

Women and the MBA: Gateway to Opportunity

Noting that women's enrollment at business schools has plateaued at 30%, while the numbers have peaked at 44% in medical and law schools, Catalyst, University of Michigan Business School, and the Center for the Education of Women at the University of Michigan sought to gain insight into the business school environment, career outcomes of MBA graduates, and why more women aren't pursuing MBAs.

Both women and men are satisfied with their business school experience (women 95%, men 95%), citing the four most rewarding activities as:

- Interactions with other students/involvement in activities
- Curriculum and class size
- Opportunity for group work; use of case studies
- Acquiring managerial and business skills

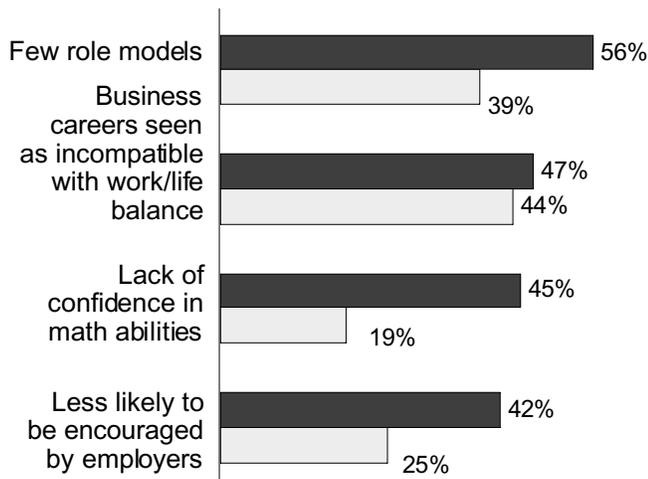
African-American women are more likely to:

Feel excluded in business school, with 45% finding the environment to be overly aggressive and competitive.

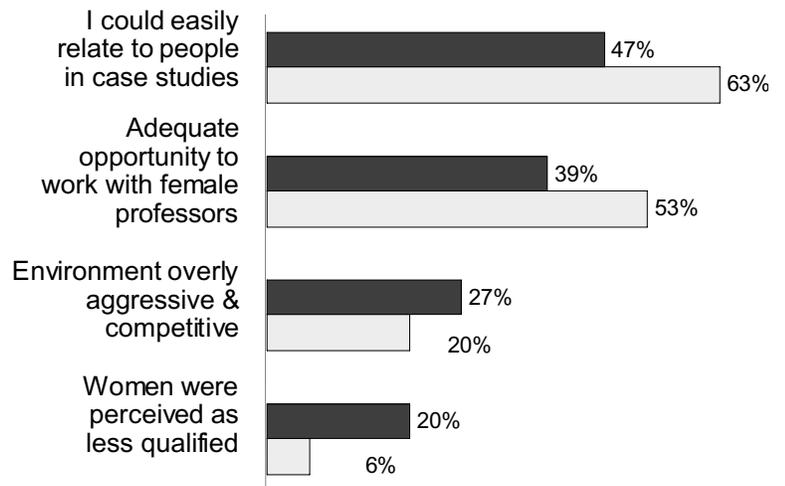
Attribute women's low enrollment in business school to a lack of encouragement from employers (59%), compared to 39% of white women.

Suggest increasing overall diversity as a means of recruiting women to business schools (93% vs. 49% white women).

Reasons why women may not pursue an MBA (by Gender)



Women are more likely to be dissatisfied with business school culture



□ Men ■ Women

SURVEY RESPONDENT PROFILE

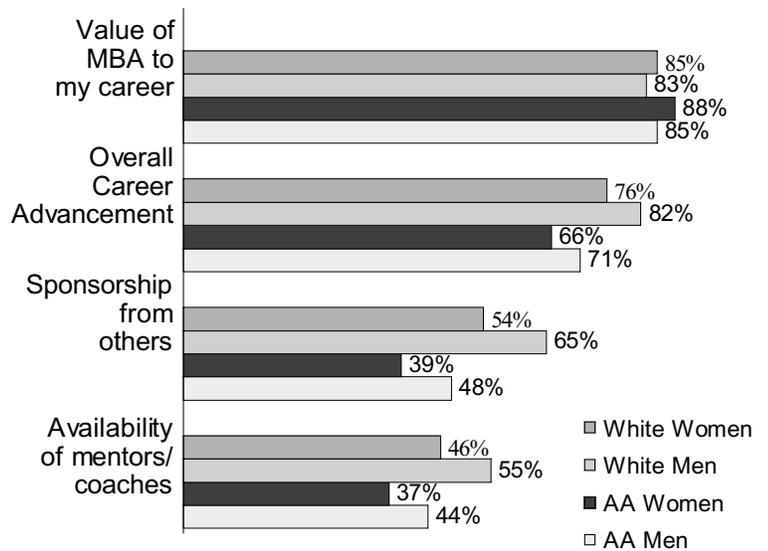
- Gender: 53% women, 47% men
- Race: 75% white, 14% African-American, 11% mixed racial/ethnic groups
- Average Age: 40
- Within 1-3 Reporting Levels of CEO: 60% women; 57% men
- Marital Status: 69% women; 80% men
- Children: 55% women; 66% men
- Primary Wage Earner: 55% women; 89% men
- Spouse employed full-time: 89% women; 39% men

Most MBAs are satisfied with their post-MBA career. Women are less satisfied with certain aspects of their work experience, including the level of support they receive from their employers.

Male and female graduates offer strategies for increasing women’s enrollment in business schools:

- Feature more women business leaders as role models (men: 77%; women: 87%)
- Involve women students and faculty in recruitment (men: 69%; women 71%)
- Hire more women faculty (men 42%; women 63%)
- Increase overall diversity (men 42%; women 57%)
- Evaluate faculty on diversity (men:36% women: 51%)

Career Satisfaction by Race and Gender



RECOMMENDATIONS For Business Schools

- Aggressively recruit women and women faculty
- Highlight the value of a top-tier business school education
- Improve the environment
- Features women executives from diverse backgrounds

RECOMMENDATIONS For Business Organizations

- Identify and aggressively recruit women through personalized recruiting, mentoring, and financial support
- Demonstrate commitment and support of women at the highest levels of leadership in companies
- Improve the inclusivity of business environments and provide structured career support to women

METHODOLOGY

- Written survey of MBA graduates from 12 top business schools (1,684 respondents)
- Four focus groups with a total of 31 undergraduate women with a GPA of 3.5 or above -- not currently majoring in business -- from top-tier schools
- Five focus groups with a total of 35 women graduate students enrolled in public policy, public health, or law school graduate programs.

Women and the MBA: Gateway to Opportunity was sponsored by a consortium of 13 leading companies: BP Amoco plc, The Chase Manhattan Corporation, Citigroup, Cummins Engine, Deloitte & Touche LLP, Eli Lilly, Equity Group Investments, Ford, Kraft Foods, McKinsey & Co., Motorola, Procter & Gamble, and Whirlpool.

The following business schools participated in this survey: Columbia University Graduate School of Business; Dartmouth College, Amos Tuck School; Duke University, The Fuqua School of Business; John E. Anderson Graduate School of Management at UCLA; MIT Sloan School of Management; New York University, Stern School of Business; Stanford Graduate School of Business; University of California at Berkeley, Haas School of Management; University of Chicago Graduate School of Business; The University of Michigan Business School; University of Pennsylvania, Wharton School of Business; and the University of Virginia, The Darden School.