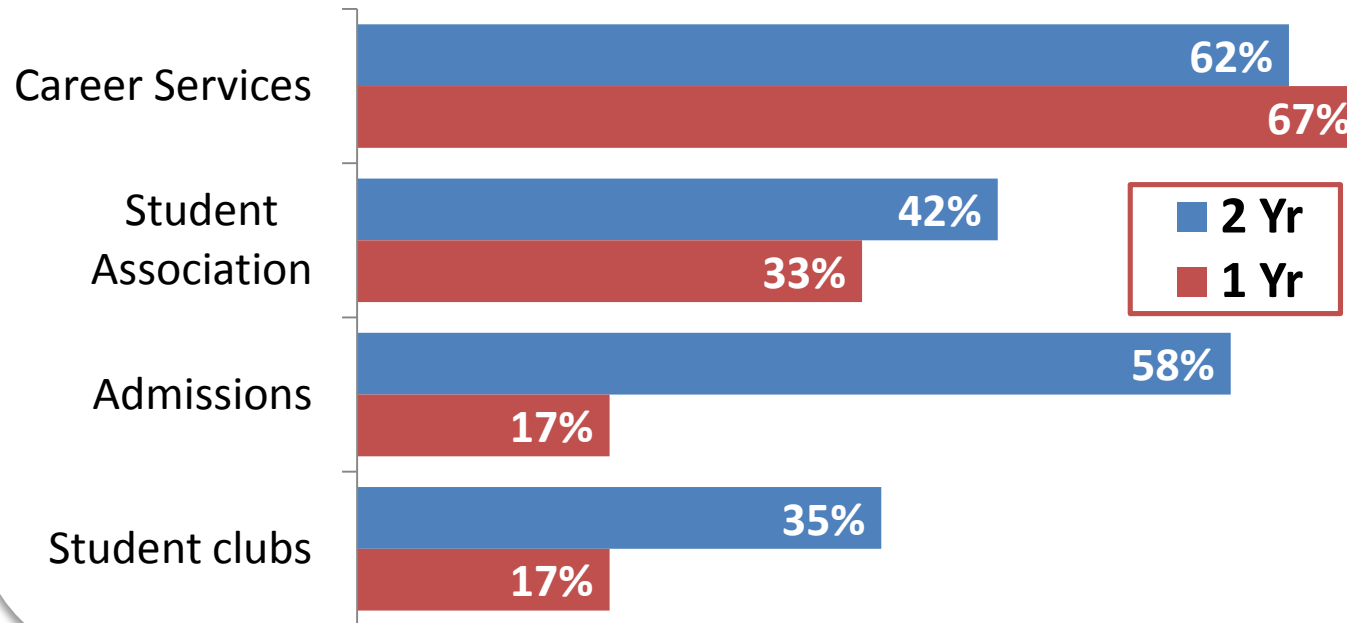
What level of access do students have to the alumni database?



Alumni Integration

There appears to be a large difference between one and two year programs when it comes in involving alumni in Admissions and Student Clubs.

Is the Alumni Organization integrated into any of the following?

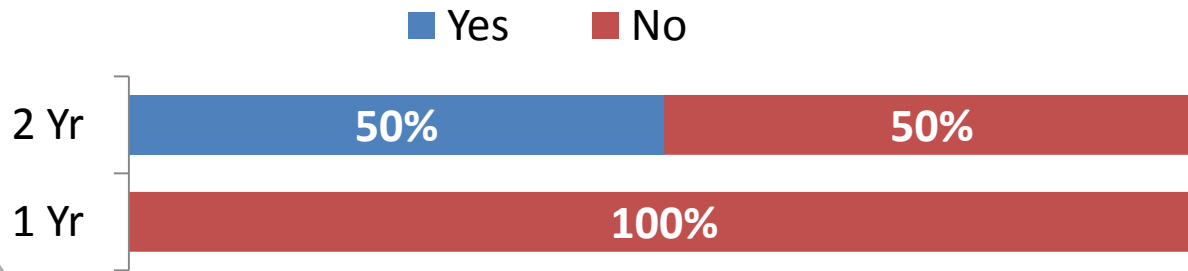


ADMISSIONS

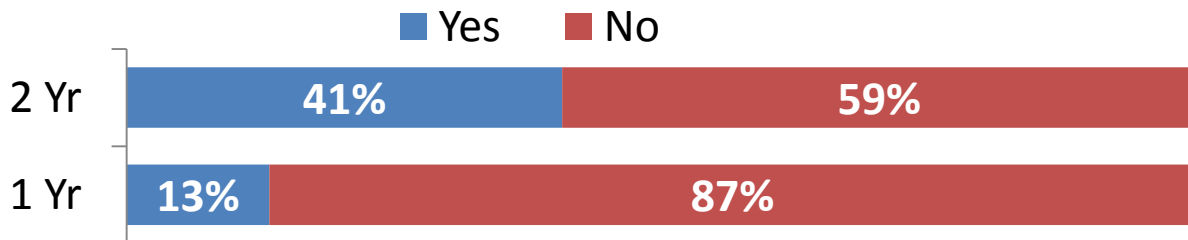
Admissions Interviews

While students may not conduct admissions interviews at many schools, many times students and alumni are utilized during open houses and campus visits to help recruit and assess prospective students.

Do Students Conduct Admissions Interviews?



Do Alumni Conduct Admissions Interviews?



GBF View

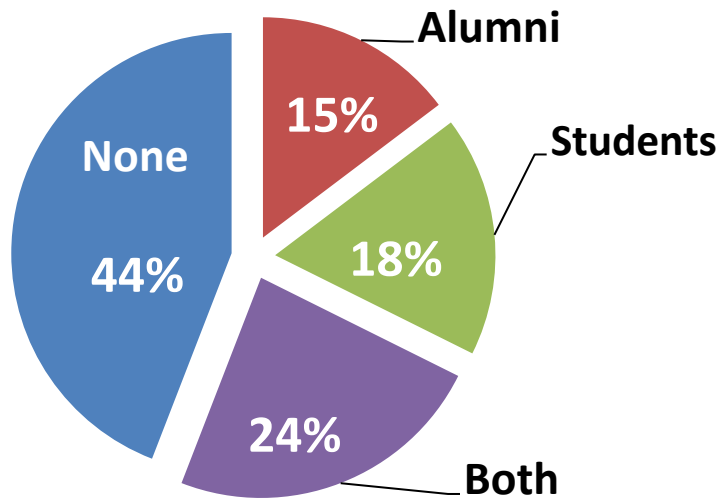
This difference is attributed to the accelerated schedule of students in 1yr programs in contrast to 2nd year students in 2yr programs who have more time, more b-school experience, and a more developed relationship with administrators.



Admissions Interviews

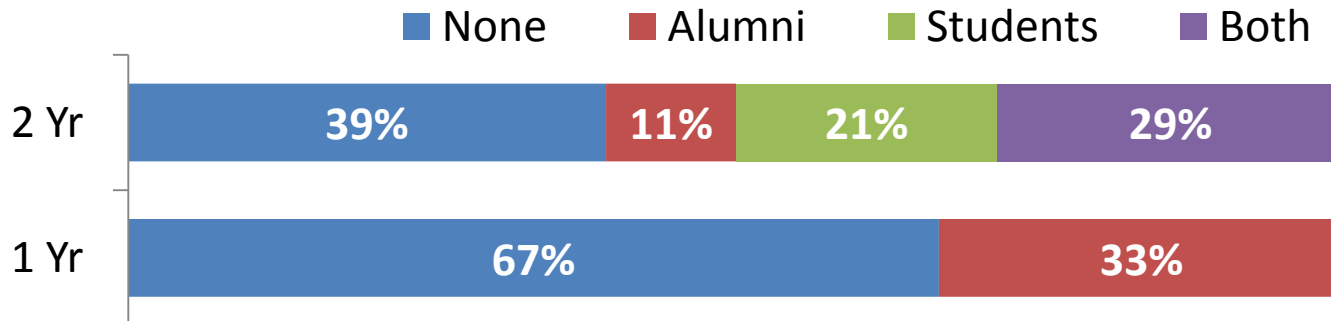
Conducting admissions interviews are labor intensive and require a significant amount of administrative resources, however about half of all schools still do not utilize Alumni or Students in this process.

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 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:

Jared Turner

VP of Thought Leadership

The Graduate Business Forum

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Involvement in the GBF

- Do you have insights to add?
- Is there something else you'd like to know about other schools?
- Do you want to be involved in future research projects?

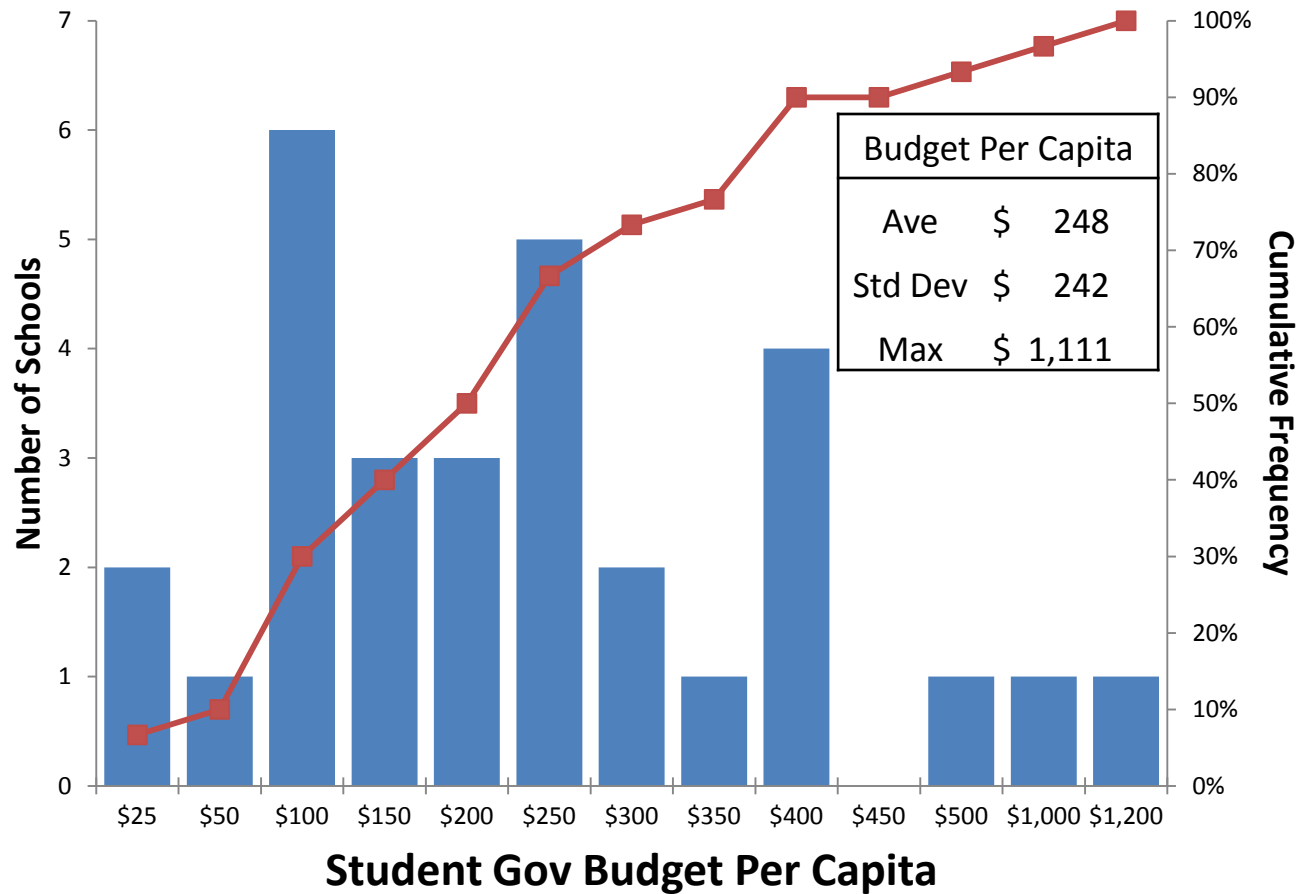
At the GBF, we are always looking for exceptional people who are passionate about leadership and management education. If you would like to be involved in this project or others like it, please contact us at research@graduatebusinessforum.com.



APPENDIX

Budget Per Capita

Most student governments have between \$100 to \$300 per student.



Student Clubs Ratio

Most schools have one club for every 10-20 students.

