Hello. This is Allison Davis from Stanford Graduate School of Business. You are about to hear a recording of a webinar that MBA Admissions held on November 30, 2011. The topic was Africa. We spoke to three African alumni who are currently living and working in Africa as well as a current second-year student. We’re cutting into the recording as one of our alums, Tayo, is answering the question, “How did your GSB education prepare you for a career in Africa?” So let’s listen in….

Tayo Oviosu:

…classes such as *Managing Growing Enterprises*, where pretty much every day in every class you are thrown into situations where you see real-life companies, I think, learning about how to handle various situations and putting you in the moment in the experiential way that you the GSB teaches has been extremely valuable to me.

I would say probably my biggest personal takeaway, which I think has been very helpful to me in Nigeria, is really GSB’s approach to leadership training and how the school really focuses on you learning about yourself and how you impact other people and how people impact you, and really helping you become a better leader. I think that has been very helpful to me, to bring that
into a place like Nigeria, where I think the approach to leadership traditionally is very different and very authoritarian.

And, then, finally, I think the comment was made earlier about the network and the brand. And, oh my God, in a place like Nigeria where there's very little early-stage capital, I know for a fact that we would not have been able to take the business that we have as far as we've taken it but for the connections that we've had from the GSB and the network.

Allison Davis: Seun is right in the thick of his second year in the curriculum, so I'd be interested in your thoughts of how you think the GSB is preparing you for a career in Africa.

Seun Oloruntimehin: Thanks a lot. I think the way I was taught to approach it is what the GSBers are talking about, the appetite for risk. I think from a perspective of ways, the GSB is very big on making sure that students don't just go down the well-trodden path. And I think going back home, maybe starting a business, working in professional services or working for the government or doing whatever until a reasonably high level of risk they may know their career path.

But just being at the GSB, it's very well encouraged to be able to take and embrace risks both in your career and also in the business world. And I can speak to a few specific instances as well. I think the GSB has done a great job of preparing me. My very first class at the GSB was a strategy class and a case study in that class was the microfinance bank in Kenya. I'm African. I'm from Nigeria. I've never heard of that bank prior to that class. And it led me to researching more into the industry and, frankly, I got to know more about the Kenyan banking industry in the first two hours of my GSB experience than I had in the previous twenty-something odd years I'd lived in my life.

Secondly, a number of other opportunities GSB brings to you: I'm co-chairing at the conference on Africa later this year. The GSB is supporting that both financially and with a lot of organizational support. Also, I'm leading a study
trip to Nigeria and Ghana sometime in March, and the school has also been very supportive of that, backed us up on that.

So I think there are lots of opportunities both in leadership and academically in the classroom that is setting me up well for a career in Africa.

Allison Davis: Wonderful. One person was very interested -- several people, actually -- in your relationship with professors. They wanted to know: how is the relationship when you're a student, or even as an alum, with the faculty? And how are students from Africa treated at the GSB? And, Chinezi, let's start with you.

Chinezi Chijioke: Sure. The first thing – Seun, the question in the house how students are treated by the faculty, maybe, Seun, it would be helpful for you to take given that you're there now.

On the first part, my advice to folks is that is really is what you make of it. The thing that got me most excited about joining the GSB initially was the degree of individualized or personalized response I got from the GSB to my application. I remember the acceptance letter, which came in a folder and had a letter from the Director of Admissions, a very personal letter, responding to my personal aspirations that I'd expressed in my letter and how the GSB might be a good fit and some ideas for me. That was already sort of a first sign that you could have a personalized experience.

And I think that idea carried through in the relationships I've formed. So when I think of sort of a George Foster or a Bill Walsh, who taught us in a sports management course, to Garth Saloner, who is now the Dean -- professors who, if you reach out and you seek to build a relationship be it on the content of the work or frankly beyond that . . .

I remember my corporate finance professor, who became a very good friend as well. I think it is what you make of it. So there is a phenomenal opportunity, there is a good opportunity, to build that relationship. And a couple of those have endured. I think, as with the classmates, some relationships endure with more frequency than others.
But it is really what you choose to make of it. Of course, if you don't reach out and form them then I think they occur less frequently. So I think it's very much about what you choose to make of the relationships. And I've found that important to my experience.

Allison Davis: Wonderful. And in the interest of time, because I want to get to as many questions as possible, I'm not going to have every single one of you answer this question. I'll ask Seun to comment on it as well, since he's currently a student here.

Seun Oloruntimehin: I went to undergrad in Nigeria and I think a big difference coming here is how proactive people expect you to be. It's not taken for granted that the professor is this big authority figure that cannot be approached. We've got this wonderful program called "Take a Professor to Lunch" and you can sign up to meet any of the professors, you set up a time, you have lunch, and there's a program that actually subsidizes the lunch. And I've used that a couple of times and met most of my professors outside of class in a relaxed setting.

And I think that's actually true for a lot of my classmates. So I'll say generally what I've found is the relationships with professors is as cordial and as friendly as you want it to be.

Allison Davis: Wonderful. Did any of you come to Stanford with a partner? And if you did bring a partner or a spouse, how were you able to balance that and manage to involve that person in your hectic GSB schedule? Did anybody bring a partner?

Tayo Oviosu: No, I didn't.

Allison Davis: Okay. Then in that case --

Andreata Muforo: I didn't either.

Allison Davis: Okay. Would anybody have a comment?
Chinezi Chijioke: Should we comment on how we've seen others approach it?

Allison Davis: Yes, if you would comment on your classmates . . .

Chinezi Chijioke: Well, I think there are two bands. I have some classmates where their wives or their significant others at the time were so active in the GSB life that you actually thought of them as a classmate. So the GSB is very welcoming to significant others who participate to the point where there's at least one class, or maybe even more, that is really open to significant others to participate in -- most definitely, a lot of social events, if not all social events, are open. And people are very welcoming.

I do think it is definitely a lot of work and a lot of social activity, so you have to very carefully prepare your significant other -- I think this is true whether it's GSB or anywhere -- for the amount of interaction that you are going to be having with your classmates. And the more you can get them intertwined into that experience, the more I think they will feel a part of it and really bind to the experience with you and grow with you in it.

Allison Davis: Terrific. Thank you.

Tayo Oviosu: And there are a number of classmates who met their spouses at GSB. So for those who aren't coming here with a spouse, many do leave with one.

Allison Davis: And, Tayo, we have had several questions about entrepreneurship and the opportunities there. Could you address that, please?

Tayo Oviosu: Yeah. There's something in the air at Stanford and GSB. I just think it's the school that really gives you this feeling -- and maybe it's just the beautiful environment you're in that -- that the sky is the limit. And at Stanford, you have the added opportunity -- you're right in the heart of Silicon Valley. You have the opportunity to see a lot of startups and to meet a lot of entrepreneurs at social events, in classes, to meet a lot of venture capitalists, and as you do a lot of cases that actually relate to starting companies.
So the GSB is very much -- if you're looking to do something entrepreneurial, I think it's a brilliant place to be, especially with the new programs that are really focused around integrating the business school with the -- we call it the other side of the street, the other programs in the university, whether it's the engineering department, etc.

Particularly now, where the GSB -- I don't know if everyone on the call saw this recent announcement a couple of weeks ago, where the GSB has just landed one of the largest individual donations to any business school to focus on emerging markets and to do a cross-disciplinary focus.

So when you come to entrepreneurship and just the nuts and bolts of how to start a company, there are a lot of classes focused on that and a lot of entrepreneurs who are now professors that you can learn from.

And I got really the ground sort of learning and the foundation learning from the GSB, and I think it really gave me the confidence to go out and start my own business someday.

Allison Davis: Does anyone else want to comment on entrepreneurship?

Andreata Muforo: I think what I'll add is the fact that -- what I would advise incoming students is if you're geared towards entrepreneurship and if you'd like to start a company it'll be a very good idea to come in with an idea, because you'll realize that the two years will go by very, very fast. And the way the Stanford curriculum is tailored if you do have an idea the opportunities are there within classes to work on your business case and your business ideas, so much that even as soon as you get out of Stanford, you'll be able to start your company right away. And you're also getting exposure to a lot of VCs and different funders.

So I would encourage people to start thinking about the idea so that once you get to the GSB you just hit the ground running and you can work on that.

Tayo Oviosu: I agree with that and I'd like to just add that even if you don't have an idea and you know that you want to do something entrepreneurial in the future I would highly encourage you to join up with other people who have ideas.
Even if you end up not going full-time on that idea, just going through the process would be a great learning in and of itself.

Allison Davis: Terrific. One of the many worries that applicants express -- and I got a lot of questions about it -- was having to do with the essays. Can a couple of you comment if you have any advice, just general advice about how to approach the essays?

Chinezi Chijioke: Sure. My strongest piece of advice is if it's compelling to you it's much more likely to be compelling to the admissions committee. And if it's not compelling to you, then it's much less likely to be compelling to them. And by the way, it's a great way for you to test for yourself whether it's the right thing.

I was just having a conversation with a number of my colleagues and associates in the office this weekend at a retreat. And I was reflecting that the Stanford essay was perhaps the best, most powerful essay questions I've ever responded to, the question of matters most to me and why. Thankfully, I took it seriously and really thought about what does matter most to me and why. And it forced me to do a fair amount of reflection to say: what lies beneath my specific aspirations? My aspirations have always been around education in Africa, but why? Why are those my aspirations? What does it mean to me? What are the experiences that have left me most fulfilled in life?

And by doing that, what it really allowed me to do was both go to Stanford with a sense of purpose but also allowed me to filter and understand and see opportunities, judge opportunities, on the basis of what to respond to and lead me towards that which is most important to me. And instead of just saying, okay, I'm fixated on a specific type of job or type of particular move, I could evaluate the opportunities based on: does this help move me towards that which is most important to me?

So I think it can be incredibly powerful and incredibly valuable an exercise, whether or not you end up attending business school, if you really take it seriously and do some authentic reflection and then respond to them with that authenticity.
Allison Davis: Great. Thank you.

Andreata Muforo: I'd like to add something as well. One of the most insightful pieces of advice, I thought, that an alum gave me when I was applying -- he told me that when you're looking at your essays as a package make sure they have what he called LEGS. So for the L make sure that you reflect your leadership experience with the context of the essay questions. And then the E is entrepreneurship. And that doesn't necessarily mean you have to have started a company, but what that means is that you have that mindset around innovation and coming up with new solutions to different challenges that you face in your life or at your workplace. And then the G is for global exposure, so just showing how you as a person are aware of other cultures and other countries within the global context. And then the S is social impact: what are some of the things that you've done to impact your community and to impact society?

Allison Davis: Thank you.

Tayo Oviosu: Let me just add one piece of feedback to that. I think I tend to lean towards the way Chinezi described it, and I actually tell people that I don't think there's a formula for the Stanford essays, except for being brutally honest to yourself, especially on that question of what matters most and why.

The other thing I would say is don't be verbose. Every single word and every sentence you write should have a purpose. The folks reading the applications are reading tons of applications. They spend ten minutes on yours, so get to the point. Don't try to set up -- I know we Nigerians particularly like to set up a story. Don't set it up; just tell them what it is you want to tell them and be very purposeful about it.

Allison Davis: Wonderful. Thank you. Seun?

Seun Oloruntimewhin: I've recently gone through this experience and it's still fresh in my mind. I'd say my own most important aspect to me is the great deal of introspection you have to do in getting those essays out. And I think the process of
applying and writing those essays in and of itself is a really, really, really helpful opportunity for you to grow through because most other days you get out of your house, have a task in front of you, have a goal in front of you and you just execute on that.

But I think if you take the essay writing process not as a way to demonstrate your writing skills or all sorts of things but as a way to actually take a step back from the clutter in your life and say: as a true essence, what do I really, really believe in? What do I want to do? All the things I've done: what are the underlying trends that run through everything? I think that adds certainly to the challenges of just rushing to start writing up an essay, but I've found that the process of writing the essay is probably ninety-five percent introspection and probably five percent just actually putting that to paper -- of course, in a non-verbose way.

Allison Davis: Wonderful. Thank you all.

We're coming up on thirty minutes and I'm going to end by asking each of you to just share any advice you have about anything -- thinking about business school, preparing for business school, career advice, etc. One person asked an interesting question about after you graduated: how did you decide to say in the U.S. versus relocating? I thought that was an interesting question.

So any bit of advice about anything -- a pearl of wisdom from each of you. And I'm going to start with Seun.

Seun Oloruntimehin: I'll start by saying as you are going through this process to look at it as more like: I'm doing myself a favor. I want to learn some things about myself and know what I am, and try as much as possible not to be anxious about the process. Things have a way of working out if you walk out towards them.

Allison Davis: Wonderful. Thank you. Tayo?

Tayo Oviosu: I'll just address the question of staying in the U.S. or relocating. It's very different for everyone, but I certainly know when I was in business school
thought very strongly about moving back to Nigeria. And the advice I got at the time was to actually stay and get more experience in the U.S. And I think that was really good advice for me.

So everyone is in a different place, but I would really encourage you to work your summer in the U.S. or somewhere, gain experience and learn the right way to do things in companies then. Now, some of you might already have that experience, which then may lead to you wanting to do a summer on the continent. But don't actually think that doing a summer on the continent is the best way to come back to Africa, because I think it's better to come back with skills and experience and expertise than to be learning it as you go if you come back.

But you will keep your ties... I would also just advise that the one year in business school is the best calling card you can ever use, especially at Stanford. Because the class sizes are so small, alumni respond to you all the time.

When I was trying to decide whether to move back to the continent or to do private equity in New York for the summer, I called so many alums and they had breakfast with me and met me -- didn't know me before. In fact I think the one testament to that for us in our company is that our largest individual shareholder today happens to be a HBS alum. We met him through the Stanford network, and I feel very confident that it would have been actually harder to reach him through the HBS network.

So definitely use that calling card. Reach out to people. People love to talk about themselves and you get to meet some very interesting people along the way.

Allison Davis: All right. Chinezi, I just had an interesting question come in that I'm going to ask you to answer. This person's passion is education and they want to make an impact in education through government rather than through entrepreneurial work, so they're wondering if Stanford encourages public sector work. And if so, how does Stanford do that?
Chinezi Chijioke: I think it's a great question. And to the previous question of moving back, I'm much straightforward than I think Tayo is, so it's much more clear in my mind that: yes, move back. I think there's so much happening on the continent right now. Many of you probably know that and are experiencing that. Tayo is right, that individual circumstances vary. But by and large, I actually think it's a phenomenal time to be here and work here.

Beyond that, first, to whomever asked that question, I would be happy to actually personally speak with you a little bit if that's helpful. Maybe you can reach out to Allison in some way and, Allison, I'd be very happy to speak to that person individually because I think I could be potentially helpful to them.

But beyond that, beyond doing the Masters in Education I also did a Certificate of Public Management at Stanford. I think there's encouragement at Stanford for you to pursue your passion, irrespective of what it is. It starts with the essay that asks you what's most important to you and why because that's to help you find direction towards what's most important and towards your passion. And then that entrepreneurial spirit that others spoke about in the context of business entrepreneurship I think goes straight throughout. So whether it is the environment, you really care about the environment and you actually like to build a career of impact there, whether it's education or public service and other forms, I think there is tremendous encouragement there. And I know there's now a joint degree in, I believe, in public management and in business at Stanford.

So I absolutely think there is encouragement for that. And for whomever asked that question, I think that's a phenomenal aspiration. I hope you'll do it. And if you need help, please reach out to me. I'd love to help you.

Allison Davis: Thank you. Andreata, you have the last word.

Andreata Muforo: I think my final words will basically be the fact that I think going to business school was the best decision I've ever made in my life in terms of my career and just self-development. It's an opportunity, so I congratulate you guys for starting the process and I hope you'll be able to follow through. It's a great opportunity to restart your life, to pursue your passion, and what you walk
away with from Stanford if you end up going to Stanford are some soft skills as well as some hard skills that you'll use for the rest of your life.

You will take away a lot of self-awareness in regards to leadership and management, and then a lot of global exposure as well from your classmates and the many activities that are available at Stanford in terms of global study trips or case studies or G MIX’s or what have you.

So good luck with the process, and I wish you the best.

Allison Davis: I keep getting these phenomenal questions coming in, so if any of you can stay another two minutes I'd like you to address them. This is a terrific question from Kingsley: what are some of the most exciting opportunities emerging on the continent that you now have access to that you may not have had without your GSB experience? Tayo, maybe you want to take that one.

Tayo Oviosu: Well, I think one of the most exciting opportunities -- and I'm very biased -- is really the impact that mobile telephony is having on the African continent, and particularly the opportunity it gives to deliver financial services.

There are a lot of opportunities. I think what excites me -- I know more about Nigeria and what excites me about Nigeria is the growing middle class and the fact that there are so many different areas where you can have impact. In our case, I'm very confident that without my experience at the GSB we'd find it extremely difficult to build the business that we're building, which is a very large opportunity. I know the GSB has really helped us to do that, and on a day-to-day basis I use a lot of skills I learned from the GSB.

So in terms of opportunities on the continent I think financial services is a big one that I know of very well. Education -- I've heard Chinezi speak at a number of conferences and this is just a huge problem, finding good talent. If you look at health care, there are a lot of issues there.
Really, I think it's about you finding your passion and what would drive you. And there are a lot of ways to make an impact across different countries as you go.

Allison Davis: Great. Thank you all very much. Through the miracle of technology here, we're bringing together so many people from all over the world, all over the continent, to be able to speak to each other today.

I'm going to let our alumni take off and I'm going to stay on and spend about fifteen minutes answering admissions questions. So, attendees, if you're interested in admissions questions, please stay with me and I'll wish Chinezi and Andreata and Seun and Tayo a big thank-you and good evening.

Tayo Oviosu: Thank you very much, Allison, for hosting this. And good luck to everyone. As Chinezi offered, if you want to reach out to us I know we're all happy to help out.

Allison Davis: Thank you so much. That's the Stanford spirit. You're seeing it in action here.

All right. I'm going to switch gears and talk pretty quickly, because I want to get through as many of the questions as I can. And I'm answering questions that I got most frequently. I did get one question that just came in about interviews. For those of you who applied in round one, interview invitations are still going out and they will go out until pretty close to the notification date.

I'm going to start with questions about academics. There were several questions about: I have a certain degree. I have a degree in accounting; am I qualified to study economics? I don't have an undergraduate degree; am I qualified to apply? I have a diploma in accounting from a certification in Nigeria; can I apply? Will someone from a school in Africa that is not well-known be at a disadvantage?

In general, in terms of academic background, we take students from all over the world, from a very wide variety of academic institutions. We're more
interested in how you did with the opportunities that were available to you than the name of the school. How rigorous were the courses that you sought out and how well did you do?

Strictly speaking, you don't actually need an undergraduate degree to apply here and we have on occasion had students in the program who did not finish university. And again, as you'd imagine, the circumstances were unique and the applicant otherwise was a very, very, very strong applicant.

Another question about the application fee: can it be waived? We do waive the application fee only for people who are currently in university and who have financial need. And you can write us an e-mail and if you're in the U.S. we actually need to see a letter of financial aid that you're receiving from your university, and then you can ask for a fee waiver.

A question about how often people go into the nonprofit sector after graduation: if you go to our Web site and look under recruiters and companies, if you go under the career management center you can pull up a lot of statistics on the placements. We do have a lot of people who come from nonprofit and government sectors and some are going to return and some are changing careers. We have people coming from the private sector who then end up going into government and nonprofit. Our public management program does attract a lot of people who are interested in nonprofit and government work and we do have a loan program.

So here under MBA Home Career Opportunities Positions and Compensation, if you go under Employment Report you'll be able to see the percentage by year that go into government and nonprofit. And it can vary from five to ten percent. It depends on the year.

Also, I'll point out to you that we have a loan forgiveness program. The school is so committed to our graduates going into nonprofit and public service that there's a loan program that will pick up your loan payment if you were to take a job in the public sector.
Someone asking about deferrals: if you were admitted and some unforeseen circumstance occurred, could you be deferred? We do grant deferrals, and those are only if there is some kind of medical or family crisis. We do not give deferrals because someone got an interesting job opportunity or promotion, only for serious personal situations. If you are applying as a college senior in university and you're admitted as a college senior, you do have the option to defer. You can come immediately or you can defer one or two years. But the college senior is the only person who can defer in those kinds of circumstances.

Questions about joint degrees and how that works: Stanford has a lot of flexibility in our program and we strongly encourage people to look at a second degree. You're on the campus of a world-renowned university with tremendous degree programs here, so it is quite easy to add another degree.

The way the second degree works is it depends on the program. If you look here under Academic and Joint Dual Degree Programs, you'll see the different programs listed here. In some cases, you apply at the same time as you're applying for the MBA. In other cases, you can apply as a first-year student. Depending on the program, you may need to be here beyond six quarters, which is what it takes you to do the MBA. So you may need to be here an extra quarter, an extra two quarters or an extra year, depending on the program.

Lots of questions about financial aid: here under the Financial Aid section you will see a list of the tuition and the expenses. This entire amount -- for example, if you're single and you're planning to live on campus, the total cost of $87,000 a year is what is used in terms of determining financial aid. So we do offer financial aid for all students, including international students. And the way it works is after you're admitted you start working with our financial aid office, and they will look at any resources you have that could contribute to this total here. If you have no resources at all, this is considered your total need, $87,000 if you're single and living on campus, and you are given a financial aid package that will fulfill your entire need. If you can contribute some to this cost -- maybe you have savings of $5,000 -- then your need is considered $82,000, for example.
And the financial aid package is made up of scholarship money that you do not have to pay back and loans. So it is a combination of both. With really only one exception, there are no full-tuition scholarships here at Stanford. If you look here under Fellowship and Scholarship, there is this Bonini scholar program that is a full-tuition scholarship. And, by the way, we are doing a Webinar on this program on December 8th if you want to learn more about that. And this is a full-tuition scholarship, but other than that your financial aid package is going to be a combination of loans and scholarships.

The loans do not need to be paid back until you graduate. And of course, graduating from Stanford you will be getting a job that is very well-paying, so you should have no problem repaying those loans.

And there are some large consulting firms and investment banks, as you may know, that if they hire you they will actually pick up your loan payment.

Someone is asking about whether the diversity scholarship is open to international students as well. Yes, it is. Anyone can apply to the diversity scholarship that I was just showing, the Charles P. Bonini scholarship.

And the admission has nothing to do with your finances. We don't know. We don't care. We're not interested in your financial circumstances when we evaluate your application. The financial aid takes place after you're admitted, and the school does the best that it can to make sure that every student that we admit can attend.

Some questions about working: our financial aid is set up so that you should not need to work. This is a very intense academic program. There's a lot to do outside of the classroom, and so we don't want anyone having to work to support themselves. And the financial aid is also based on if you have dependents, so it will take that into account. So you should not be working.

There are, of course, sometimes situations where students are interested for career purposes and they might want to do a project for a company to get some career experience. And almost all students do work between their first
and second year in the summer, and as current MBA students they typically do earn a very good salary during that summer.

You can also look at salaries here under these employment reports, here under Positions and Compensation. They go back a few years. You can also read about summer salaries as well as full-time salaries after you graduate.

Interviews: we do have interviewers all over the world, including in Africa. So if you are invited to interview, you almost always would be interviewing with a local alumnus who lives or works somewhere near you. Depending on where you are in Africa, you might need to fly to a neighboring country. If there is truly no possibility of getting you an in-person interview, we will do an interview by phone either with an alum or with the admissions staff. But everyone that we admit we do interview.

Someone was asking about PhD scholarships. If you are looking at our doctoral program, the doctoral students do get a full-tuition grant and living expenses for the time that they're in the PhD program.

A few questions about recommendations: can someone use a previous supervisor as the supervisor recommendation? Yes, you can. If the circumstances are such that you're not asking your current supervisor for a recommendation, you can get a previous supervisor.

A question about rolling admissions: we don't do rolling admissions. We have three application deadlines and the deadlines are listed here on our Web site.

Several questions about test scores and how important they are: is a low test score going to hurt you? First, let me address GMAT and GRE. You will notice in our class profile right here that we do have a very wide range of GMAT scores in the class. So as a selective school, of course our applicant pool is very strong and we do see many, many scores in the 600s and 700s. But there is no arbitrary minimum score of GRE or GMAT, and we do typically see scores in our class into the 500s each year.
The GMAT or GRE is just one element of your academic profile. Your undergraduate record counts very heavily, so if you do have a lower GMAT or GRE but you have a very strong academic record one can offset the other.

In terms of TOEFL, the TOEFL is only required if you are an international student and at the university you went to the language was a language other than English. A few of you said you went to schools where the language of instruction was English, even though the school was in a non-English-speaking country. In that case, you do not need to take the TOEFL or any of the English-language tests. You have a choice of three here: TOEFL, IELTS or PTE. And you have a choice of which one. And here are some examples of different situations where the TOEFL would be waived, so you can take a look at that.

There is a minimum score for the English-language test because we do need you to be fluent in English before you come, so if you're taking the TOEFL you'll see here the minimum requirements for the TOEFL, for the IELTS and for the PTE.

In terms of visas, yes, if you are admitted we will work with you. And Stanford issues the I20, which is then used to get your student visa. And if you are married your spouse would come in on a student-spouse visa. The student has an F-1 visa and the spouse has an F-2 visa, and we will work with you on that and make sure that it gets issued in time for you to be here by the time school starts.

A couple of questions about work experience, how we view work coming from perhaps a smaller or lesser-known organization: the diversity in our class, what makes the learning experience here so rich, is that we do have people from very different backgrounds, from different countries, different personal circumstances, private companies, multinationals, arts organizations, small NGOs, etc. And so that is all part of the rich mix of students here.
So, again, the name of your organization and the size of it are not important. It's really what you've done there and the impact that you've had that we're looking at.

Someone else is asking if there's a certain amount of experience that would be too much to come to an MBA program, if there is any kind of limit. Again, if you've looked at our class profile you'll see that we have students -- and of course it varies from year to year -- come straight out of university with no work experience and we have students with almost twenty years of experience. So I think it really depends on you and what you're looking for and the opportunity for your particular situation in terms of when you would want to come. But the more experience that you have, that adds to the learning of your fellow students and adds to the richness of the class so we would see that as a positive.

And again, someone else is asking about if you don't have work experience: can you be admitted? Absolutely. We'll look at other kinds of leadership experience that you may have shown in the community or in university.

So we really need to wrap up at this point, but I hope that you have found this session helpful and I thank you all very, very much for your time and attention, wish you the best of luck and hope to see some of you in the class in the next few years. If you have any questions that you didn't get answered, right here under Contact Us is our phone number. We're open 8:00-4:00 Pacific Time. You also can always ask a question here via our Web site and we'll do the best to answer all questions within 24-48 hours.

So good luck and goodnight and goodbye.

[End of Webinar]