

# **Alumni Perspectives Survey**

**April 2009**

**Comprehensive Data Report**

The *Alumni Perspectives Survey* is a product of the Graduate Management Admission Council® (GMAC®), a global nonprofit education organization of leading graduate business schools and the owner of the Graduate Management Admission Test® (GMAT®). The GMAT® exam is a critical part of the admissions process for more than 4,600 graduate management programs around the world. GMAC® is dedicated to creating access to and disseminating information about graduate management education; these schools and others rely on the Council as the premier provider of reliable data about the graduate management education industry.

## Introduction

The *Alumni Perspectives Surveys* are biannual follow-up studies of past participants in the *Global Management Education Graduate Survey*, formerly known as the *Global MBA<sup>®</sup> Graduate Survey*. Each year, about three-quarters of the graduate management students who respond to the *Global Management Education Graduate Survey* express interest in participating in longitudinal studies tracking their career decisions and job satisfaction.

The research objectives of the *Alumni Perspectives Survey* are to:

- Understand first and/or current job characteristics
- Track changes in responsibility, promotions, and salary
- Assess the performance of graduate management education
- Monitor the educational needs of alumni

The April 2009 study included alumni from the classes of 2000 to 2008. Refer to the “Methodology” section of this report for response rates and sample characteristics. The demographic characteristics of respondents to this survey reflect the sample of *Global Management Education Graduate Survey* respondents in terms of program type, gender, age at the time of graduation, country of citizenship, and race (for US respondents). This report presents overall findings as well as significant findings from the study by graduation year, program type, gender, citizenship, and US subgroup. Some comparisons involving alumni from different graduating classes are based on earlier studies.

The results of this survey do not necessarily reflect a representative sample of the universe of graduate business alumni. Rather, these findings reflect responses from a broad cross-section of alumni who participated in previous *Global Management Education Graduate Surveys* and expressed a willingness to participate in future follow-up studies. Due to this limitation, the results of this research study should not be used to generalize about the graduate business alumni population, but can be viewed instead as a reflection of the sample frame under consideration.

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## I. The Value of Education

### Key Findings

- Alumni highly value their graduate business education. More than 80 percent of alumni rated the value of their education as good, excellent, or outstanding, regardless of program type, graduation year, geographic location, and demographic characteristics.
- Their fellow students, faculty, and curriculum were the primary sources of value that alumni derived from their graduate management education.
- Consistently, alumni were very satisfied that their degree was rewarding personally, professionally, and financially. The more time that had elapsed since graduation, the more likely alumni were satisfied their degree was financially rewarding.
- Knowing what they do now, more than 90 percent of alumni would still have pursued their graduate business degree, regardless of program type, graduation year, geographic location, or demographic characteristics.
- The vast majority of alumni would recommend their graduate business school to others who seek a graduate management education.
- Three out of four alumni stated that the return on their investment in a graduate management education has met or exceeded their expectations.

### Overall Value of Graduate Business Degree

Respondents were asked, "How would you rate the overall value of your graduate business degree when you compare its total monetary cost (tuition, etc.) to the career opportunities you have received as a result of obtaining it?"

**Overall Value of a Graduate Business Degree**

Response	Percentage
Outstanding	26%
Excellent	39%
Good	24%
Fair	7%
Poor	3%
	100%
Total	N=3719

**Overall Value, by Program Type\***

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Outstanding	30%	15%	29%	11%
Excellent	39%	38%	39%	44%
Good	21%	32%	20%	37%
Fair	6%	11%	7%	7%
Poor	3%	3%	5%	0%
	100%	100%	100%	100%
Total	N=2465	N=913	N=257	N=54

\*Chi-squared; p < .05.

**Overall Value, by Graduation Year\***

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Outstanding	37%	28%	28%	29%	27%	29%	26%	25%	23%
Excellent	39%	46%	36%	43%	45%	37%	39%	39%	37%
Good	19%	19%	26%	22%	20%	25%	25%	24%	28%
Fair	2%	6%	4%	6%	5%	7%	7%	7%	9%
Poor	2%	1%	6%	0%	4%	1%	3%	5%	4%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=122	N=188	N=157	N=210	N=414	N=503	N=596	N=593	N=925

\*Chi-squared; p < .05.

**Overall Value, by Gender\***

Response	Gender	
	Male	Female
Outstanding	30%	18%
Excellent	39%	41%
Good	22%	30%
Fair	7%	8%
Poor	3%	3%
	100%	100%
Total	N=2617	N=1091

\*Chi-squared; p < .05.

**Overall Value, by Age\***

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Outstanding	25%	28%	22%
Excellent	39%	40%	38%
Good	27%	22%	26%
Fair	7%	7%	8%
Poor	2%	3%	6%
	100%	100%	100%
Total	N=971	N=2043	N=693

\*Chi-squared; p < .05.

**Overall Value, by Citizenship**

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Outstanding	23%	27%	26%	19%	27%	31%
Excellent	39%	39%	35%	51%	41%	31%
Good	24%	25%	27%	18%	23%	28%
Fair	10%	7%	8%	8%	6%	7%
Poor	4%	3%	4%	4%	3%	4%
	100%	100%	100%	100%	100%	100%
Total	N=396	N=2479	N=219	N=142	N=397	N=72

No statistical differences found.

**Overall Value, by School Location**

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Outstanding	27%	25%	24%	21%	23%
Excellent	40%	33%	40%	37%	35%
Good	24%	27%	25%	26%	28%
Fair	7%	9%	7%	13%	7%
Poor	3%	6%	4%	3%	7%
	100%	100%	100%	100%	100%
Total	N=2894	N=247	N=374	N=109	N=57

No statistical differences found.



### Overall Value, by US Subgroups

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Outstanding	26%	31%	30%
Excellent	39%	37%	39%
Good	25%	22%	24%
Fair	7%	6%	4%
Poor	3%	4%	2%
	100%	100%	100%
Total	N=1969	N=190	N=184

No statistical differences found.

Respondents were asked “Would you say that your impression about the value of your graduate business education increased, decreased, or remained the same since completing your degree program?”

### Changing Impression of Value of a Graduate Business Education

Response	Percentage
Greatly increased	12%
Increased	37%
Remained the same	39%
Decreased	11%
Greatly decreased	1%
	100%
Total	N=3719

### Changing Impression of Value of a Graduate Business Education, by Program Type\*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Greatly increased	13%	7%	16%	15%
Increased	38%	35%	37%	33%
Remained the same	38%	44%	35%	41%
Decreased	11%	13%	10%	11%
Greatly decreased	1%	2%	2%	0%
Total	100%	100%	100%	100%
	N=2465	N=913	N=257	N=54

\*Chi-squared; p < .05.

### Changing Impression of Value of a Graduate Business Education, by Graduation Year\*

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Greatly increased	11%	13%	11%	11%	12%	11%	12%	11%	11%
Increased	39%	36%	33%	42%	39%	39%	36%	36%	35%
Remained the same	39%	38%	41%	34%	37%	37%	40%	39%	40%
Decreased	9%	12%	12%	12%	9%	12%	11%	12%	12%
Greatly decreased	2%	1%	3%	0%	2%	1%	1%	2%	2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%
	N=122	N=188	N=157	N=210	N=414	N=503	N=596	N=593	N=925

\*Chi-squared; p < .05.

### Changing Impression of Value of a Graduate Business Education, by Gender\*

Response	Gender	
	Male	Female
Greatly increased	14%	6%
Increased	38%	34%
Remained the same	36%	45%
Decreased	10%	13%
Greatly decreased	2%	1%
Total	100%	100%
	N=2617	N=1091

\*Chi-squared; p < .05.

### Changing Impression of Value of a Graduate Business Education, by Age\*

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Greatly increased	11%	11%	12%
Increased	34%	39%	35%
Remained the same	41%	38%	39%
Decreased	12%	11%	12%
Greatly decreased	1%	1%	3%
	100%	100%	100%
Total	N=971	N=2043	N=693

\*Chi-squared; p < .05.

### Changing Impression of Value of a Graduate Business Education, by Citizenship\*

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Greatly increased	17%	10%	11%	13%	15%	19%
Increased	41%	35%	33%	45%	44%	35%
Remained the same	32%	42%	44%	30%	30%	39%
Decreased	9%	12%	11%	9%	10%	7%
Greatly decreased	1%	2%	2%	2%	1%	0%
	100%	100%	100%	100%	100%	100%
Total	N=396	N=2479	N=219	N=142	N=397	N=72

\*Chi-squared; p < .05.

**Changing Impression of Value of a Graduate Business Education, by School Location\***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Greatly increased	11%	11%	15%	16%	19%
Increased	36%	33%	42%	50%	37%
Remained the same	40%	42%	34%	26%	33%
Decreased	12%	12%	8%	6%	11%
Greatly decreased	1%	2%	1%	2%	0%
	100%	100%	100%	100%	100%
Total	N=2894	N=247	N=374	N=109	N=57

\*Chi-squared; p < .05.

**Changing Impression of Value of a Graduate Business Education, by US Subgroups\***

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Greatly increased	9%	12%	16%
Increased	35%	34%	38%
Remained the same	42%	39%	36%
Decreased	13%	12%	8%
Greatly decreased	1%	3%	2%
	100%	100%	100%
Total	N=1969	N=190	N=184

\*Chi-squared; p < .05.

## Sources of Value

Respondents were asked to “Rate the level of value you received from each of the following sources during your graduate business education”.

### Level of Value Received From Various Sources During Graduate Business Education

Sources	Extremely valuable	Very valuable	Somewhat valuable	Not very valuable	Not at all valuable	Not applicable	Total
Fellow students	38%	37%	19%	4%	1%	1%	N=3719
Faculty	35%	42%	19%	3%	1%	1%	N=3719
Curriculum	27%	48%	21%	3%	1%	1%	N=3719
Internships/work projects	23%	24%	16%	6%	3%	27%	N=3719
Symposiums and guest speakers	18%	33%	32%	8%	3%	6%	N=3719
Academic/case competitions	16%	29%	22%	7%	3%	22%	N=3719
Student activities and clubs	15%	23%	27%	13%	5%	17%	N=3719
Study abroad program	15%	12%	7%	3%	2%	61%	N=3719
Leadership program	14%	23%	21%	8%	3%	31%	N=3719
Career services	11%	20%	28%	17%	13%	12%	N=3719
Student services	8%	21%	35%	15%	7%	14%	N=3719
Mentor program	6%	11%	17%	12%	7%	48%	N=3719

### Level of Value Received From Various Sources During Graduate Business Education, by Program Type (Mean Scores)

Sources		Program Type			
		Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Faculty*	Mean	4.1	3.9	4.2	4.3
	Standard Error	.02	.03	.06	.12
	Valid N	N=2265	N=828	N=236	N=51
Student services*	Mean	3.2	2.8	3.1	3.2
	Standard Error	.02	.04	.09	.19
	Valid N	N=2085	N=602	N=178	N=45
Career services*	Mean	3.1	2.7	2.7	3.0
	Standard Error	.03	.05	.09	.23
	Valid N	N=2198	N=610	N=164	N=40

**Level of Value Received From Various Sources During Graduate Business Education,  
by Program Type (Mean Scores)**

Sources	Program Type				
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs	
Fellow students*	Mean	4.1	3.9	4.3	4.0
	Standard Error	.02	.03	.06	.13
	Valid N	N=2251	N=824	N=235	N=50
Curriculum*	Mean	4.0	3.8	4.1	4.0
	Standard Error	.02	.03	.05	.14
	Valid N	N=2263	N=832	N=235	N=51
Student activities and clubs*	Mean	3.5	2.8	2.8	3.6
	Standard Error	.02	.05	.10	.18
	Valid N	N=2132	N=501	N=151	N=38
Symposiums and guest speakers*	Mean	3.6	3.4	3.7	3.7
	Standard Error	.02	.04	.07	.16
	Valid N	N=2219	N=715	N=227	N=43
Internships/work projects*	Mean	3.9	3.1	3.2	3.7
	Standard Error	.02	.06	.12	.20
	Valid N	N=2024	N=326	N=114	N=31
Study abroad program*	Mean	4.0	3.6	4.0	3.9
	Standard Error	.04	.08	.09	.44
	Valid N	N=910	N=246	N=158	N=14
Academic/case competitions*	Mean	3.7	3.5	3.7	3.7
	Standard Error	.02	.05	.08	.21
	Valid N	N=1885	N=546	N=175	N=35
Leadership program*	Mean	3.6	3.4	3.7	3.5
	Standard Error	.03	.05	.08	.22
	Valid N	N=1702	N=441	N=177	N=32
Mentor program*	Mean	3.0	2.7	2.7	3.7
	Standard Error	.03	.07	.12	.32
	Valid N	N=1385	N=257	N=109	N=19

Scale: 1 = not at all valuable to 5 = extremely valuable; not applicable excluded.

\*ANOVA; p < .05.

**Level of Value Received From Various Sources During Graduate Business Education,  
by Graduation Year (Mean Scores)**

Sources		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
Faculty	Mean	4.1	4.0	4.1	4.2	4.0	4.1	4.0	4.1	4.1
	Standard Error	.08	.06	.07	.06	.04	.04	.04	.04	.03
	Valid N	N=112	N=168	N=147	N=194	N=375	N=460	N=554	N=549	N=838
Student services	Mean	3.2	3.0	3.1	3.2	3.1	3.1	3.1	3.1	3.1
	Standard Error	.10	.09	.08	.08	.06	.05	.05	.05	.04
	Valid N	N=98	N=143	N=123	N=173	N=324	N=398	N=477	N=481	N=707
Career services	Mean	3.2	3.1	3.0	3.1	2.9	3.0	3.0	3.0	3.0
	Standard Error	.12	.09	.10	.08	.07	.06	.06	.06	.05
	Valid N	N=108	N=152	N=135	N=185	N=332	N=408	N=493	N=495	N=717
Fellow students	Mean	4.1	4.1	4.0	4.0	4.0	4.1	4.0	4.1	4.1
	Standard Error	.09	.07	.08	.07	.05	.04	.04	.04	.03
	Valid N	N=111	N=167	N=145	N=192	N=372	N=459	N=554	N=546	N=830
Curriculum	Mean	4.1	3.9	4.0	4.1	4.0	4.0	3.9	3.9	4.0
	Standard Error	.08	.06	.06	.06	.04	.04	.04	.03	.03
	Valid N	N=112	N=168	N=146	N=193	N=377	N=462	N=556	N=547	N=837
Student activities and clubs	Mean	3.3	3.3	3.3	3.6	3.4	3.3	3.3	3.3	3.3
	Standard Error	.10	.09	.09	.08	.06	.06	.06	.05	.05
	Valid N	N=102	N=145	N=115	N=175	N=320	N=383	N=461	N=463	N=668
Symposiums and guest speakers	Mean	3.4	3.5	3.4	3.7	3.6	3.7	3.6	3.6	3.6
	Standard Error	.10	.07	.08	.07	.05	.05	.04	.04	.03
	Valid N	N=111	N=159	N=134	N=188	N=360	N=439	N=523	N=529	N=776
Internships/work projects	Mean	3.7	3.7	3.8	3.7	3.7	3.8	3.7	3.9	3.9
	Standard Error	.11	.09	.10	.08	.06	.06	.06	.05	.05
	Valid N	N=101	N=139	N=117	N=163	N=295	N=332	N=406	N=398	N=554
Study abroad program	Mean	3.9	3.7	4.1	3.8	3.9	4.0	3.8	3.9	3.9
	Standard Error	.15	.14	.17	.14	.10	.08	.08	.08	.06
	Valid N	N=47	N=62	N=46	N=64	N=123	N=184	N=229	N=227	N=352
Academic/case competitions	Mean	3.5	3.5	3.4	3.6	3.7	3.6	3.6	3.7	3.6
	Standard Error	.11	.08	.10	.08	.06	.05	.05	.05	.04
	Valid N	N=87	N=140	N=114	N=162	N=300	N=345	N=435	N=437	N=631

**Level of Value Received From Various Sources During Graduate Business Education, by Graduation Year (Mean Scores)**

Sources		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
Leadership program	Mean	3.5	3.5	3.4	3.6	3.5	3.5	3.5	3.6	3.5
	Standard Error	.12	.08	.10	.08	.07	.06	.06	.05	.05
	Valid N	N=80	N=115	N=102	N=142	N=272	N=329	N=394	N=384	N=546
Mentor program	Mean	2.8	2.8	2.8	3.0	3.0	2.9	2.9	3.0	2.9
	Standard Error	.15	.12	.13	.11	.08	.08	.07	.07	.06
	Valid N	N=58	N=78	N=69	N=109	N=200	N=244	N=308	N=275	N=437

Scale: 1 = not at all valuable to 5 = extremely valuable; not applicable excluded.  
 No statistical differences found.

**Level of Value Received From Various Sources During Graduate Business Education, by Gender (Mean Scores)**

Sources		Gender	
		Male	Female
Faculty*	Mean	4.1	4.0
	Standard Error	.02	.03
	Valid N	N=2413	N=984
Student services	Mean	3.1	3.0
	Standard Error	.02	.04
	Valid N	N=2105	N=819
Career services*	Mean	3.0	2.9
	Standard Error	.03	.04
	Valid N	N=2158	N=867
Fellow students	Mean	4.1	4.0
	Standard Error	.02	.03
	Valid N	N=2399	N=977
Curriculum*	Mean	4.0	3.9
	Standard Error	.02	.03
	Valid N	N=2411	N=987
Student activities and clubs	Mean	3.3	3.4
	Standard Error	.02	.04
	Valid N	N=2057	N=775



**Level of Value Received From Various Sources During Graduate Business Education, by Gender (Mean Scores)**

Sources		Gender	
		Male	Female
Symposiums and guest speakers*	Mean	3.6	3.5
	Standard Error	.02	.03
	Valid N	N=2309	N=910
Internships/work projects	Mean	3.8	3.8
	Standard Error	.03	.04
	Valid N	N=1792	N=713
Study abroad program	Mean	3.9	4.0
	Standard Error	.04	.06
	Valid N	N=988	N=346
Academic/case competitions*	Mean	3.6	3.5
	Standard Error	.02	.04
	Valid N	N=1960	N=691
Leadership program	Mean	3.5	3.5
	Standard Error	.03	.05
	Valid N	N=1754	N=610
Mentor program	Mean	2.9	2.9
	Standard Error	.03	.06
	Valid N	N=1338	N=440

Scale: 1 = not at all valuable to 5 = extremely valuable; not applicable excluded.

\*t-test; p < .05.

**Level of Value Received From Various Sources During Graduate Business Education, by Age (Mean Scores)**

Sources		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
Faculty	Mean	4.1	4.1	4.1
	Standard Error	.03	.02	.03
	Valid N	N=885	N=1878	N=633
Student services*	Mean	3.2	3.1	3.0
	Standard Error	.04	.03	.05
	Valid N	N=785	N=1645	N=493

**Level of Value Received From Various Sources During Graduate Business Education, by Age (Mean Scores)**

Sources		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
Career services*	Mean	3.1	3.0	2.8
	Standard Error	.04	.03	.05
	Valid N	N=814	N=1714	N=496
Fellow students*	Mean	4.1	4.1	3.9
	Standard Error	.03	.02	.04
	Valid N	N=877	N=1866	N=632
Curriculum	Mean	3.9	4.0	4.0
	Standard Error	.03	.02	.03
	Valid N	N=883	N=1878	N=636
Student activities and clubs*	Mean	3.4	3.4	2.9
	Standard Error	.04	.03	.05
	Valid N	N=764	N=1629	N=438
Symposiums and guest speakers*	Mean	3.5	3.6	3.6
	Standard Error	.03	.02	.04
	Valid N	N=836	N=1799	N=583
Internships/work projects*	Mean	3.9	3.8	3.5
	Standard Error	.04	.03	.06
	Valid N	N=711	N=1439	N=354
Study abroad program*	Mean	4.0	3.9	3.8
	Standard Error	.06	.04	.08
	Valid N	N=319	N=747	N=267
Academic/case competitions	Mean	3.7	3.6	3.6
	Standard Error	.04	.03	.05
	Valid N	N=696	N=1480	N=474
Leadership program	Mean	3.4	3.6	3.6
	Standard Error	.05	.03	.05
	Valid N	N=597	N=1326	N=440
Mentor program	Mean	3.0	2.9	2.8
	Standard Error	.05	.04	.08
	Valid N	N=484	N=1029	N=264

Scale: 1 = not at all valuable to 5 = extremely valuable; not applicable excluded.

\*ANOVA; p < .05.

**Level of Value Received From Various Sources During Graduate Business Education,  
by Citizenship (Mean Scores)**

Sources		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Faculty	Mean	4.0	4.1	4.0	4.2	4.1	4.2
	Standard Error	.05	.02	.06	.07	.04	.10
	Valid N	N=357	N=2275	N=198	N=133	N=366	N=65
Student services*	Mean	3.2	3.1	3.0	3.4	3.2	3.4
	Standard Error	.06	.02	.08	.09	.06	.12
	Valid N	N=339	N=1895	N=178	N=120	N=326	N=63
Career services	Mean	3.0	3.0	2.9	3.2	3.0	3.2
	Standard Error	.07	.03	.09	.11	.06	.17
	Valid N	N=331	N=1978	N=181	N=128	N=341	N=63
Fellow students*	Mean	3.9	4.1	4.1	4.0	4.1	4.3
	Standard Error	.05	.02	.06	.09	.05	.09
	Valid N	N=351	N=2262	N=196	N=131	N=367	N=66
Curriculum	Mean	3.9	4.0	3.9	3.9	4.0	4.1
	Standard Error	.05	.02	.06	.08	.04	.10
	Valid N	N=357	N=2275	N=199	N=133	N=365	N=66
Student activities and clubs	Mean	3.3	3.3	3.4	3.3	3.4	3.4
	Standard Error	.05	.03	.09	.09	.06	.15
	Valid N	N=345	N=1790	N=168	N=130	N=336	N=61
Symposiums and guest speakers*	Mean	3.5	3.6	3.6	3.7	3.7	3.9
	Standard Error	.05	.02	.08	.09	.05	.11
	Valid N	N=350	N=2123	N=190	N=130	N=358	N=65
Internships/work projects	Mean	3.7	3.8	3.8	3.8	3.9	3.8
	Standard Error	.07	.03	.09	.09	.06	.14
	Valid N	N=299	N=1585	N=137	N=118	N=311	N=54
Study abroad program*	Mean	3.5	4.0	3.9	3.7	4.1	4.0
	Standard Error	.09	.04	.14	.16	.08	.20
	Valid N	N=169	N=821	N=70	N=59	N=189	N=25
Academic/case competitions*	Mean	3.6	3.6	3.5	3.7	3.7	4.0
	Standard Error	.06	.03	.08	.09	.05	.13
	Valid N	N=330	N=1684	N=147	N=119	N=312	N=57

**Level of Value Received From Various Sources During Graduate Business Education, by Citizenship (Mean Scores)**

Sources		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Leadership program*	Mean	3.5	3.5	3.5	3.6	3.8	3.7
	Standard Error	.06	.03	.09	.10	.06	.15
	Valid N	N=315	N=1478	N=130	N=104	N=285	N=50
Mentor program*	Mean	3.0	2.8	2.9	2.9	3.2	3.2
	Standard Error	.07	.04	.12	.13	.07	.19
	Valid N	N=263	N=1074	N=92	N=90	N=217	N=42

Scale: 1 = not at all valuable to 5 = extremely valuable; not applicable excluded.

\*ANOVA; p < .05.

**Level of Value Received From Various Sources During Graduate Business Education, by School Location (Mean Scores)**

Sources		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Faculty*	Mean	4.1	4.0	4.0	3.9	4.0
	Standard Error	.02	.06	.05	.11	.11
	Valid N	N=2652	N=220	N=347	N=100	N=53
Student services	Mean	3.1	3.0	3.1	3.2	3.1
	Standard Error	.02	.07	.06	.12	.14
	Valid N	N=2243	N=199	N=316	N=92	N=51
Career services*	Mean	3.0	2.8	2.9	3.1	2.8
	Standard Error	.03	.09	.06	.14	.16
	Valid N	N=2330	N=205	N=330	N=89	N=50
Fellow students*	Mean	4.1	3.9	4.3	3.8	4.0
	Standard Error	.02	.06	.04	.10	.13
	Valid N	N=2632	N=217	N=346	N=101	N=55
Curriculum	Mean	4.0	3.8	4.0	3.9	3.8
	Standard Error	.02	.06	.04	.10	.12
	Valid N	N=2654	N=220	N=344	N=100	N=55
Student activities and clubs*	Mean	3.3	3.3	3.5	3.3	3.2
	Standard Error	.02	.08	.06	.10	.14
	Valid N	N=2149	N=190	N=327	N=95	N=50
Symposiums and guest speakers*	Mean	3.6	3.5	3.8	3.5	3.5
	Standard Error	.02	.07	.05	.10	.12
	Valid N	N=2489	N=210	N=343	N=100	N=54

**Level of Value Received From Various Sources During Graduate Business Education, by School Location (Mean Scores)**

Sources		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Internships/work projects	Mean	3.8	3.7	3.9	3.6	3.5
	Standard Error	.03	.08	.06	.12	.22
	Valid N	N=1911	N=159	N=306	N=72	N=36
Study abroad program*	Mean	3.9	3.7	3.9	3.5	4.2
	Standard Error	.04	.14	.08	.16	.19
	Valid N	N=970	N=75	N=197	N=54	N=27
Academic/case competitions	Mean	3.6	3.5	3.7	3.6	3.7
	Standard Error	.02	.08	.06	.11	.16
	Valid N	N=2028	N=171	N=303	N=88	N=44
Leadership program	Mean	3.5	3.4	3.7	3.4	3.6
	Standard Error	.03	.09	.06	.10	.16
	Valid N	N=1779	N=147	N=294	N=90	N=39
Mentor program	Mean	2.9	2.9	3.1	2.9	3.2
	Standard Error	.03	.12	.07	.14	.22
	Valid N	N=1341	N=113	N=215	N=67	N=28

Scale: 1 = not at all valuable to 5 = extremely valuable; not applicable excluded.

\*ANOVA; p < .05.

**Level of Value Received From Various Sources During Graduate Business Education, by US Subgroups (Mean Scores)**

Sources		US Subgroups		
		Non-Hispanic White	Asian Americans	Underrepresented Minorities
Faculty	Mean	4.1	4.0	4.2
	Standard Error	.02	.06	.07
	Valid N	N=1812	N=168	N=166
Student services	Mean	3.0	3.2	3.2
	Standard Error	.03	.08	.08
	Valid N	N=1490	N=149	N=145
Career services*	Mean	2.9	3.2	3.2
	Standard Error	.03	.10	.10
	Valid N	N=1566	N=153	N=149

**Level of Value Received From Various Sources During Graduate Business Education, by US Subgroups (Mean Scores)**

Sources		US Subgroups		
		Non-Hispanic White	Asian Americans	Underrepresented Minorities
Fellow students	Mean	4.1	4.0	4.1
	Standard Error	.02	.07	.07
	Valid N	N=1801	N=167	N=165
Curriculum*	Mean	4.0	3.9	4.1
	Standard Error	.02	.07	.06
	Valid N	N=1814	N=167	N=166
Student activities and clubs	Mean	3.3	3.3	3.4
	Standard Error	.03	.08	.10
	Valid N	N=1393	N=153	N=138
Symposiums and guest speakers	Mean	3.5	3.6	3.6
	Standard Error	.02	.07	.08
	Valid N	N=1683	N=160	N=161
Internships/work projects	Mean	3.8	3.8	4.0
	Standard Error	.03	.09	.10
	Valid N	N=1245	N=131	N=114
Study abroad program	Mean	4.0	3.8	4.2
	Standard Error	.05	.14	.13
	Valid N	N=646	N=64	N=66
Academic/case competitions	Mean	3.6	3.5	3.7
	Standard Error	.03	.08	.09
	Valid N	N=1316	N=139	N=125
Leadership program	Mean	3.5	3.6	3.6
	Standard Error	.03	.09	.10
	Valid N	N=1152	N=124	N=113
Mentor program	Mean	2.8	3.0	3.0
	Standard Error	.04	.10	.15
	Valid N	N=824	N=99	N=77

Scale: 1 = not at all valuable to 5 = extremely valuable; not applicable excluded.

\*ANOVA; p < .05.

## Satisfaction With Graduate Business Education

Respondents were asked “How satisfied are you that your graduate business education was rewarding personally, professionally and financially?”

### % Satisfied That Their Graduate Business Education Was Rewarding...

Response	Extremely satisfied	Very satisfied	Somewhat satisfied	Not very satisfied	Not at all satisfied	Total
Personally?	47%	37%	12%	2%	1%	N=3719
Professionally?	34%	38%	21%	5%	2%	N=3719
Financially?	24%	33%	28%	10%	5%	N=3719

Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied.

### Satisfaction With Graduate Business Education, by Program Type (Mean Scores)

Response		Program Type			
		Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Personally?*	Mean	4.3	4.2	4.5	4.2
	Standard Error	.02	.03	.05	.14
	Valid N	N=2280	N=847	N=238	N=51
Professionally?*	Mean	4.1	3.8	4.1	3.7
	Standard Error	.02	.03	.07	.14
	Valid N	N=2280	N=847	N=238	N=51
Financially?*	Mean	3.7	3.4	3.6	3.5
	Standard Error	.02	.04	.08	.13
	Valid N	N=2280	N=847	N=238	N=51

Scale: 1 = not at all satisfied to 5 = extremely satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

**Satisfaction With Graduate Business Education, by Graduation Year (Mean Scores)**

Response		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
Personally?	Mean	4.3	4.3	4.2	4.3	4.3	4.3	4.3	4.3	4.3
	Standard Error	.08	.07	.07	.05	.04	.04	.04	.04	.03
	Valid N	N=113	N=169	N=147	N=197	N=382	N=465	N=561	N=553	N=846
Professionally?	Mean	4.1	4.0	3.9	4.1	4.1	4.0	4.0	3.9	3.9
	Standard Error	.09	.07	.08	.06	.05	.04	.04	.04	.03
	Valid N	N=113	N=169	N=147	N=197	N=382	N=465	N=561	N=553	N=846
Financially?*	Mean	3.8	3.8	3.7	3.7	3.7	3.7	3.6	3.6	3.5
	Standard Error	.11	.08	.09	.07	.06	.05	.05	.05	.04
	Valid N	N=113	N=169	N=147	N=197	N=382	N=465	N=561	N=553	N=846

Scale: 1 = not at all satisfied to 5 = extremely satisfied; not applicable excluded.

\*ANOVA; p < .05.

**Satisfaction With Graduate Business Education, by Gender (Mean Scores)**

Response		Gender	
		Male	Female
Personally?	Mean	4.3	4.2
	Standard Error	.02	.03
	Valid N	N=2432	N=1001
Professionally?*	Mean	4.0	3.9
	Standard Error	.02	.03
	Valid N	N=2432	N=1001
Financially?*	Mean	3.7	3.5
	Standard Error	.02	.04
	Valid N	N=2432	N=1001

Scale: 1 = not at all satisfied to 5 = extremely satisfied; not applicable excluded.

\*t-test; p < .05.



**Satisfaction With Graduate Business Education, by Age (Mean Scores)**

Response		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
Personally?	Mean	4.2	4.3	4.3
	Standard Error	.03	.02	.03
	Valid N	N=893	N=1896	N=643
Professionally?*	Mean	4.0	4.0	3.9
	Standard Error	.03	.02	.04
	Valid N	N=893	N=1896	N=643
Financially?*	Mean	3.6	3.7	3.4
	Standard Error	.04	.02	.05
	Valid N	N=893	N=1896	N=643

Scale: 1 = not at all satisfied to 5 = extremely satisfied; not applicable excluded.

\*ANOVA; p < .05.

**Satisfaction With Graduate Business Education, by Citizenship (Mean Scores)**

Response		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Personally?*	Mean	4.1	4.3	4.2	4.4	4.4	4.5
	Standard Error	.05	.02	.06	.07	.04	.08
	Valid N	N=362	N=2296	N=200	N=134	N=373	N=65
Professionally?*	Mean	3.8	4.0	4.0	4.0	4.1	4.0
	Standard Error	.05	.02	.07	.08	.04	.10
	Valid N	N=362	N=2296	N=200	N=134	N=373	N=65
Financially?*	Mean	3.5	3.6	3.5	3.7	3.6	3.6
	Standard Error	.06	.02	.08	.09	.05	.15
	Valid N	N=362	N=2296	N=200	N=134	N=373	N=65

Scale: 1 = not at all satisfied to 5 = extremely satisfied; not applicable excluded.

\*ANOVA; p < .05.

**Satisfaction With Graduate Business Education, by School Location (Mean Scores)**

Response		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Personally?*	Mean	4.3	4.1	4.4	4.0	4.3
	Standard Error	.02	.06	.04	.10	.11
	Valid N	N=2681	N=222	N=349	N=101	N=55
Professionally?*	Mean	4.0	3.9	4.0	3.7	3.8
	Standard Error	.02	.07	.05	.10	.13
	Valid N	N=2681	N=222	N=349	N=101	N=55
Financially?*	Mean	3.7	3.4	3.5	3.3	3.5
	Standard Error	.02	.08	.06	.10	.15
	Valid N	N=2681	N=222	N=349	N=101	N=55

Scale: 1 = not at all satisfied to 5 = extremely satisfied; not applicable excluded.

\*ANOVA; p < .05.

**Satisfaction With Graduate Business Education, by US Subgroups (Mean Scores)**

Response		US Subgroups		
		Non-Hispanic White	Asian Americans	Underrepresented Minorities
Personally?*	Mean	4.3	4.1	4.5
	Standard Error	.02	.07	.06
	Valid N	N=1831	N=168	N=168
Professionally?*	Mean	4.0	3.9	4.1
	Standard Error	.02	.08	.07
	Valid N	N=1831	N=168	N=168
Financially?	Mean	3.6	3.5	3.7
	Standard Error	.03	.09	.09
	Valid N	N=1831	N=168	N=168

Scale: 1 = not at all satisfied to 5 = extremely satisfied; not applicable excluded.

\*ANOVA; p < .05.

## Retrospective Analysis of Decision to Pursue Degree

Respondents were asked “Knowing what you know now, would you still have pursued a graduate business education?”

### Retrospective Decision to Pursue a Graduate Business Degree

Response	Percentage
Definitely yes	73%
Probably yes	20%
Probably no	5%
Definitely no	2%
Total	N=3719

### Retrospective Decision to Pursue a Graduate Business Degree, by Program Type\*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Definitely yes	75%	68%	78%	67%
Probably yes	19%	24%	15%	27%
Probably no	4%	6%	7%	6%
Definitely no	2%	2%	1%	0%
	100%	100%	100%	100%
Total	N=2465	N=913	N=257	N=54

\*Chi-squared;  $p < .05$ .

### Retrospective Decision to Pursue a Graduate Business Degree, by Graduation Year

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Definitely yes	76%	76%	71%	73%	77%	75%	74%	73%	71%
Probably yes	16%	20%	21%	22%	17%	19%	19%	20%	22%
Probably no	4%	4%	5%	5%	4%	5%	5%	5%	6%
Definitely no	4%	1%	3%	0%	3%	2%	2%	2%	2%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=122	N=188	N=157	N=210	N=414	N=503	N=596	N=593	N=925

No statistical differences found.

**Retrospective Decision to Pursue a Graduate Business Degree, by Gender**

Response	Gender	
	Male	Female
Definitely yes	75%	71%
Probably yes	19%	22%
Probably no	5%	5%
Definitely no	2%	2%
	100%	100%
Total	N=2617	N=1091

No statistical differences found.

**Retrospective Decision to Pursue a Graduate Business Degree, by Age \***

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Definitely yes	72%	75%	71%
Probably yes	22%	19%	18%
Probably no	5%	4%	7%
Definitely no	1%	1%	3%
	100%	100%	100%
Total	N=971	N=2043	N=693

\*Chi-squared; p < .05.

**Retrospective Decision to Pursue a Graduate Business Degree, by Citizenship \***

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Definitely yes	71%	73%	67%	77%	82%	79%
Probably yes	19%	21%	24%	17%	15%	17%
Probably no	8%	5%	7%	5%	2%	3%
Definitely no	2%	2%	2%	2%	1%	2%
	100%	100%	100%	100%	100%	100%
Total	N=396	N=2479	N=219	N=142	N=397	N=72

\*Chi-squared; p < .05.

**Retrospective Decision to Pursue a Graduate Business Degree, by School Location \***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Definitely yes	74%	64%	80%	67%	73%
Probably yes	20%	26%	16%	23%	16%
Probably no	5%	7%	3%	6%	7%
Definitely no	2%	3%	1%	4%	4%
	100%	100%	100%	100%	100%
Total	N=2894	N=247	N=374	N=109	N=57

\*Chi-squared; p < .05.

**Retrospective Decision to Pursue a Graduate Business Degree, by US Subgroup \***

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Definitely yes	73%	67%	80%
Probably yes	21%	24%	14%
Probably no	5%	5%	5%
Definitely no	2%	4%	1%
	100%	100%	100%
Total	N=1969	N=190	N=184

\*Chi-squared; p < .05.

## School Recommendation

Respondents were asked “Would you recommend a graduate business education to a good friend who was interested in pursuing higher education?”

### School Recommendation Intention

Response	Percentage
Definitely yes	67%
Probably yes	27%
Probably no	5%
Definitely no	1%
	100%
Total	N=3719

### School Recommendation Intention, by Program Type\*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Definitely yes	68%	61%	74%	71%
Probably yes	27%	31%	22%	22%
Probably no	4%	6%	5%	8%
Definitely no	1%	1%	0%	0%
	100%	100%	100%	100%
Total	N=2465	N=913	N=257	N=54

\*Chi-squared; p < .05.

### School Recommendation Intention, by Graduation Year

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Definitely yes	71%	68%	62%	65%	65%	66%	68%	67%	67%
Probably yes	25%	28%	31%	31%	29%	29%	27%	26%	26%
Probably no	3%	4%	6%	4%	4%	5%	4%	6%	6%
Definitely no	2%	0%	1%	0%	2%	0%	1%	1%	1%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=122	N=188	N=157	N=210	N=414	N=503	N=596	N=593	N=925

No statistical differences found.

### School Recommendation Intention, by Gender

Response	Gender	
	Male	Female
Definitely yes	67%	65%
Probably yes	27%	29%
Probably no	5%	5%
Definitely no	1%	1%
	100%	100%
Total	N=2617	N=1091

No statistical differences found.

### School Recommendation Intention, by Age

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Definitely yes	66%	67%	65%
Probably yes	29%	27%	26%
Probably no	5%	4%	7%
Definitely no	1%	1%	1%
	100%	100%	100%
Total	N=971	N=2043	N=693

No statistical differences found.

### School Recommendation Intention, by Citizenship \*

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Definitely yes	69%	65%	61%	71%	75%	77%
Probably yes	24%	29%	31%	24%	23%	20%
Probably no	6%	5%	7%	3%	3%	2%
Definitely no	1%	1%	2%	2%	0%	2%
	100%	100%	100%	100%	100%	100%
Total	N=396	N=2479	N=219	N=142	N=397	N=72

\*Chi-squared; p < .05.

**School Recommendation Intention, by School Location \***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Definitely yes	67%	58%	72%	67%	71%
Probably yes	28%	33%	24%	23%	20%
Probably no	5%	6%	3%	7%	5%
Definitely no	1%	3%	0%	3%	4%
	100%	100%	100%	100%	100%
Total	N=2894	N=247	N=374	N=109	N=57

\*Chi-squared; p < .05.

**School Recommendation Intention, by US Subgroups**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Definitely yes	65%	60%	72%
Probably yes	29%	31%	22%
Probably no	5%	8%	5%
Definitely no	1%	1%	1%
	100%	100%	100%
Total	N=1969	N=190	N=184



## Return on Investment

Respondents were asked “To what extent have you recouped your investment in your graduate business education?”

### Extent of Return on Investment

Response	Percentage
My return has exceeded my investment	24%
Fully - 100%	15%
70% - 90%	17%
40% - 60%	22%
Less than 40%	22%
	100%
Total	N=3719

### Extent of Return on Investment, by Program Type \*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
My return has exceeded my investment	25%	21%	29%	10%
Fully - 100%	15%	14%	18%	12%
70% - 90%	18%	18%	13%	16%
40% - 60%	22%	22%	17%	37%
Less than 40%	20%	25%	23%	25%
	100%	100%	100%	100%
Total	N=2465	N=913	N=257	N=54

\*Chi-squared;  $p < .05$ .

### Extent of Return on Investment, by Graduation Year \*

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
My return has exceeded my investment	45%	46%	35%	24%	31%	24%	25%	22%	12%
Fully - 100%	19%	22%	18%	20%	19%	20%	15%	11%	8%
70% - 90%	13%	11%	15%	24%	20%	18%	17%	18%	17%
40% - 60%	13%	15%	14%	19%	18%	21%	24%	23%	26%
Less than 40%	10%	5%	17%	12%	12%	15%	19%	25%	37%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=122	N=188	N=157	N=210	N=414	N=503	N=596	N=593	N=925

\*Chi-squared;  $p < .05$ .

**Extent of Return on Investment, by Gender\***

Response	Gender	
	Male	Female
My return has exceeded my investment	26%	20%
Fully - 100%	16%	13%
70% - 90%	18%	17%
40% - 60%	20%	27%
Less than 40%	21%	24%
	100%	100%
Total	N=2617	N=1091

\*Chi-squared; p < .05.

**Extent of Return on Investment, by Age\***

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
My return has exceeded my investment	23%	26%	21%
Fully - 100%	14%	15%	15%
70% - 90%	19%	18%	14%
40% - 60%	23%	21%	22%
Less than 40%	20%	20%	29%
	100%	100%	100%
Total	N=971	N=2043	N=693

\*Chi-squared; p < .05.

**Extent of Return on Investment, by Citizenship\***

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
My return has exceeded my investment	25%	22%	27%	29%	31%	36%
Fully - 100%	16%	14%	14%	19%	20%	9%
70% - 90%	17%	18%	13%	19%	17%	18%
40% - 60%	20%	23%	29%	19%	16%	21%
Less than 40%	22%	24%	18%	14%	16%	15%
	100%	100%	100%	100%	100%	100%
Total	N=396	N=2479	N=219	N=142	N=397	N=72

\*Chi-squared; p < .05.

### Extent of Return on Investment, by School Location

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
My return has exceeded my investment	24%	27%	25%	20%	34%
Fully - 100%	15%	14%	17%	11%	16%
70% - 90%	17%	12%	19%	20%	18%
40% - 60%	22%	24%	21%	22%	18%
Less than 40%	22%	23%	17%	28%	14%
	100%	100%	100%	100%	100%
Total	N=2894	N=247	N=374	N=109	N=57

No statistical differences found.

### Extent of Return on Investment, by US Subgroup

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
My return has exceeded my investment	21%	24%	21%
Fully - 100%	15%	11%	11%
70% - 90%	18%	18%	22%
40% - 60%	23%	24%	21%
Less than 40%	24%	23%	25%
	100%	100%	100%
Total	N=1969	N=190	N=184

No statistical differences found.

Respondents were asked “Has the amount of your investment recouped to date exceeded, met, or not met your expectations?”

### Expectations for Amount of Investment Recouped

Response	Percentage
Exceeded expectations	25%
Met expectations	51%
Has not met expectations	25%
	100%
Total	N=3719

**Expectations for Amount of Investment Recouped, by Program Type\***

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Exceeded expectations	26%	20%	29%	8%
Met expectations	51%	50%	49%	59%
Has not met expectations	23%	30%	23%	33%
	100%	100%	100%	100%
Total	N=2465	N=913	N=257	N=54

\*Chi-squared; p < .05.

**Expectations for Amount of Investment Recouped, by Gender\***

Response	Gender	
	Male	Female
Exceeded expectations	27%	19%
Met expectations	50%	53%
Has not met expectations	23%	28%
	100%	100%
Total	N=2617	N=1091

\*Chi-squared; p < .05.

**Expectations for Amount of Investment Recouped, by Age\***

Response	Age (At the Time of Graduation)		
	27 and younger	28 to 34	35 and older
Exceeded expectations	24%	26%	23%
Met expectations	53%	51%	47%
Has not met expectations	23%	24%	30%
	100%	100%	100%
Total	N=971	N=2043	N=693

\*Chi-squared; p < .05.

### Expectations for Amount of Investment Recouped, by Citizenship\*

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Exceeded expectations	24%	24%	26%	25%	31%	26%
Met expectations	50%	51%	50%	54%	50%	36%
Has not met expectations	25%	25%	25%	21%	18%	38%
	100%	100%	100%	100%	100%	100%
Total	N=396	N=2479	N=219	N=142	N=397	N=72

\*Chi-squared; p < .05.

### Expectations for Amount of Investment Recouped, by School Location

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Exceeded expectations	25%	24%	26%	14%	32%
Met expectations	50%	48%	52%	60%	36%
Has not met expectations	25%	28%	22%	26%	32%
	100%	100%	100%	100%	100%
Total	N=2894	N=247	N=374	N=109	N=57

No statistical differences found.

### Expectations for Amount of Investment Recouped, by US Subgroups

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Exceeded expectations	23%	21%	29%
Met expectations	53%	51%	44%
Has not met expectations	25%	29%	26%
	100%	100%	100%
Total	N=1969	N=190	N=184

No statistical differences found.

## II. Employment Perspectives

### Key Findings

- The vast majority (93%) of alumni indicated they were employed at the time of the survey—88 percent were working for an organization and 5 percent were self-employed. Six percent were unemployed at the time of the survey.
- Alumni who have been out of school for less than five years had only worked for one employer (median) since graduation, while those who have been out of school longer had worked for two employers (median).
- Two out of five alumni who were unemployed at the time of the survey indicated they were laid off due to a weak economy. Notwithstanding the economic conditions, 80 percent of these alumni were searching for a job.

### Impression of Current Economic Situation

Respondents were asked “How would you describe the current state of the global economy and your national economy?”

#### Perceptions of the Economy

Response	Very strong	Strong	Stable	Weak	Very Weak	Total	
The global economy	0%	1%	11%	69%	19%	100%	N=3719
Your national economy	0%	1%	15%	61%	22%	100%	N=3719

#### Perceptions of the Economy, by Program Type

Response		Program Type			
		Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
The global economy*	Mean	1.9	2.0	1.9	1.9
	Standard Error	.01	.02	.04	.07
	Valid N	2458	911	255	54
Your national economy	Mean	2.0	2.0	1.9	2.0
	Standard Error	.01	.02	.04	.09
	Valid N	2460	911	256	54

Scale: 1 = very weak to 5 = very strong.

\*One-way ANOVA,  $p < .05$

### Perceptions of Economy, by Graduation Year

Response		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
The global economy*	Mean	1.9	1.9	1.9	1.8	1.9	1.9	1.9	1.9	2.0
	Standard Error	.05	.04	.04	.04	.03	.03	.02	.02	.02
	Valid N	122	187	156	209	414	502	594	593	920
Your national economy	Mean	2.0	1.9	1.9	1.9	2.0	1.9	1.9	2.0	2.0
	Standard Error	.07	.04	.05	.05	.03	.03	.03	.03	.02
	Valid N	122	188	156	209	414	502	594	593	922

Scale: 1 = very weak to 5 = very strong.

\*ANOVA, p < .05

### Perceptions of Economy, by Gender

Response		Gender	
		Male	Female
The global economy*	Mean	1.9	2.0
	Standard Error	.01	.02
	Valid N	2608	1089
Your national economy*	Mean	2.0	1.9
	Standard Error	.01	.02
	Valid N	2611	1089

Scale: 1 = very weak to 5 = very strong.

\*t-test, p < .05

### Perceptions of Economy, by Age

Response		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
The global economy*	Mean	2.0	1.9	1.9
	Standard Error	.02	.01	.02
	Valid N	969	2038	689
Your national economy	Mean	2.0	2.0	1.9
	Standard Error	.02	.01	.03
	Valid N	969	2040	690

Scale: 1 = very weak to 5 = very strong.

\*ANOVA, p < .05

**Perceptions of Economy, by Citizenship**

Response		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
The global economy*	Mean	1.7	2.0	1.8	1.8	1.8	1.8
	Standard Error	.03	.01	.04	.04	.03	.07
	Valid N	N=394	N=2476	N=218	N=140	N=394	N=72
Your national economy*	Mean	2.1	1.9	2.4	2.1	1.8	2.1
	Standard Error	.04	.01	.05	.06	.03	.10
	Valid N	N=395	N=2476	N=218	N=140	N=396	N=72

Scale: 1 = very weak to 5 = very strong.

\*ANOVA, p < .05'.

**Perceptions of Economy, by School Location**

Response		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
The global economy*	Mean	2.0	1.7	1.8	1.6	1.6
	Standard Error	.01	.04	.03	.05	.08
	Valid N	N=2887	N=245	N=373	N=108	N=57
Your national economy*	Mean	1.9	2.3	2.0	2.3	2.2
	Standard Error	.01	.04	.04	.06	.09
	Valid N	N=2889	N=245	N=374	N=108	N=57

Scale: 1 = very weak to 5 = very strong.

\*ANOVA, p < .05'.

**Perceptions of Economy, by US Subgroups**

Response		US Subgroups		
		Non-Hispanic White	Asian Americans	Underrepresented Minorities
The global economy	Mean	2.0	2.0	2.0
	Standard Error	.01	.04	.05
	Valid N	N=1966	N=190	N=184
Your national economy*	Mean	1.9	1.8	1.8
	Standard Error	.01	.05	.05
	Valid N	N=1966	N=190	N=184

Scale: 1 = very weak to 5 = very strong.

\*ANOVA, p < .05'.



## Educational Preparation for Employment

Respondents were asked to indicate their level of agreement with each of the following statements, including “My graduate business education provided me with a competitive advantage in the job market.”

**Preparation for Employment**

<b>My graduate business education...</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Total</b>
Prepared me to meet the challenges of the job market.	23%	56%	15%	5%	1%	N=3719
Provided me with a competitive advantage in the job market.	30%	54%	11%	4%	1%	N=3719
Empowered me to be in control of my employment outcomes.	22%	48%	22%	7%	2%	N=3719
Improved my chances of finding a job that meets my expectations.	34%	49%	11%	4%	1%	N=3719
Introduced me to career opportunities I had not previously considered.	32%	37%	19%	9%	2%	N=3719

**Preparation for Employment, by Program Type**

<b>My graduate business education...</b>		<b>Program Type</b>			
		<b>Full-Time MBA</b>	<b>Part-Time MBA</b>	<b>EMBA</b>	<b>Master Degree Programs</b>
Prepared me to meet the challenges of the job market.*	Mean	4.0	3.8	4.0	3.9
	Standard Error	.02	.03	.05	.12
	Valid N	N=2448	N=905	N=253	N=54
Provided me with a competitive advantage in the job market.*	Mean	4.1	4.0	4.2	4.1
	Standard Error	.02	.03	.05	.11
	Valid N	N=2447	N=905	N=254	N=54
Empowered me to be in control of my employment outcomes.*	Mean	3.9	3.7	3.9	3.8
	Standard Error	.02	.03	.06	.11
	Valid N	N=2448	N=905	N=254	N=54
Improved my chances of finding a job that meets my expectations.*	Mean	4.2	3.9	4.1	4.0
	Standard Error	.02	.03	.05	.11
	Valid N	N=2448	N=905	N=254	N=54
Introduced me to career opportunities I had not previously considered.*	Mean	4.0	3.5	3.7	3.6
	Standard Error	.02	.03	.06	.16
	Valid N	N=2447	N=905	N=254	N=54

Scale: 5 = strongly agree to 1 = strongly disagree.

\*t-test; p < .05

**Preparation for Employment, by Graduation Year**

My graduate business education...		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
Prepared me to meet the challenges of the job market.	Mean	4.1	4.0	3.9	4.0	3.9	4.0	3.9	3.9	3.9
	Standard Error	.07	.06	.06	.06	.04	.04	.04	.03	.03
	Valid N	N=122	N=188	N=156	N=209	N=411	N=498	N=594	N=588	N=913
Provided me with a competitive advantage in the job market.	Mean	4.2	4.1	4.0	4.1	4.1	4.1	4.1	4.1	4.1
	Standard Error	.07	.05	.06	.05	.04	.03	.03	.03	.03
	Valid N	N=122	N=187	N=156	N=209	N=411	N=498	N=594	N=588	N=914
Empowered me to be in control of my employment outcomes.	Mean	3.8	3.9	3.6	3.8	3.9	3.8	3.8	3.8	3.8
	Standard Error	.08	.06	.08	.06	.04	.04	.04	.04	.03
	Valid N	N=122	N=188	N=156	N=209	N=411	N=498	N=594	N=588	N=914
Improved my chances of finding a job that meets my expectations.*	Mean	4.2	4.1	4.1	4.1	4.2	4.2	4.1	4.1	4.0
	Standard Error	.07	.05	.07	.06	.04	.03	.04	.04	.03
	Valid N	N=122	N=188	N=156	N=209	N=411	N=498	N=594	N=588	N=914
Introduced me to career opportunities I had not previously considered.	Mean	3.9	4.0	3.8	3.9	3.9	3.9	3.9	3.9	3.9
	Standard Error	.10	.07	.08	.07	.05	.05	.04	.04	.03
	Valid N	N=122	N=188	N=156	N=209	N=411	N=498	N=594	N=588	N=913

Scale: 5 = strongly agree to 1 = strongly disagree.

\*t-test; p < .05

**Preparation for Employment, by Gender**

My graduate business education...		Gender	
		Male	Female
Prepared me to meet the challenges of the job market.*	Mean	4.0	3.8
	Standard Error	.02	.03
	Valid N	N=2594	N=1085
Provided me with a competitive advantage in the job market.*	Mean	4.1	4.0
	Standard Error	.02	.02
	Valid N	N=2594	N=1085
Empowered me to be in control of my employment outcomes.*	Mean	3.8	3.7
	Standard Error	.02	.03
	Valid N	N=2595	N=1085
Improved my chances of finding a job that meets my expectations.*	Mean	4.1	4.0
	Standard Error	.02	.03
	Valid N	N=2595	N=1085
Introduced me to career opportunities I had not previously considered.*	Mean	3.9	3.8
	Standard Error	.02	.03
	Valid N	N=2594	N=1085

Scale: 5 = strongly agree to 1 = strongly disagree.

\*t-test; p < .05

### Preparation for Employment, by Age

My graduate business education...		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
Prepared me to meet the challenges of the job market.	Mean	3.9	4.0	3.8
	Standard Error	.03	.02	.03
	Valid N	N=965	N=2032	N=681
Provided me with a competitive advantage in the job market.	Mean	4.1	4.1	4.0
	Standard Error	.03	.02	.03
	Valid N	N=965	N=2031	N=682
Empowered me to be in control of my employment outcomes.	Mean	3.8	3.9	3.7
	Standard Error	.03	.02	.04
	Valid N	N=965	N=2032	N=682
Improved my chances of finding a job that meets my expectations.*	Mean	4.1	4.2	3.9
	Standard Error	.03	.02	.03
	Valid N	N=965	N=2032	N=682
Introduced me to career opportunities I had not previously considered.	Mean	3.8	4.0	3.7
	Standard Error	.03	.02	.04
	Valid N	N=965	N=2031	N=682

Scale: 5 = strongly agree to 1 = strongly disagree.

\*t-test; p < .05

### Preparation for Employment, by Citizenship

My graduate business education...		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Prepared me to meet the challenges of the job market.	Mean	4.0	3.9	3.9	3.9	4.0	3.9
	Standard Error	.04	.02	.06	.07	.04	.10
	Valid N	N=392	N=2463	N=215	N=140	N=395	N=71
Provided me with a competitive advantage in the job market.*	Mean	4.0	4.1	4.0	4.1	4.2	4.2
	Standard Error	.04	.02	.06	.07	.03	.09
	Valid N	N=391	N=2463	N=215	N=140	N=396	N=71
Empowered me to be in control of my employment outcomes.*	Mean	3.7	3.8	3.9	3.7	4.0	3.8
	Standard Error	.05	.02	.06	.09	.04	.12
	Valid N	N=392	N=2463	N=215	N=140	N=396	N=71
Improved my chances of finding a job that meets my expectations.*	Mean	4.0	4.1	4.1	4.1	4.3	4.2
	Standard Error	.05	.02	.06	.07	.04	.10
	Valid N	N=392	N=2463	N=215	N=140	N=396	N=71

### Preparation for Employment, by Citizenship

My graduate business education...		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Introduced me to career opportunities I had not previously considered.*	Mean	3.9	3.8	4.0	3.9	4.1	4.0
	Standard Error	.05	.02	.07	.09	.05	.12
	Valid N	N=392	N=2463	N=215	N=140	N=395	N=71

Scale: 5 = strongly agree to 1 = strongly disagree.

\*t-test; p < .05

### Preparation for Employment, by School Location (Mean Scores)

My graduate business education...		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Prepared me to meet the challenges of the job market.*	Mean	3.9	3.9	4.0	3.8	3.7
	Standard Error	.02	.06	.04	.08	.12
	Valid N	N=2874	N=241	N=373	N=107	N=57
Provided me with a competitive advantage in the job market.*	Mean	4.1	4.0	4.2	3.9	3.9
	Standard Error	.01	.06	.04	.08	.11
	Valid N	N=2874	N=241	N=373	N=107	N=57
Empowered me to be in control of my employment outcomes.*	Mean	3.8	3.8	3.9	3.5	3.7
	Standard Error	.02	.06	.04	.09	.12
	Valid N	N=2875	N=241	N=373	N=107	N=57
Improved my chances of finding a job that meets my expectations.*	Mean	4.1	4.0	4.2	3.8	4.0
	Standard Error	.02	.06	.04	.09	.12
	Valid N	N=2875	N=241	N=373	N=107	N=57
Introduced me to career opportunities I had not previously considered.*	Mean	3.9	3.9	4.1	3.6	3.8
	Standard Error	.02	.07	.05	.11	.14
	Valid N	N=2875	N=241	372	107	57

Scale: 1= strongly disagree to 5 = strongly agree.

\*ANOVA; p < .05

### Preparation for Employment, by US Subgroups

My graduate business education...		US Subgroups		
		Caucasian Americans	Asian Americans	Underrepresented Minorities
Prepared me to meet the challenges of the job market.	Mean	3.9	3.9	4.0
	Standard Error	.02	.06	.06
	Valid N	N=1957	N=189	N=182
Provided me with a competitive advantage in the job market.	Mean	4.1	4.1	4.1
	Standard Error	.02	.06	.06
	Valid N	N=1957	N=189	N=182
Empowered me to be in control of my employment outcomes.	Mean	3.8	3.9	3.8
	Standard Error	.02	.06	.07
	Valid N	N=1957	N=189	N=182
Improved my chances of finding a job that meets my expectations.	Mean	4.1	4.0	4.1
	Standard Error	.02	.07	.06
	Valid N	N=1957	N=189	N=182
Introduced me to career opportunities I had not previously considered.*	Mean	3.8	3.9	4.0
	Standard Error	.02	.08	.07
	Valid N	N=1957	N=189	N=182

Scale: 5 = strongly agree to 1 = strongly disagree.

\*t-test; p < .05

### Educational Impact on Career

Respondents were asked "In your career, what impact has having a graduate business education had on each of the following?"

#### Impact of Graduate Business Education on Career

Response	A great deal	A good amount	Some	A little	Not at all	Not applicable	Total
Increased confidence at work	21%	40%	23%	9%	5%	1%	N=3719
More challenging and interesting work	18%	33%	22%	11%	13%	3%	N=3719
Salary increase	17%	27%	23%	11%	16%	6%	N=3719
Increased project/product responsibilities	16%	31%	24%	12%	13%	4%	N=3719
Increased number of special assignments	14%	27%	24%	12%	17%	7%	N=3719
Greater respect at work	11%	29%	30%	17%	10%	3%	N=3719
Job promotion	10%	24%	22%	8%	11%	25%	N=3719
Greater recognition at work	8%	25%	28%	16%	19%	4%	N=3719
Increased budgetary authority	7%	16%	21%	9%	24%	23%	N=3719
Increased number of direct reports	6%	14%	19%	10%	25%	26%	N=3719

**Impact of Graduate Business Education on Career, by Program Type (Mean Scores)**

Response		Program Type			
		Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Job promotion*	Mean	3.2	3.2	3.4	2.9
	Standard Error	.03	.05	.10	.26
	Valid N	N=1573	N=639	N=174	N=27
Salary increase*	Mean	3.3	2.9	3.2	3.0
	Standard Error	.03	.05	.10	.19
	Valid N	N=1968	N=787	N=204	N=44
Greater recognition at work*	Mean	2.9	2.7	3.1	3.1
	Standard Error	.03	.04	.09	.19
	Valid N	N=2024	N=798	N=212	N=48
Greater respect at work*	Mean	3.2	3.0	3.4	3.3
	Standard Error	.03	.04	.08	.17
	Valid N	N=2052	N=805	N=214	N=50
Increased confidence at work*	Mean	3.7	3.5	3.9	3.6
	Standard Error	.02	.04	.07	.16
	Valid N	N=2079	N=817	N=218	N=51
Increased budgetary authority*	Mean	2.7	2.5	3.0	2.5
	Standard Error	.03	.05	.10	.24
	Valid N	N=1603	N=664	N=187	N=30
Increased number of direct reports*	Mean	2.6	2.3	2.8	2.5
	Standard Error	.03	.05	.11	.25
	Valid N	N=1532	N=639	N=180	N=28
Increased project/product responsibilities*	Mean	3.3	3.0	3.4	3.2
	Standard Error	.03	.05	.09	.18
	Valid N	N=2026	N=800	N=204	N=49
Increased number of special assignments*	Mean	3.2	2.8	3.3	3.0
	Standard Error	.03	.05	.10	.19
	Valid N	N=1962	N=777	N=197	N=47
More challenging and interesting work*	Mean	3.5	3.0	3.5	3.2
	Standard Error	.03	.05	.09	.19
	Valid N	N=2064	N=798	N=211	N=50

Scale: 1 = not at all to 5 = a great deal; not applicable excluded.

\*ANOVA; p < .05

**Impact of Graduate Business Education on Career, by Graduation Year (Mean Scores)**

Response		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
Job promotion	Mean	3.1	3.2	3.2	3.3	3.2	3.2	3.2	3.2	3.1
	Standard Error	.12	.10	.10	.09	.06	.06	.06	.07	.07
	Valid N	N=90	N=142	N=118	N=160	N=313	N=398	N=398	N=364	N=441
Salary increase	Mean	3.3	3.2	3.2	3.3	3.3	3.2	3.2	3.2	3.1
	Standard Error	.13	.10	.11	.09	.07	.06	.06	.06	.05
	Valid N	N=97	N=153	N=128	N=175	N=345	N=438	N=497	N=492	N=693
Greater recognition at work	Mean	2.9	2.8	2.8	2.9	2.9	2.9	2.9	2.8	2.9
	Standard Error	.12	.09	.10	.09	.07	.06	.06	.06	.05
	Valid N	N=97	N=154	N=127	N=174	N=350	N=434	N=499	N=497	N=764
Greater respect at work	Mean	3.3	3.1	3.0	3.2	3.1	3.2	3.1	3.2	3.2
	Standard Error	.12	.08	.09	.09	.06	.05	.05	.05	.04
	Valid N	N=97	N=154	N=129	N=173	N=353	N=438	N=504	N=507	N=780
Increased confidence at work	Mean	3.7	3.6	3.6	3.7	3.6	3.6	3.6	3.6	3.6
	Standard Error	.12	.08	.10	.07	.06	.05	.05	.05	.04
	Valid N	N=97	N=155	N=132	N=177	N=355	N=442	N=511	N=517	N=793
Increased budgetary authority	Mean	2.5	2.8	2.7	2.6	2.7	2.7	2.7	2.6	2.6
	Standard Error	.15	.11	.12	.10	.08	.07	.07	.07	.06
	Valid N	N=86	N=140	N=113	N=150	N=291	N=370	N=394	N=396	N=557
Increased number of direct reports	Mean	2.5	2.6	2.4	2.5	2.5	2.7	2.6	2.5	2.4
	Standard Error	.14	.11	.11	.10	.08	.07	.07	.07	.06
	Valid N	N=87	N=137	N=112	N=146	N=297	N=357	N=389	N=368	N=498
Increased project/product responsibilities	Mean	3.3	3.1	3.1	3.2	3.2	3.3	3.3	3.4	3.2
	Standard Error	.13	.10	.10	.09	.07	.06	.06	.06	.05
	Valid N	N=98	N=149	N=130	N=173	N=345	N=434	N=505	N=500	N=757
Increased number of special assignments	Mean	3.0	3.0	2.9	3.1	3.1	3.1	3.1	3.1	3.1
	Standard Error	.13	.11	.11	.09	.07	.06	.06	.06	.05
	Valid N	N=95	N=143	N=125	N=169	N=342	N=419	N=488	N=486	N=729
More challenging and interesting work*	Mean	3.4	3.3	3.3	3.4	3.5	3.4	3.3	3.4	3.2
	Standard Error	.12	.09	.11	.09	.07	.06	.06	.06	.05
	Valid N	N=97	N=156	N=132	N=175	N=348	N=438	N=510	N=511	N=769

Scale: 1 = not at all to 5 = a great deal; not applicable excluded.

\*ANOVA; p < .05

**Impact of Graduate Business Education on Career,  
by Gender (Mean Scores)**

Response		Gender	
		Male	Female
Job promotion*	Mean	3.3	3.0
	Standard Error	.03	.05
	Valid N	N=1766	N=658
Salary increase*	Mean	3.3	3.1
	Standard Error	.03	.05
	Valid N	N=2162	N=856
Greater recognition at work*	Mean	3.0	2.7
	Standard Error	.03	.04
	Valid N	N=2218	N=878
Greater respect at work*	Mean	3.2	3.1
	Standard Error	.02	.04
	Valid N	N=2243	N=892
Increased confidence at work*	Mean	3.7	3.6
	Standard Error	.02	.04
	Valid N	N=2270	N=909
Increased budgetary authority*	Mean	2.8	2.4
	Standard Error	.03	.05
	Valid N	N=1810	N=687
Increased number of direct reports*	Mean	2.6	2.3
	Standard Error	.03	.05
	Valid N	N=1769	N=622
Increased project/product responsibilities*	Mean	3.3	3.1
	Standard Error	.03	.04
	Valid N	N=2213	N=878
Increased number of special assignments*	Mean	3.2	2.9
	Standard Error	.03	.05
	Valid N	N=2142	N=854
More challenging and interesting work*	Mean	3.4	3.2
	Standard Error	.03	.04
	Valid N	N=2237	N=899

Scale: 1 = not at all to 5 = a great deal; not applicable excluded.

\*t-test; p < .05



### Impact of Graduate Business Education on Career, by Age (Mean Scores)

Response		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
Job promotion*	Mean	3.1	3.2	3.2
	Standard Error	.05	.03	.07
	Valid N	N=617	N=1375	N=431
Salary increase*	Mean	3.2	3.3	3.0
	Standard Error	.05	.03	.06
	Valid N	N=770	N=1703	N=544
Greater recognition at work*	Mean	2.8	2.9	2.9
	Standard Error	.04	.03	.05
	Valid N	N=802	N=1732	N=561
Greater respect at work	Mean	3.1	3.2	3.2
	Standard Error	.04	.03	.05
	Valid N	N=812	N=1752	N=570
Increased confidence at work*	Mean	3.5	3.7	3.7
	Standard Error	.04	.03	.05
	Valid N	N=826	N=1779	N=573
Increased budgetary authority*	Mean	2.5	2.7	2.7
	Standard Error	.05	.04	.07
	Valid N	N=612	N=1412	N=472
Increased number of direct reports	Mean	2.4	2.6	2.6
	Standard Error	.05	.04	.07
	Valid N	N=586	N=1344	N=460
Increased project/product responsibilities*	Mean	3.2	3.3	3.2
	Standard Error	.04	.03	.06
	Valid N	N=797	N=1734	N=559
Increased number of special assignments*	Mean	3.0	3.2	3.0
	Standard Error	.05	.03	.06
	Valid N	N=781	N=1679	N=535
More challenging and interesting work*	Mean	3.2	3.4	3.2
	Standard Error	.05	.03	.06
	Valid N	N=813	N=1764	N=558

Scale: 1 = Not at all to 5 = A great deal; Not applicable excluded.

\*ANOVA;  $p < .05$

**Impact of Graduate Business Education on Career, by Citizenship (Mean Scores)**

Response		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Job promotion	Mean	3.1	3.2	3.2	3.4	3.3	3.4
	Standard Error	.07	.03	.10	.12	.07	.23
	Valid N	N=246	N=1650	N=136	N=92	N=264	N=33
Salary increase	Mean	3.1	3.2	3.0	3.4	3.3	3.2
	Standard Error	.07	.03	.10	.10	.07	.21
	Valid N	N=308	N=2046	N=181	N=114	N=317	N=49
Greater recognition at work*	Mean	3.1	2.8	2.9	3.0	3.1	3.3
	Standard Error	.07	.03	.09	.11	.06	.17
	Valid N	N=320	N=2098	N=185	N=116	N=321	N=53
Greater respect at work*	Mean	3.3	3.1	3.0	3.4	3.2	3.4
	Standard Error	.06	.02	.08	.11	.06	.17
	Valid N	N=330	N=2125	N=187	N=117	N=319	N=54
Increased confidence at work*	Mean	3.7	3.6	3.7	3.5	3.8	3.8
	Standard Error	.06	.02	.08	.10	.05	.12
	Valid N	N=335	N=2152	N=188	N=120	N=327	N=54
Increased budgetary authority	Mean	2.7	2.6	2.7	2.8	2.8	2.8
	Standard Error	.08	.03	.12	.14	.08	.18
	Valid N	N=261	N=1675	N=148	N=91	N=271	N=49
Increased number of direct reports	Mean	2.7	2.5	2.6	2.6	2.7	2.5
	Standard Error	.08	.03	.11	.13	.08	.20
	Valid N	N=260	N=1580	N=146	N=93	N=265	N=44
Increased project/product responsibilities*	Mean	3.3	3.2	3.3	3.4	3.4	3.5
	Standard Error	.06	.03	.09	.11	.07	.17
	Valid N	N=317	N=2097	N=188	N=117	N=317	N=52
Increased number of special assignments*	Mean	3.2	3.0	3.0	3.3	3.4	3.3
	Standard Error	.07	.03	.10	.11	.07	.17
	Valid N	N=309	N=2029	N=180	N=113	N=309	N=53
More challenging and interesting work*	Mean	3.4	3.3	3.3	3.5	3.7	3.6
	Standard Error	.07	.03	.09	.10	.06	.17
	Valid N	N=329	N=2119	N=186	N=120	N=326	N=53

Scale: 1 = not at all to 5 = a great deal; not applicable excluded.

\*ANOVA; p < .05

### Impact of Graduate Business Education on Career, by School Location (Mean Scores)

Response		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Job promotion	Mean	3.2	3.1	3.3	2.9	3.1
	Standard Error	.03	.09	.08	.18	.18
	Valid N	N=1929	N=158	N=231	N=52	N=36
Salary increase*	Mean	3.2	3.0	3.4	3.0	3.1
	Standard Error	.03	.09	.07	.15	.19
	Valid N	N=2369	N=206	N=299	N=76	N=45
Greater recognition at work	Mean	2.9	2.9	3.1	2.9	3.0
	Standard Error	.03	.08	.07	.14	.18
	Valid N	N=2434	N=207	N=298	N=87	N=46
Greater respect at work	Mean	3.2	3.0	3.3	3.2	3.0
	Standard Error	.02	.08	.06	.13	.15
	Valid N	N=2468	N=208	N=299	N=90	N=45
Increased confidence at work	Mean	3.6	3.6	3.7	3.7	3.8
	Standard Error	.02	.08	.05	.11	.14
	Valid N	N=2500	N=208	N=306	N=93	N=47
Increased budgetary authority	Mean	2.7	2.6	2.8	2.6	2.6
	Standard Error	.03	.11	.08	.16	.21
	Valid N	N=1953	N=168	N=250	N=67	N=39
Increased number of direct reports	Mean	2.5	2.5	2.6	2.4	2.4
	Standard Error	.03	.10	.08	.17	.19
	Valid N	N=1854	N=164	N=243	N=70	N=43
Increased project/product responsibilities	Mean	3.2	3.2	3.4	3.2	3.3
	Standard Error	.03	.09	.07	.14	.16
	Valid N	N=2438	N=206	N=295	N=83	N=44
Increased number of special assignments*	Mean	3.1	2.9	3.4	3.0	2.9
	Standard Error	.03	.09	.07	.15	.21
	Valid N	N=2362	N=200	N=286	N=80	N=44
More challenging and interesting work*	Mean	3.3	3.2	3.6	3.2	3.4
	Standard Error	.03	.09	.06	.14	.18
	Valid N	N=2465	N=207	N=304	N=91	N=44

Scale: 1 = not at all to 5 = a great deal; not applicable excluded.

\*ANOVA;  $p < .05$

**Impact of Graduate Business Education on Career, by US Subgroups (Mean Scores)**

Response		US Subgroups		
		Non-Hispanic White	Asian Americans	Underrepresented Minorities
Job promotion	Mean	3.2	3.1	3.4
	Standard Error	.04	.10	.12
	Valid N	N=1309	N=133	N=116
Salary increase	Mean	3.2	3.2	3.3
	Standard Error	.03	.10	.11
	Valid N	N=1621	N=163	N=155
Greater recognition at work	Mean	2.8	2.9	2.8
	Standard Error	.03	.10	.10
	Valid N	N=1673	N=161	N=150
Greater respect at work	Mean	3.1	3.2	3.2
	Standard Error	.03	.09	.09
	Valid N	N=1692	N=162	N=155
Increased confidence at work	Mean	3.6	3.4	3.7
	Standard Error	.03	.09	.09
	Valid N	N=1710	N=168	N=157
Increased budgetary authority	Mean	2.6	2.5	2.6
	Standard Error	.04	.11	.13
	Valid N	N=1331	N=132	N=121
Increased number of direct reports	Mean	2.5	2.4	2.6
	Standard Error	.04	.12	.13
	Valid N	N=1241	N=128	N=120
Increased project/product responsibilities	Mean	3.2	3.2	3.3
	Standard Error	.03	.10	.10
	Valid N	N=1664	N=165	N=154
Increased number of special assignments	Mean	3.0	3.1	3.0
	Standard Error	.03	.10	.11
	Valid N	N=1605	N=157	N=151
More challenging and interesting work	Mean	3.3	3.2	3.3
	Standard Error	.03	.10	.10
	Valid N	N=1684	N=164	N=156

Scale: 1 = not at all to 5 = a great deal; not applicable excluded.  
 No statistical differences found.

## Current Employment Status

Respondents were asked to indicate their current employment status.

### Current Employment Status

Response	Percentage
Yes I am employed	88%
Yes I am self-employed	5%
Yes, I am working at an internship/work project	<1%
No I am not currently employed.	6%
	100%
Total	N=3719

### Current Employment Status, by Program Type \*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Yes I am employed	87%	91%	87%	94%
Yes I am self-employed	6%	4%	7%	0%
Yes, I am working at an internship/work project	1%	<1%	<1%	0%
No I am not currently employed.	7%	5%	6%	6%
	100%	100%	100%	100%
Total	N=2465	N=913	N=257	N=54

\*Chi-squared; p < .05.

### Current Employment Status, by Graduation Year \*

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Yes I am employed	80%	85%	86%	87%	89%	90%	88%	90%	89%
Yes I am self-employed	7%	8%	5%	7%	7%	6%	5%	4%	3%
Yes, I am working at an internship/work project	0%	0%	1%	0%	0%	0%	0%	1%	1%
No I am not currently employed.	13%	7%	8%	6%	4%	4%	7%	5%	7%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=122	N=187	N=156	N=209	N=411	N=496	N=594	N=588	N=912

\*Chi-squared; p < .05.

**Current Employment Status, by Gender\***

Response	Gender	
	Male	Female
Yes I am employed	89%	86%
Yes I am self-employed	5%	4%
Yes, I am working at an internship/work project	<1%	1%
No I am not currently employed.	5%	9%
	100%	100%
Total	N=2617	N=1091

\*Chi-squared; p < .05.

**Current Employment Status, by Age**

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Yes I am employed	88%	89%	85%
Yes I am self-employed	5%	5%	7%
Yes, I am working at an internship/work project	1%	<1%	<1%
No I am not currently employed.	6%	6%	7%
	100%	100%	100%
Total	N=971	N=2043	N=693

No statistical differences found.

**Current Employment Status, by Citizenship\***

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Yes I am employed	88%	89%	89%	86%	86%	81%
Yes I am self-employed	5%	4%	7%	5%	9%	11%
Yes, I am working at an internship/work project	1%	<1%	0%	1%	0%	0%
No I am not currently employed.	6%	7%	4%	8%	5%	7%
	100%	100%	100%	100%	100%	100%
Total	N=396	N=2479	N=219	N=142	N=397	N=72

\*Chi-squared; p < .05.

### Current Employment Status, by School Location \*

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Yes I am employed	89%	89%	84%	88%	84%
Yes I am self-employed	4%	6%	11%	6%	11%
Yes, I am working at an internship/work project	<1%	<1%	<1%	0%	0%
No I am not currently employed.	7%	4%	4%	7%	5%
	100%	100%	100%	100%	100%
Total	N=2894	N=247	N=374	N=109	N=57

\*Chi-squared; p < .05.

### Current Employment Status, by US Subgroups

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Yes I am employed	89%	90%	90%
Yes I am self-employed	4%	2%	4%
Yes, I am working at an internship/work project	<1%	1%	0%
No I am not currently employed.	6%	7%	7%
	100%	100%	100%
Total	N=1969	N=190	N=184

No statistical differences found.

## Number of Employers Since Graduation

Respondents were asked “How many employers have you worked for since completing your graduate business education?”

### Number of Employers Worked for Since Graduation

Response	Percentage
One	63%
Two	26%
Three	9%
Four or more	3%
	100%
Total	N=3251

**Number of Employers Worked for Since Graduation (Mean Scores)**

Median	1.0
Mean	1.6
Standard Error	.03
Valid N	N=3251

**Number of Employers Worked for Since Graduation, by Program Type\***

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
One	59%	70%	73%	82%
Two	27%	23%	21%	18%
Three	11%	5%	4%	0%
Four or more	3%	2%	2%	0%
Total	100%	100%	100%	100%
	N=2130	N=827	N=219	N=51

\*Chi-squared; p < .05

**Number of Employers Worked for Since Graduation, by Program Type (Mean Scores)**

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Median	1.0	1.0	1.0	1.0
Mean*	1.7	1.5	1.4	1.2
Standard Error	.05	.06	.05	.05
Valid N	N=2130	N=827	N=219	N=51

\*ANOVA; p < .05.

**Number of Employers Worked for Since Graduation, by Graduation Year\***

Response	Graduation Year									
	2000	2001	2002	2003	2004	2005	2006	2007	2008	
One	29%	34%	31%	33%	46%	51%	63%	77%	89%	
Two	27%	35%	39%	43%	33%	35%	29%	20%	10%	
Three	20%	23%	22%	21%	16%	11%	7%	2%	1%	
Four or more	24%	8%	9%	3%	5%	3%	1%	0%	1%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	
	N=98	N=159	N=134	N=182	N=365	N=444	N=522	N=530	N=808	

\*Chi-squared; p < .05



**Number of Employers Worked for Since Graduation, by Graduation Year (Mean Scores)**

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Median	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0
Mean*	2.5	2.3	2.1	2.0	1.8	1.7	1.6	1.3	1.2
Standard Error	.13	.25	.09	.06	.07	.04	.13	.02	.07
Valid N	N=98	N=159	N=134	N=182	N=365	N=444	N=522	N=530	N=808

\*ANOVA; p < .05.

**Number of Employers Worked for Since Graduation, by Gender**

Response	Gender	
	Male	Female
One	62%	65%
Two	26%	24%
Three	9%	9%
Four or more	3%	3%
	100%	100%
Total	N=2307	N=935

No statistical differences found.

**Number of Employers Worked for Since Graduation, by Gender (Mean Scores)**

Response	Gender	
	Male	Female
Median	1.0	1.0
Mean	1.6	1.6
Standard Error	.03	.08
Valid N	N=2307	N=935

No statistical differences found.

### Number of Employers Worked for Since Graduation, by Age

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
One	65%	61%	65%
Two	23%	27%	24%
Three	9%	9%	7%
Four or more	3%	3%	4%
	100%	100%	100%
Total	N=851	N=1809	N=581

No statistical differences found.

### Number of Employers Worked for Since Graduation, by Age (Mean Scores)

Response	Age (At the Time of Graduation)		
	27 and younger	28 to 34	35 and older
Median	1.0	1.0	1.0
Mean	1.6	1.6	1.6
Standard Error	.07	.04	.07
Valid N	N=851	N=1809	N=581

No statistical differences found.

### Number of Employers Worked for Since Graduation, by Citizenship\*

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
One	65%	64%	61%	54%	56%	54%
Two	22%	25%	30%	33%	26%	33%
Three	10%	8%	7%	10%	15%	9%
Four or more	3%	3%	2%	3%	3%	4%
	100%	100%	100%	100%	100%	100%
Total	N=343	N=2191	N=191	N=121	N=336	N=57

\*Chi-squared; p < .05.

**Number of Employers Worked for Since Graduation, by Citizenship (Mean Scores)**

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Median	1.0	1.0	1.0	1.0	1.0	1.0
Mean	1.8	1.5	1.5	1.6	1.7	1.6
Standard Error	.22	.03	.06	.07	.05	.11
Valid N	N=343	N=2191	N=191	N=121	N=336	N=57

No statistical differences found.

**Number of Employers Worked for Since Graduation, by School Location \***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
One	64%	57%	59%	77%	40%
Two	25%	29%	27%	16%	38%
Three	8%	11%	11%	5%	17%
Four or more	3%	3%	4%	2%	6%
	100%	100%	100%	100%	100%
Total	N=2549	N=214	N=312	N=94	N=48

\*Chi-squared; p < .05.

**Number of Employers Worked for Since Graduation, by School Location (Mean Scores)**

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Median	1.0	1.0	1.0	1.0	2.0
Mean	1.6	1.6	1.8	1.3	1.9
Standard Error	.03	.06	.22	.07	.13
Valid N	N=2549	N=214	N=312	N=94	N=48

No statistical differences found.

**Number of Employers Worked for Since Graduation, by US Subgroups**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
One	65%	59%	67%
Two	25%	29%	23%
Three	7%	10%	6%
Four or more	3%	2%	4%
	100%	100%	100%
Total	N=1740	N=169	N=163

No statistical differences found.

**Number of Employers Worked for Since Graduation, by US Subgroups (Mean Scores)**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Median	1.0	1.0	1.0
Mean	1.6	1.5	1.5
Standard Error	.04	.06	.06
Valid N	N=1740	N=169	N=163

No statistical differences found.

## Unemployed Alumni

### Reasons Not Working

Alumni that indicated they were unemployed were asked “What are your reasons for not working?”

#### Reasons for Not Working

Response	Percentage
I was laid off due to a weak economy.	39%
I was laid off due to company instability.	30%
I was terminated.	5%
I quit because I was dissatisfied with the job.	7%
I quit because I was dissatisfied with my employer.	7%
I quit because I was dissatisfied with my hours, pay, or benefits.	3%
I quit for personal reasons unrelated to my job.	11%
I quit to continue my education.	9%
Other reason for not working	22%
Total	N=229

Responses add to more than 100% because of multiple selections.

### Employment Search

Unemployed respondents were also asked “Are you currently searching for a job?”

#### Searching for Employment

Response	Percentage
Yes, am currently searching for a job	80%
No, not searching for a job	20%
	100%
Total	N=229

## Employed Alumni

### Key Findings

- The majority of employed respondents were working within their country of citizenship overall. Fifty percent of alumni from Asian countries and 60 percent of alumni from Latin American countries were working outside their country of citizenship, however.
- The finance/accounting industry was the most common employment sector among alumni who were working in Africa and the Middle East, Asia, and the United States. Among alumni working in Canada and Europe, finance/accounting and consulting were tied for the most common industry. Among alumni working in Latin America, the majority were employed in the products/services industry.
- Alumni have steadily advanced their careers—1 in 5 alumni who graduated in 2000 and 2001 were in executive-level positions compared with 1 in 20 alumni who graduated in 2008.
- On average, 2009 salaries were 6 percent higher per year since graduation. Alumni who graduated in 2008 were earning about US\$80,000, while those who graduated in 2000 were earning US\$128,000, on average.
- Nearly half of the alumni (47%) indicated that their employer places a premium on a graduate business degree, and 50 percent indicated their employer treats all graduate degrees equally.

### Length of Time in Current Job

Respondents were asked “How many years have you been working for your current employer?”

**Number of Years With Current Employer**

Response	Percentage
3 years or less	64%
4 to 6 years	19%
7 years or more	17%
	100%
Total	N=3248

**Number of Years With Current Employer (Mean Scores)**

Response	Median	Mean	Standard Error	Valid N
Number of years	2.0	3.8	.07	N=3247

**Number of Years With Current Employer, by Program Type\***

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
3 years or less	72%	49%	36%	82%
4 to 6 years	20%	19%	17%	6%
7 years or more	7%	32%	47%	12%
	100%	100%	100%	100%
Total	N=2128	N=826	N=219	N=51

\*Chi-squared; p < .05.

**Number of Years With Current Employer, by Program Type\* (Mean Scores)**

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Median	2.0	4.0	6.0	1.0
Mean	2.9	5.2	8.1	2.8
Standard Error	.05	.16	.48	.52
Valid N	N=2128	N=825	N=219	N=51

\*ANOVA; p < .05.

**Number of Years With Current Employer, by Gender\***

Response	Gender	
	Male	Female
3 years or less	63%	67%
4 to 6 years	19%	19%
7 years or more	18%	14%
	100%	100%
Total	N=2306	N=933

\*Chi-squared; p < .05.

**Number of Years With Current Employer, by Gender (Mean Scores)**

Response	Gender	
	Male	Female
Median	3.0	2.0
Mean*	4.0	3.5
Standard Error	.09	.11
Valid N	N=2305	N=933

\*ANOVA; p < .05.

**Number of Years With Current Employer, by Age\***

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
3 years or less	72%	65%	49%
4 to 6 years	20%	20%	15%
7 years or more	8%	14%	36%
	100%	100%	100%
Total	N=850	N=1808	N=580

\*Chi-squared; p < .05.

**Number of Years With Current Employer, by Age (Mean Scores)**

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Median	2.0	3.0	4.0
Mean*	2.8	3.5	6.4
Standard Error	.08	.07	.27
Valid N	N=850	N=1808	N=579

\*ANOVA; p < .05.

**Number of Years With Current Employer, by Citizenship\***

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
3 years or less	69%	62%	70%	70%	70%	60%
4 to 6 years	16%	20%	17%	23%	14%	26%
7 years or more	14%	18%	14%	8%	16%	14%
	100%	100%	100%	100%	100%	100%
Total	N=342	N=2190	N=191	N=120	N=336	N=57

\*Chi-squared; p < .05.



**Number of Years With Current Employer, by Citizenship (Mean Scores)**

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Median	2.0	3.0	2.0	2.0	2.0	2.0
Mean*	3.4	4.0	3.5	3.0	3.7	3.6
Standard Error	.19	.09	.27	.21	.22	.46
Valid N	N=342	N=2189	N=191	N=120	N=336	N=57

\*ANOVA; p < .05.

**Number of Years With Current Employer, by School Location \***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
3 years or less	62%	72%	74%	74%	67%
4 to 6 years	21%	15%	14%	10%	19%
7 years or more	18%	13%	12%	16%	15%
	100%	100%	100%	100%	100%
Total	N=2546	N=214	N=312	N=94	N=48

\*Chi-squared; p < .05.

**Number of Years With Current Employer, by School Location (Mean Scores)**

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Median	3.0	2.0	2.0	1.0	2.5
Mean*	4.0	3.5	3.3	3.2	4.2
Standard Error	.08	.28	.20	.38	.67
Valid N	N=2545	N=214	N=312	N=94	N=48

\*ANOVA; p < .05.

**Number of Years With Current Employer, by US Subgroups**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
3 years or less	61%	68%	61%
4 to 6 years	20%	17%	21%
7 years or more	18%	15%	18%
	100%	100%	100%
Total	N=1739	N=169	N=163

No statistical differences found.

**Number of Years With Current Employer, by US Subgroups  
(Mean Scores)**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Median	3.0	2.0	2.0
Mean	4.0	3.5	4.2
Standard Error	.10	.28	.34
Valid N	N=1738	N=169	N=163

No statistical differences found.

**Number of Years With Current Employer, by Work Location \***

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
3 years or less	62%	70%	67%	74%	74%	62%
4 to 6 years	24%	17%	17%	18%	14%	20%
7 years or more	14%	14%	17%	8%	12%	18%
	100%	100%	100%	100%	100%	100%
Total	N=58	N=333	N=254	N=62	N=182	N=2346

\*Chi-squared; p < .05.

**Number of Years With Current Employer, by Work Location (Mean Scores)**

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Median	2.0	2.0	2.0	2.0	2.0	3.0
Mean*	3.7	3.4	3.7	3.1	3.3	4.0
Standard Error	.49	.20	.23	.32	.27	.08
Valid N	N=58	N=333	N=254	N=62	N=182	N=2346

\*ANOVA; p < .05.

### Size of Organization

Respondents were asked “How many persons are employed by your current organization at all locations?”

#### Number of People Employed by Current Organization at All Locations

Response	Percentage
Fewer than 1,000	30%
1,001 to 24,999	36%
25,000 or more	34%
	100%
Total	N=3035

#### Number of People Employed by Current Organization, by Program Type

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Fewer than 1,000	30%	30%	33%	23%
1,001 to 24,999	35%	38%	32%	40%
25,000 or more	35%	32%	34%	38%
	100%	100%	100%	100%
Total	N=1987	N=773	N=204	N=48

No statistical differences found.

#### Number of People Employed by Current Organization, by Graduation Year

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Fewer than 1,000	25%	28%	34%	31%	29%	34%	31%	27%	31%
1,001 to 24,999	37%	39%	37%	36%	35%	35%	34%	35%	36%
25,000 or more	38%	33%	30%	33%	36%	31%	34%	37%	33%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=89	N=145	N=125	N=170	N=340	N=417	N=493	N=500	N=747

No statistical differences found.

### Number of People Employed by Current Organization, by Gender

Response	Gender	
	Male	Female
Fewer than 1,000	31%	29%
1,001 to 24,999	35%	37%
25,000 or more	34%	34%
	100%	100%
Total	N=2162	N=864

No statistical differences found.

### Number of People Employed by Current Organization, by Age

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Fewer than 1,000	30%	30%	31%
1,001 to 24,999	35%	35%	37%
25,000 or more	35%	35%	32%
	100%	100%	100%
Total	N=784	N=1693	N=548

No statistical differences found.

### Number of People Employed by Current Organization, by Citizenship

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Fewer than 1,000	29%	31%	31%	23%	27%	40%
1,001 to 24,999	33%	35%	36%	37%	39%	32%
25,000 or more	38%	33%	34%	39%	34%	28%
	100%	100%	100%	100%	100%	100%
Total	N=317	N=2043	N=177	N=115	N=318	N=53

No statistical differences found.

**Number of People Employed by Current Organization, by School Location**

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Fewer than 1,000	30%	28%	31%	32%	41%
1,001 to 24,999	35%	38%	37%	32%	35%
25,000 or more	34%	35%	32%	36%	24%
	100%	100%	100%	100%	100%
Total	N=2378	N=196	N=295	N=88	N=46

\*Chi-squared; p < .05.

**Number of People Employed by Current Organization, by US Subgroups**

Response	US Subgroups		
	Caucasian Americans	Asian Americans	Underrepresented Minorities
Fewer than 1,000	32%	29%	26%
1,001 to 24,999	35%	38%	36%
25,000 or more	33%	32%	39%
	100%	100%	100%
Total	N=1627	N=154	N=149

\*Chi-squared; p < .05.

**Number of People Employed by Current Organization, by Work Location**

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Fewer than 1,000	39%	29%	29%	23%	29%	31%
1,001 to 24,999	35%	38%	37%	50%	34%	35%
25,000 or more	26%	33%	34%	27%	37%	34%
	100%	100%	100%	100%	100%	100%
Total	N=54	N=315	N=229	N=56	N=168	N=2201

\*Chi-squared; p < .05.

### Employment Locations

Respondents that indicated they were currently employed were asked, “Are you working in your country of citizenship?”

#### Location of Employment

Response	Percentage
Within country of citizenship	83%
Outside country of citizenship	17%
	100%
Total	N=3036

#### Location of Employment, by Program Type \*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Within country of citizenship	79%	94%	90%	88%
Outside country of citizenship	21%	6%	10%	13%
	100%	100%	100%	100%
Total	N=1987	N=774	N=204	N=48

\*Chi-squared; p < .05.

#### Location of Employment, by Graduation Year

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Within country of citizenship	87%	84%	80%	76%	84%	82%	85%	82%	86%
Outside country of citizenship	13%	16%	20%	24%	16%	18%	15%	18%	14%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=89	N=145	N=125	N=170	N=341	N=417	N=493	N=500	N=747

No statistical differences found.

#### Location of Employment, by Gender \*

Response	Gender	
	Male	Female
Within country of citizenship	82%	86%
Outside country of citizenship	18%	14%
	100%	100%
Total	N=2163	N=864

\*Chi-squared; p < .05.

### Location of Employment, by Age\*

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Within country of citizenship	86%	81%	87%
Outside country of citizenship	14%	19%	13%
	100%	100%	100%
Total	N=784	N=1693	N=549

\*Chi-squared; p < .05.

### Location of Employment, by Citizenship\*

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Within country of citizenship	50%	97%	80%	40%	54%	48%
Outside country of citizenship	50%	3%	20%	60%	46%	52%
	100%	100%	100%	100%	100%	100%
Total	N=317	N=2043	N=177	N=115	N=318	N=54

\*Chi-squared; p < .05.

### Location of Employment, by School Location\*

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Within country of citizenship	87%	78%	61%	70%	81%
Outside country of citizenship	13%	22%	39%	30%	19%
	100%	100%	100%	100%	100%
Total	N=2378	N=196	N=295	N=88	N=47

\*Chi-squared; p < .05.

### Location of Employment, by US Subgroups

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Within country of citizenship	97%	95%	97%
Outside country of citizenship	3%	5%	3%
	100%	100%	100%
Total	N=1627	N=154	N=149

No statistical differences found.

### Organizational Focus

Respondents that indicated they were currently employed were asked “Does your current employing organization primarily have a local, regional, national, or international focus?”

#### Primary Focus of Current Employing Organization

Response	Percentage
Local	6%
Regional	10%
National	27%
International	58%
	100%
Total	N=3035

#### Primary Focus of Current Employing Organization, by Program Type \*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Local	5%	8%	6%	10%
Regional	9%	13%	8%	8%
National	27%	29%	21%	15%
International	60%	51%	64%	67%
	100%	100%	100%	100%
Total	N=1987	N=774	N=204	N=48

\*Chi-squared; p < .05.

#### Primary Focus of Current Employing Organization, by Graduation Year

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Local	2%	8%	5%	6%	4%	6%	7%	4%	7%
Regional	8%	8%	9%	12%	9%	12%	8%	9%	11%
National	30%	26%	26%	27%	26%	22%	26%	27%	30%
International	60%	59%	60%	55%	62%	60%	59%	59%	53%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=89	N=145	N=125	N=170	N=341	N=417	N=493	N=500	N=747

No statistical differences found.



### Primary Focus of Current Employing Organization, by Gender\*

Response	Gender	
	Male	Female
Local	5%	8%
Regional	9%	13%
National	27%	27%
International	60%	53%
	100%	100%
Total	N=2163	N=864

\*Chi-squared; p < .05.

### Primary Focus of Current Employing Organization, by Age

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Local	6%	5%	7%
Regional	10%	9%	11%
National	29%	27%	23%
International	55%	59%	59%
	100%	100%	100%
Total	N=784	N=1693	N=549

No statistical differences found.

### Primary Focus of Current Employing Organization, by Citizenship\*

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Local	5%	7%	2%	5%	3%	6%
Regional	6%	11%	18%	6%	4%	9%
National	24%	29%	25%	17%	19%	26%
International	65%	53%	55%	71%	75%	59%
	100%	100%	100%	100%	100%	100%
Total	N=317	N=2043	N=177	N=115	N=318	N=54

\*Chi-squared; p < .05.

**Primary Focus of Current Employing Organization, by School Location \***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Local	6%	4%	3%	7%	9%
Regional	10%	17%	3%	8%	13%
National	28%	24%	17%	23%	32%
International	56%	55%	77%	63%	47%
	100%	100%	100%	100%	100%
Total	N=2378	N=196	N=295	N=88	N=47

\*Chi-squared; p < .05.

**Primary Focus of Current Employing Organization, by US Subgroups**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Local	7%	5%	6%
Regional	12%	6%	8%
National	29%	34%	24%
International	52%	55%	62%
	100%	100%	100%
Total	N=1627	N=154	N=149

No statistical differences found.

**Primary Focus of Current Employing Organization, by Work Location \***

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Local	4%	3%	6%	9%	4%	6%
Regional	16%	3%	6%	5%	18%	11%
National	18%	15%	22%	18%	26%	29%
International	62%	79%	66%	68%	52%	54%
	100%	100%	100%	100%	100%	100%
Total	N=55	N=315	N=229	N=56	N=168	N=2201

\*Chi-squared; p < .05.

## Industry of Employment

Respondents that indicated they were currently employed were asked “In what industry are you currently employed?”

### Detailed Industry List

Industry	Percentage (n = 3,292)	Industry	Percentage (n = 3,292)
Management consulting	5.4%	Biotechnology	1.2%
Investment banking or management	5.4%	Real estate and rental and/or leasing	1.1%
Other manufacturing	5.4%	Other products and services	1.1%
Banking	5.1%	Other consulting	1.0%
Information technology or services	4.7%	Construction and installation	1.0%
Other industry	4.6%	Other technology	0.9%
Consulting services	4.5%	Health Insurance	0.8%
Consumer goods	3.7%	Engineering	0.8%
Education or educational services	3.6%	Health care consulting	0.7%
Other finance	3.3%	Advertising	0.7%
Energy and utilities	3.2%	Arts and entertainment	0.7%
Health care	2.9%	Human resource services	0.6%
Retail/wholesale	2.9%	Venture capital	0.6%
Information technology consulting	2.7%	Other energy and utilities	0.5%
Government (non-military)	2.7%	Hotel, gaming, leisure, and travel	0.5%
Telecommunications	2.6%	Sports and recreation	0.5%
Finance and insurance	2.5%	Mining	0.4%
Pharmaceutical	2.2%	Military	0.4%
Internet and/or e-commerce	2.2%	Aviation and airlines	0.4%
Insurance	2.0%	Restaurant and food services	0.3%
Accounting	1.8%	Utilities	0.2%
Aerospace and defense	1.8%	Health managed care (provider)	0.2%
Nonprofit/not-for-profit	1.6%	Science and research	0.2%
Marketing services	1.6%	Customer services	0.2%
Other health care or pharmaceutical	1.5%	Architecture	0.1%
Engineering	1.5%		
Food, beverage, and tobacco	1.5%		
Automotive	1.3%	Total	100%

**Employment Industry**

Response	Percentage
Consulting	15%
Energy/utilities	4%
Finance/accounting	21%
Health care/pharmaceuticals	9%
Technology	12%
Manufacturing	9%
Nonprofit/government	8%
Products/services	17%
Other industry	5%
	100%
Total	N=3289

**Industry of Employment, by Program Type \***

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Consulting	17%	11%	12%	15%
Energy/utilities	4%	4%	7%	2%
Finance/accounting	22%	18%	14%	33%
Health care/pharmaceuticals	9%	10%	9%	10%
Technology	12%	14%	16%	6%
Manufacturing	7%	11%	12%	6%
Nonprofit/government	7%	11%	8%	17%
Products/services	17%	17%	15%	10%
Other industry	5%	4%	7%	0%
	100%	100%	100%	100%
Total	N=2162	N=824	N=229	N=48

\*Chi-squared; p < .05.

### Industry of Employment, by Graduation Year

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Consulting	17%	14%	14%	12%	13%	16%	15%	16%	15%
Energy/utilities	3%	6%	4%	3%	3%	5%	4%	5%	5%
Finance/accounting	22%	24%	16%	20%	24%	22%	20%	21%	18%
Health care/pharmaceuticals	6%	8%	10%	12%	7%	9%	9%	10%	9%
Technology	11%	12%	16%	9%	14%	13%	12%	13%	12%
Manufacturing	12%	12%	12%	8%	8%	7%	8%	8%	9%
Nonprofit/government	9%	7%	10%	10%	8%	7%	9%	7%	8%
Products/services	16%	14%	13%	21%	18%	15%	16%	16%	19%
Other industry	2%	3%	4%	5%	4%	5%	6%	4%	5%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=98	N=162	N=137	N=187	N=373	N=454	N=529	N=534	N=804

No statistical differences found.

### Industry of Employment, by Gender\*

Response	Gender	
	Male	Female
Consulting	15%	14%
Energy/utilities	5%	3%
Finance/accounting	21%	19%
Health care/pharmaceuticals	9%	10%
Technology	14%	10%
Manufacturing	9%	7%
Nonprofit/government	6%	13%
Products/services	16%	20%
Other industry	5%	5%
	100%	100%
Total	N=2343	N=935

\*Chi-squared;  $p < .05$ .

**Industry of Employment, by Age\***

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Consulting	15%	16%	11%
Energy/utilities	3%	4%	6%
Finance/accounting	23%	22%	15%
Health care/pharmaceuticals	8%	8%	13%
Technology	10%	13%	14%
Manufacturing	8%	8%	12%
Nonprofit/government	8%	7%	11%
Products/services	20%	17%	13%
Other industry	5%	4%	5%
	100%	100%	100%
Total	N=847	N=1825	N=605

\*Chi-squared; p < .05.

**Industry of Employment, by School Location\***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Consulting	13%	20%	25%	18%	9%
Energy/utilities	4%	6%	3%	6%	6%
Finance/accounting	21%	20%	20%	16%	21%
Health care/pharmaceuticals	10%	5%	7%	5%	8%
Technology	12%	11%	14%	20%	19%
Manufacturing	9%	7%	8%	9%	6%
Nonprofit/government	9%	9%	4%	4%	6%
Products/services	18%	13%	15%	14%	21%
Other industry	4%	8%	4%	7%	6%
	100%	100%	100%	100%	100%
Total	N=2548	N=220	N=338	N=95	N=53

\*Chi-squared; p < .05.

### Industry of Employment, by US Subgroups

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Consulting	13%	13%	16%
Energy/utilities	4%	2%	6%
Finance/accounting	19%	20%	16%
Health care/pharmaceuticals	10%	12%	8%
Technology	11%	18%	12%
Manufacturing	9%	7%	6%
Nonprofit/government	10%	10%	10%
Products/services	18%	15%	20%
Other industry	4%	2%	7%
	100%	100%	100%
Total	N=1748	N=163	N=160

No statistical differences found.

### Industry of Employment, by Work Location \*

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Consulting	13%	22%	15%	9%	21%	13%
Energy/utilities	11%	4%	5%	3%	5%	4%
Finance/accounting	26%	22%	22%	22%	21%	20%
Health care/pharmaceuticals	3%	6%	7%	6%	7%	10%
Technology	15%	13%	18%	14%	10%	12%
Manufacturing	2%	9%	10%	8%	7%	9%
Nonprofit/government	8%	4%	4%	6%	9%	9%
Products/services	15%	15%	14%	29%	13%	18%
Other industry	8%	4%	5%	3%	7%	4%
	100%	100%	100%	100%	100%	100%
Total	N=62	N=356	N=255	N=65	N=189	N=2347

\*Chi-squared;  $p < .05$ .

### Job Functions

Respondents that indicated they were currently employed were asked “Which of the following best describes your current job function?”

#### Detailed Job Function List

Job Function	Percentage (n = 3,108)	Industry	Percentage (n = 3,108)
General management	10.4%	Change management	1.4%
Strategy	7.3%	Systems analysis	1.4%
Product management	6.9%	Purchasing	1.3%
Corporate finance	6.9%	Communications	1.2%
Other job function	6.9%	Other human resources	1.1%
Other marketing/sales	4.7%	Product development	1.0%
Investments	3.9%	Real estate	1.0%
Sales management	3.7%	Other general management	0.9%
Accounting/auditing	3.7%	Logistics	0.7%
Other finance/accounting	3.7%	Production/manufacturing	0.7%
Operations	3.6%	Product management	0.7%
Other consulting	3.6%	Entrepreneurial	0.7%
Other information technology/misc.	2.4%	Staffing and training	0.6%
Business development	2.2%	Compensation and benefits	0.6%
M&A (mergers & acquisitions)	2.2%	Advertising	0.5%
Treasury and financial analysis	2.2%	Public finance	0.4%
Market research	2.1%	Electronic commerce	0.3%
Sales	2.1%	Industrial/labor relations	0.2%
Banking	1.9%	Change management	0.2%
Engineering	1.8%	Public relations	0.1%
Systems consulting	1.7%	Telecommunications	0.1%
Other operations/logistics	1.4%	Total	100%

#### Job Function

Response	Percentage
Marketing/sales	21%
Operations/logistics	10%
Consulting	15%
General management	12%
Finance/accounting	26%
Human resources	3%
IT/MIS	6%
Other job function	7%
	100%
Total	N=3108



**Job Function, by Program Type \***

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Marketing/sales	22%	20%	17%	13%
Operations/logistics	8%	15%	16%	8%
Consulting	18%	9%	14%	8%
General management	11%	11%	26%	10%
Finance/accounting	28%	22%	15%	38%
Human resources	2%	3%	0%	15%
IT/MIS	4%	11%	4%	2%
Other job function	7%	8%	6%	6%
	100%	100%	100%	100%
Total	N=2032	N=796	N=209	N=48

\*Chi-squared; p &lt; .05.

**Job Function, by Graduation Year**

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Marketing/sales	17%	20%	20%	21%	24%	21%	22%	18%	22%
Operations/logistics	11%	9%	16%	10%	6%	10%	10%	11%	12%
Consulting	22%	14%	12%	16%	14%	15%	15%	18%	15%
General management	9%	16%	16%	10%	12%	14%	12%	12%	10%
Finance/accounting	27%	28%	21%	30%	29%	28%	24%	26%	24%
Human resources	1%	2%	2%	1%	3%	2%	2%	4%	3%
IT/MIS	7%	5%	5%	6%	4%	4%	6%	6%	7%
Other job function	7%	7%	9%	6%	7%	5%	9%	5%	8%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=90	N=148	N=129	N=172	N=347	N=425	N=502	N=512	N=774

No statistical differences found.

**Job Function, by Gender\***

Response	Gender	
	Male	Female
Marketing/sales	18%	28%
Operations/logistics	11%	8%
Consulting	16%	13%
General management	13%	9%
Finance/accounting	27%	23%
Human resources	2%	5%
IT/MIS	7%	3%
Other job function	6%	10%
	100%	100%
Total	N=2206	N=893

\*Chi-squared; p < .05.

**Job Function, by Age\***

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Marketing/sales	22%	22%	17%
Operations/logistics	8%	10%	16%
Consulting	14%	17%	11%
General management	7%	12%	19%
Finance/accounting	32%	26%	17%
Human resources	4%	2%	2%
IT/MIS	6%	5%	8%
Other job function	7%	6%	10%
	100%	100%	100%
Total	N=803	N=1732	N=563

\*Chi-squared; p < .05.

**Job Function, by Citizenship\***

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Marketing/sales	24%	22%	16%	20%	20%	17%
Operations/logistics	8%	11%	11%	9%	10%	13%
Consulting	16%	13%	24%	19%	22%	15%
General management	12%	12%	14%	9%	14%	7%
Finance/accounting	26%	26%	19%	28%	23%	31%
Human resources	1%	3%	2%	2%	1%	4%
IT/MIS	7%	6%	5%	4%	4%	7%
Other job function	7%	7%	8%	9%	6%	6%
	100%	100%	100%	100%	100%	100%
Total	N=323	N=2096	N=183	N=117	N=323	N=54

\*Chi-squared; p &lt; .05.

**Job Function, by School Location\***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Marketing/sales	22%	17%	22%	19%	21%
Operations/logistics	11%	10%	9%	11%	4%
Consulting	14%	21%	26%	16%	17%
General management	11%	13%	13%	17%	21%
Finance/accounting	27%	21%	23%	16%	19%
Human resources	3%	3%	1%	1%	2%
IT/MIS	6%	5%	2%	9%	6%
Other job function	7%	9%	4%	11%	9%
	100%	100%	100%	100%	100%
Total	N=2437	N=205	N=298	N=89	N=47

\*Chi-squared; p &lt; .05.

**Job Function, by US Subgroups**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Marketing/sales	21%	26%	21%
Operations/logistics	11%	10%	13%
Consulting	13%	16%	13%
General management	12%	14%	9%
Finance/accounting	27%	21%	28%
Human resources	4%	3%	2%
IT/MIS	6%	6%	4%
Other job function	7%	4%	10%
	100%	100%	100%
Total	N=1669	N=160	N=153

No statistical differences found.

**Job Function, by Work Location \***

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Marketing/sales	13%	21%	23%	19%	17%	22%
Operations/logistics	11%	8%	9%	12%	11%	11%
Consulting	25%	23%	14%	17%	22%	13%
General management	11%	13%	17%	16%	13%	11%
Finance/accounting	27%	26%	21%	26%	20%	27%
Human resources	4%	1%	1%	2%	2%	3%
IT/MIS	0%	3%	9%	2%	5%	6%
Other job function	9%	5%	7%	7%	10%	7%
	100%	100%	100%	100%	100%	100%
Total	N=55	N=320	N=235	N=58	N=174	N=2254

\*Chi-squared; p < .05.

### Classification of Current Job

Respondents were asked “How do you primarily classify your current job position?”

#### Classification of Current Job Position

Response	Percentage
Administrative	3%
Operational	4%
Technical	4%
Professional	46%
Managerial	43%
	100%
Total	N=3249

#### Classification of Current Job Position, by Program Type \*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Administrative	3%	4%	6%	6%
Operational	4%	4%	3%	8%
Technical	3%	7%	2%	6%
Professional	48%	44%	31%	53%
Managerial	42%	41%	58%	27%
	100%	100%	100%	100%
Total	N=2128	N=827	N=219	N=51

\*Chi-squared; p < .05.

#### Classification of Current Job Position, by Graduation Year \*

Response	Graduation Year									
	2000	2001	2002	2003	2004	2005	2006	2007	2008	
Administrative	0%	1%	1%	3%	3%	3%	4%	2%	5%	
Operational	7%	4%	4%	2%	2%	3%	5%	3%	5%	
Technical	2%	1%	1%	2%	4%	4%	4%	5%	6%	
Professional	43%	38%	39%	37%	42%	43%	46%	52%	51%	
Managerial	48%	55%	54%	56%	49%	47%	42%	38%	32%	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Total	N=98	N=159	N=134	N=182	N=365	N=443	N=522	N=530	N=807	

\*Chi-squared; p < .05.

### Classification of Current Job Position, by Gender\*

Response	Gender	
	Male	Female
Administrative	3%	5%
Operational	4%	3%
Technical	5%	2%
Professional	44%	52%
Managerial	44%	38%
	100%	100%
Total	N=2306	N=934

\*Chi-squared; p < .05.

### Classification of Current Job Position, by Age\*

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Administrative	4%	2%	6%
Operational	4%	4%	5%
Technical	5%	3%	5%
Professional	54%	46%	36%
Managerial	34%	45%	48%
	100%	100%	100%
Total	N=850	N=1808	N=581

\*Chi-squared; p < .05.

### Classification of Current Job Position, by Citizenship\*

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Administrative	3%	4%	3%	1%	3%	2%
Operational	4%	4%	6%	2%	5%	5%
Technical	3%	4%	4%	4%	1%	9%
Professional	44%	49%	45%	37%	35%	42%
Managerial	46%	39%	43%	55%	56%	42%
	100%	100%	100%	100%	100%	100%
Total	N=342	N=2191	N=191	N=121	N=335	N=57

\*Chi-squared; p < .05.

**Classification of Current Job Position, by School Location \***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Administrative	4%	3%	2%	2%	0%
Operational	4%	4%	4%	3%	4%
Technical	4%	4%	3%	1%	10%
Professional	48%	44%	36%	36%	31%
Managerial	40%	45%	56%	57%	54%
	100%	100%	100%	100%	100%
Total	N=2548	N=214	N=311	N=94	N=48

\*Chi-squared; p < .05.

**Classification of Current Job Position, by US Subgroups**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Administrative	4%	2%	4%
Operational	4%	4%	3%
Technical	5%	6%	2%
Professional	48%	54%	52%
Managerial	39%	35%	39%
	100%	100%	100%
Total	N=1740	N=169	N=163

No statistical differences found.

**Classification of Current Job Position, by Work Location \***

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Administrative	0%	3%	4%	0%	3%	3%
Operational	5%	4%	5%	3%	5%	4%
Technical	5%	2%	2%	2%	3%	5%
Professional	40%	37%	40%	24%	48%	49%
Managerial	50%	54%	49%	71%	41%	40%
	100%	100%	100%	100%	100%	100%
Total	N=58	N=332	N=254	N=62	N=182	N=2349

\*Chi-squared; p < .05.

### Current Job Level

Respondents were asked “What is your current job level?”

#### Current Job Level

Response	Percentage
Entry level	7%
Mid-level	56%
Senior level	27%
Executive level	9%
Other	1%
	100%
Total	N=3249

#### Current Job Level, by Program Type\*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Entry level	8%	4%	2%	14%
Mid-level	58%	60%	27%	59%
Senior level	25%	28%	41%	25%
Executive level	8%	7%	30%	2%
Other	1%	1%	0%	0%
	100%	100%	100%	100%
Total	N=2128	N=827	N=219	N=51

\*Chi-squared; p < .05.

#### Current Job Level, by Graduation Year\*

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Entry level	1%	1%	1%	2%	2%	3%	5%	9%	14%
Mid-level	38%	38%	48%	49%	54%	56%	60%	64%	60%
Senior level	39%	40%	38%	39%	31%	31%	26%	20%	20%
Executive level	21%	19%	13%	10%	12%	9%	9%	7%	4%
Other	1%	1%	0%	1%	1%	1%	1%	1%	2%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=98	N=159	N=134	N=181	N=365	N=444	N=522	N=530	N=807

\*Chi-squared; p < .05.



**Current Job Level, by Gender\***

Response	Gender	
	Male	Female
Entry level	6%	8%
Mid-level	53%	64%
Senior level	29%	21%
Executive level	10%	5%
Other	1%	1%
	100%	100%
Total	N=2306	N=934

\*Chi-squared; p < .05.

**Current Job Level, by Age\***

Response	Age (At the Time of Graduation)		
	27 and younger	28 to 34	35 and older
Entry level	14%	4%	3%
Mid-level	64%	58%	41%
Senior level	17%	28%	39%
Executive level	4%	9%	17%
Other	1%	1%	1%
	100%	100%	100%
Total	N=850	N=1808	N=581

\*Chi-squared; p < .05.

**Current Job Level, by Citizenship\***

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Entry level	6%	7%	7%	3%	4%	2%
Mid-level	55%	59%	55%	44%	44%	56%
Senior level	27%	25%	31%	39%	34%	32%
Executive level	10%	7%	6%	13%	17%	11%
Other	1%	1%	1%	1%	1%	0%
	100%	100%	100%	100%	100%	100%
Total	N=342	N=2190	N=191	N=121	N=336	N=57

\*Chi-squared; p < .05.

**Current Job Level, by School Location \***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Entry level	7%	7%	2%	4%	2%
Mid-level	59%	54%	43%	55%	44%
Senior level	25%	32%	39%	23%	23%
Executive level	8%	6%	15%	17%	29%
Other	1%	0%	1%	0%	2%
	100%	100%	100%	100%	100%
Total	N=2547	N=214	N=312	N=94	N=48

\*Chi-squared; p < .05.

**Current Job Level, by US Subgroups**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Entry level	7%	5%	10%
Mid-level	58%	65%	63%
Senior level	26%	20%	23%
Executive level	8%	8%	3%
Other	1%	1%	1%
	100%	100%	100%
Total	N=1740	N=169	N=162

No statistical differences found.

**Current Job Level, by Work Location \***

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Entry level	0%	3%	4%	2%	9%	7%
Mid-level	50%	46%	53%	31%	55%	59%
Senior level	36%	35%	30%	42%	30%	25%
Executive level	12%	16%	13%	26%	6%	7%
Other	2%	1%	1%	0%	0%	1%
	100%	100%	100%	100%	100%	100%
Total	N=58	N=333	N=254	N=62	N=182	N=2348

\*Chi-squared; p < .05.

### Job Promotions

Respondents were asked “How many job promotions have you had since completing your graduate business degree?”

#### Job Promotions Received After Completing Graduate Business Education

Response	Percentage
Have not been promoted	15%
Promoted once	48%
Promoted twice	26%
Promoted 3 or more times	11%
	100%
Total	N=2330

#### Job Promotions Received After Completing Graduate Business Education

Response	Median	Mean	Standard Error	Valid N
Job Promotions Received	1.0	1.4	.02	N=2427

#### Job Promotions Received After Completing Graduate Business Education, by Program Type \*

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Have not been promoted	14%	17%	18%	41%
Promoted once	44%	56%	54%	56%
Promoted twice	29%	20%	22%	4%
Promoted 3 or more times	13%	6%	6%	0%
	100%	100%	100%	100%
Total	N=1491	N=624	N=171	N=27

\*Chi-squared; p < .05.

**Job Promotions Received After Completing Graduate Business Education, by Program Type (Mean Scores)**

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Median	1.0	1.0	1.0	1.0
Mean*	1.6	1.2	1.2	.6
Standard Error	.03	.04	.07	.11
Valid N	N=1570	N=638	N=174	N=27

\*ANOVA; p < .05.

**Job Promotions Received After Completing Graduate Business Education, by Graduation Year\***

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Have not been promoted	0%	7%	2%	5%	5%	8%	16%	22%	34%
Promoted once	17%	27%	28%	38%	37%	45%	57%	61%	60%
Promoted twice	39%	35%	47%	38%	38%	37%	23%	15%	6%
Promoted 3 or more times	43%	31%	23%	18%	19%	10%	5%	2%	0%
	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	N=76	N=121	N=106	N=146	N=291	N=388	N=394	N=362	N=440

\*Chi-squared; p < .05.

**Job Promotions Received After Completing Graduate Business Education, by Graduation Year (Mean Scores)**

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Median	3.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0
Mean*	2.5	2.3	2.2	1.9	1.9	1.6	1.2	1.0	.7
Standard Error	.10	.11	.10	.08	.06	.05	.04	.04	.03
Valid N	N=89	N=142	N=118	N=160	N=313	N=398	N=398	N=362	N=440

\*ANOVA; p < .05.

**Job Promotions Received After Completing Graduate Business Education, by Gender\***

Response	Gender	
	Male	Female
Have not been promoted	14%	17%
Promoted once	47%	51%
Promoted twice	27%	24%
Promoted 3 or more times	12%	8%
	100%	100%
Total	N=1684	N=640

\*Chi-squared; p < .05.

**Job Promotions Received After Completing Graduate Business Education, by Gender (Mean Scores)**

Response	Gender	
	Male	Female
Median	1.0	1.0
Mean*	1.5	1.3
Standard Error	.03	.04
Valid N	N=1764	N=656

\*ANOVA; p < .05.

**Job Promotions Received After Completing Graduate Business Education, by Age (Mean Scores)**

Response	Age (At the Time of Graduation)		
	27 and younger	28 to 34	35 and older
Median	1.0	1.0	1.0
Mean*	1.5	1.5	1.2
Standard Error	.04	.03	.05
Valid N	N=615	N=1373	N=431

\*ANOVA; p < .05.

**Job Promotions Received After Completing Graduate Business Education, by Citizenship**

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Have not been promoted	20%	15%	13%	8%	14%	13%
Promoted once	48%	50%	43%	46%	45%	38%
Promoted twice	26%	25%	29%	33%	28%	41%
Promoted 3 or more times	7%	10%	15%	13%	14%	9%
	100%	100%	100%	100%	100%	100%
Total	N=235	N=1582	N=129	N=87	N=256	N=32

No statistical differences found.

**Job Promotions Received After Completing Graduate Business Education, by Citizenship (Mean Scores)**

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Median	1.0	1.0	1.0	1.0	1.0	2.0
Mean	1.3	1.4	1.6	1.6	1.5	1.5
Standard Error	.07	.03	.09	.10	.06	.16
Valid N	N=235	N=1582	N=129	N=87	N=256	N=32

No statistical differences found.

**Job Promotions Received After Completing Graduate Business Education, by School Location**

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Have not been promoted	15%	16%	13%	27%	8%
Promoted once	48%	43%	52%	53%	61%
Promoted twice	26%	24%	26%	16%	22%
Promoted 3 or more times	10%	17%	9%	4%	8%
	100%	100%	100%	100%	100%
Total	N=1844	N=149	N=226	N=51	N=36

No statistical differences found.

**Job Promotions Received After Completing Graduate Business Education, by School Location (Mean Scores)**

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Median	1.0	1.0	1.0	1.0	1.0
Mean*	1.5	1.5	1.4	1.0	1.3
Standard Error	.02	.09	.06	.13	.12
Valid N	N=1927	N=156	N=231	N=52	N=36

\*ANOVA; p < .05.

**Job Promotions Received After Completing Graduate Business Education, by US Subgroups**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Have not been promoted	16%	12%	19%
Promoted once	49%	53%	49%
Promoted twice	25%	26%	20%
Promoted 3 or more times	10%	9%	12%
	100%	100%	100%
Total	N=1259	N=126	N=108

No statistical differences found.

**Job Promotions Received After Completing Graduate Business Education, by US Subgroups (Mean Scores)**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Median	1.0	1.0	1.0
Mean	1.4	1.5	1.4
Standard Error	.03	.09	.10
Valid N	N=1307	N=133	N=116

No statistical differences found.

### Job Promotions Received After Completing Graduate Business Education, by Work Location

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Have not been promoted	17%	12%	17%	7%	14%	16%
Promoted once	43%	47%	50%	42%	44%	49%
Promoted twice	27%	29%	28%	33%	25%	25%
Promoted 3 or more times	13%	13%	5%	19%	17%	10%
	100%	100%	100%	100%	100%	100%
Total	N=30	N=245	N=172	N=43	N=124	N=1706

No statistical differences found.

### Job Promotions Received After Completing Graduate Business Education, by Work Location (Mean Scores)

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Median	1.0	1.0	1.0	2.0	1.0	1.0
Mean*	1.7	1.5	1.4	1.8	1.5	1.4
Standard Error	.21	.06	.09	.16	.09	.02
Valid N	N=34	N=254	N=182	N=47	N=128	N=1771

\*ANOVA; p < .05.

### Compensation

Respondents that indicated they were currently employed were asked “What is your current annual base salary?”

#### Annual Average Base Salary

Response	Median	Mean	Standard Error	Valid N
Current salary (US dollars)	\$92,400	\$95,673	\$702	N=2809

#### Annual Average Base Salary, by Program Type

Statistic	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Median	\$93,172	\$86,505	\$120,000	\$57,628
Mean*	\$95,503	\$90,084	\$126,816	\$65,561
Standard Error	\$851	\$1,161	\$3,483	\$4,693
Valid N	N=1850	N=709	N=185	N=46

\*One-way ANOVA, p < .05



### Annual Average Base Salary, by Graduation Year\*

Statistic	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Median	\$120,000	\$120,000	\$110,000	\$103,000	\$101,500	\$100,000	\$94,000	\$86,000	\$77,789
Mean	\$128,227	\$122,012	\$111,403	\$111,701	\$103,371	\$101,411	\$95,255	\$87,176	\$80,278
Standard Error	\$5,502	\$3,650	\$3,507	\$3,589	\$1,931	\$1,763	\$1,676	\$1,381	\$1,185
Valid N	N=86	N=131	N=113	N=151	N=314	N=386	N=451	N=477	N=692

\*One-way ANOVA, p < .05

### Annual Average Base Salary, by Gender\*

Statistic	Gender	
	Male	Female
Median	\$96,000	\$82,232
Mean	\$100,007	\$85,006
Standard Error	\$847	\$1,173
Valid N	N=2004	N=797

\*t-test, p < .05

### Annual Average Base Salary, by Age\*

Statistic	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Median	\$75,000	\$95,000	\$100,000
Mean	\$81,007	\$98,980	\$106,922
Standard Error	\$1,256	\$888	\$1,851
Valid N	N=726	N=1575	N=500

\*One-way ANOVA, p < .05

### Annual Average Base Salary, by Citizenship\*

Statistic	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Median	\$80,000	\$95,000	\$76,801	\$94,323	\$95,000	\$87,500
Mean	\$82,852	\$98,136	\$82,767	\$94,606	\$101,048	\$89,432
Standard Error	\$2,476	\$830	\$2,526	\$3,238	\$2,313	\$5,338
Valid N	N=271	N=1914	N=165	N=110	N=288	N=50

\*One-way ANOVA, p < .05

**Annual Average Base Salary, by School Location \***

Statistic	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Median	\$95,000	\$69,819	\$94,512	\$51,948	\$81,910
Mean	\$98,487	\$78,005	\$98,712	\$63,477	\$86,395
Standard Error	\$773	\$2,411	\$2,418	\$4,077	\$5,863
Valid N	N=2213	N=185	N=259	N=79	N=45

\*One-way ANOVA, p < .05

**Annual Average Base Salary, by US Subgroups**

Statistic	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Median	\$93,300	\$100,000	\$93,150
Mean	\$97,180	\$102,867	\$98,472
Standard Error	\$942	\$2,685	\$2,869
Valid N	N=1530	N=141	N=143

No statistical differences found.

**Annual Average Base Salary, by Work Location \***

Statistic	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Median	\$89,980	\$94,512	\$76,661	\$89,748	\$69,819	\$95,000
Mean	\$96,131	\$100,559	\$81,164	\$87,838	\$74,681	\$98,278
Standard Error	\$6,882	\$2,280	\$3,243	\$5,434	\$2,173	\$786
Valid N	N=46	N=286	N=193	N=54	N=157	N=2062

\*One-way ANOVA, p < .05

**Annual Average Base Salary, by Industry\***

Industry	Median	Mean	Standard Error	Valid N
Consulting	\$100,000	\$101,165	\$1,936	N=389
Energy/utilities	\$100,000	\$105,948	\$3,412	N=119
Finance/accounting	\$93,092	\$97,750	\$1,603	N=601
Health care/pharmaceuticals	\$95,000	\$99,138	\$2,474	N=254
Technology	\$95,413	\$97,844	\$1,821	N=360
Manufacturing	\$94,000	\$97,320	\$2,137	N=253
Nonprofit/government	\$75,000	\$79,423	\$2,268	N=230
Products/services	\$88,000	\$89,549	\$1,542	N=479
Other industry	\$90,000	\$95,624	\$3,590	N=122

\*One-way ANOVA,  $p < .05$ **Annual Average Base Salary, by Job Function\***

Job Function	Median	Mean	Standard Error	Valid N
Marketing/sales	\$90,000	\$91,240	\$1,329	N=614
Operations/logistics	\$90,000	\$92,903	\$1,784	N=295
Consulting	\$103,000	\$104,530	\$1,761	N=427
General management	\$100,000	\$108,783	\$2,664	N=326
Finance/accounting	\$90,028	\$94,839	\$1,358	N=729
Human resources	\$77,000	\$81,314	\$3,465	N=75
IT/MIS	\$90,000	\$92,581	\$2,599	N=164
Other job function	\$76,000	\$82,688	\$2,810	N=179

\*One-way ANOVA,  $p < .05$ **Annual Average Base Salary, by Job Classification\***

Response	Median	Mean	Standard Error	Valid N
Administrative	\$66,100	\$74,241	\$4,571	N=86
Operational	\$78,289	\$82,192	\$3,516	N=106
Technical	\$80,000	\$81,696	\$2,368	N=113
Professional	\$89,357	\$91,266	\$937	N=1296
Managerial	\$100,000	\$104,426	\$1,128	N=1207

\*One-way ANOVA,  $p < .05$

**Annual Average Base Salary, by Job Level\***

<b>Response</b>	<b>Median</b>	<b>Mean</b>	<b>Standard Error</b>	<b>Valid N</b>
Entry level	\$60,000	\$63,791	\$1,817	N=179
Mid-level	\$87,000	\$87,456	\$722	N=1601
Senior level	\$107,056	\$109,906	\$1,330	N=771
Executive level	\$120,000	\$129,849	\$3,398	N=237
Other	\$81,910	\$85,610	\$7,541	N=21

\*One-way ANOVA, p < .05

Respondents that indicated they were currently employed were asked “In addition to base salary, which of the following types of compensation have you received in the past year?”

**Additional Compensation**

<b>Response</b>	<b>Percentage</b>
Health insurance	86%
Performance-based bonus	66%
Retirement contributions	61%
Short-term disability insurance	50%
Long-term disability insurance	47%
Stock purchase plan	22%
Tuition reimbursement	21%
Profit sharing	20%
Signing bonus	19%
Moving allowance	19%
Stock options	18%
First-year bonus	14%
Car or car allowance	13%
House allowance or reimbursement	8%
Commissions	4%
Other compensation	10%
No additional compensation	4%

Responses add to more than 100% because of multiple selections.

**Additional Compensation, by Program Type\***

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Health insurance	85%	86%	88%	85%
Short-term disability insurance	47%	56%	58%	31%
Long-term disability insurance	44%	52%	57%	29%
First-year bonus	16%	8%	12%	10%
Signing bonus	23%	11%	11%	17%
Performance-based bonus	67%	64%	77%	50%
Profit sharing	20%	18%	20%	17%
Stock purchase plan	23%	21%	27%	6%
Stock options	18%	16%	29%	13%
Retirement contributions	59%	66%	67%	46%
Commissions	4%	5%	4%	0%
Tuition reimbursement	15%	35%	32%	25%
Moving allowance	23%	10%	13%	17%
House allowance or reimbursement	10%	5%	7%	10%
Car or car allowance	13%	12%	21%	6%
Other compensation (please specify)	11%	10%	7%	8%
No additional compensation	4%	4%	3%	4%

Responses add to more than 100% because of multiple selections.

\*Chi-squared;  $p < .05$

**Additional Compensation, by Graduation Year \***

Response	Graduation Year									
	2000	2001	2002	2003	2004	2005	2006	2007	2008	
Health insurance	84%	87%	82%	87%	84%	86%	87%	87%	84%	
Short-term disability insurance	54%	53%	54%	50%	52%	53%	53%	49%	44%	
Long-term disability insurance	57%	52%	53%	44%	48%	50%	51%	43%	43%	
First-year bonus	9%	13%	8%	11%	11%	13%	12%	17%	17%	
Signing bonus	6%	16%	14%	15%	14%	16%	19%	21%	26%	
Performance-based bonus	76%	74%	70%	73%	77%	75%	68%	66%	52%	
Profit sharing	27%	28%	23%	23%	19%	21%	21%	17%	17%	
Stock purchase plan	23%	26%	23%	26%	24%	23%	23%	22%	18%	
Stock options	31%	27%	26%	25%	24%	21%	16%	15%	11%	
Retirement contributions	68%	67%	62%	61%	60%	62%	61%	66%	57%	
Commissions	2%	2%	4%	3%	6%	4%	4%	5%	4%	
Tuition reimbursement	20%	13%	9%	18%	17%	18%	17%	20%	33%	
Moving allowance	18%	14%	10%	21%	16%	20%	14%	19%	25%	

**Additional Compensation, by Graduation Year \***

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
House allowance or reimbursement	8%	6%	4%	9%	8%	10%	5%	9%	9%
Car or car allowance	16%	16%	13%	19%	14%	17%	11%	13%	10%
Other compensation (please specify)	11%	12%	10%	13%	8%	11%	10%	11%	9%
No additional compensation	7%	3%	5%	2%	3%	3%	5%	3%	6%

Responses add to more than 100% because of multiple selections.

\*Chi-squared; p < .05

**Additional Compensation, by Gender \***

Response	Gender	
	Male	Female
Health insurance	85%	86%
Short-term disability insurance	49%	52%
Long-term disability insurance	48%	45%
First-year bonus	15%	11%
Signing bonus	20%	17%
Performance-based bonus	69%	60%
Profit sharing	22%	15%
Stock purchase plan	23%	21%
Stock options	19%	15%
Retirement contributions	60%	64%
Commissions	5%	2%
Tuition reimbursement	20%	24%
Moving allowance	21%	15%
House allowance or reimbursement	9%	6%
Car or car allowance	15%	8%
Other compensation (please specify)	10%	11%
No additional compensation	4%	5%

Responses add to more than 100% because of multiple selections.

\*Chi-squared; p < .05

### Additional Compensation, by Age\*

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Health insurance	86%	86%	84%
Short-term disability insurance	45%	51%	54%
Long-term disability insurance	42%	48%	52%
First-year bonus	16%	14%	10%
Signing bonus	21%	21%	11%
Performance-based bonus	59%	71%	64%
Profit sharing	18%	20%	20%
Stock purchase plan	22%	22%	21%
Stock options	14%	20%	19%
Retirement contributions	63%	60%	64%
Commissions	3%	4%	5%
Tuition reimbursement	21%	20%	26%
Moving allowance	20%	21%	13%
House allowance or reimbursement	8%	9%	7%
Car or car allowance	9%	13%	18%
Other compensation (please specify)	12%	10%	7%
No additional compensation	5%	4%	5%

Responses add to more than 100% because of multiple selections.

\*Chi-squared;  $p < .05$

### Additional Compensation, by Citizenship\*

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Health insurance	75%	89%	88%	83%	75%	67%
Short-term disability insurance	33%	55%	60%	43%	31%	39%
Long-term disability insurance	28%	52%	59%	45%	32%	39%
First-year bonus	14%	14%	14%	11%	13%	9%
Signing bonus	21%	19%	13%	27%	19%	9%
Performance-based bonus	64%	65%	68%	72%	74%	65%
Profit sharing	15%	21%	17%	23%	16%	15%
Stock purchase plan	22%	22%	28%	22%	21%	15%
Stock options	21%	18%	16%	20%	15%	20%
Retirement contributions	41%	68%	54%	47%	51%	50%
Commissions	3%	5%	2%	3%	4%	2%
Tuition reimbursement	16%	23%	30%	16%	10%	15%
Moving allowance	23%	18%	17%	26%	21%	20%

### Additional Compensation, by Citizenship \*

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Health insurance	75%	89%	88%	83%	75%	67%
Short-term disability insurance	33%	55%	60%	43%	31%	39%
Long-term disability insurance	28%	52%	59%	45%	32%	39%
First-year bonus	14%	14%	14%	11%	13%	9%
Signing bonus	21%	19%	13%	27%	19%	9%
Performance-based bonus	64%	65%	68%	72%	74%	65%
Profit sharing	15%	21%	17%	23%	16%	15%
Stock purchase plan	22%	22%	28%	22%	21%	15%
House allowance or reimbursement	18%	6%	7%	9%	12%	7%
Car or car allowance	18%	8%	12%	25%	37%	15%
Other compensation (please specify)	8%	10%	13%	7%	14%	6%
No additional compensation	7%	3%	4%	6%	3%	17%

Responses add to more than 100% because of multiple selections.

\*Chi-squared; p < .05

### Additional Compensation, by School Location \*

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Health insurance	88%	85%	73%	72%	51%
Short-term disability insurance	54%	59%	25%	21%	13%
Long-term disability insurance	50%	59%	23%	19%	17%
First-year bonus	14%	13%	14%	13%	4%
Signing bonus	20%	12%	18%	17%	6%
Performance-based bonus	66%	67%	73%	54%	70%
Profit sharing	21%	17%	13%	10%	9%
Stock purchase plan	23%	27%	18%	10%	17%
Stock options	19%	12%	16%	19%	15%
Retirement contributions	65%	54%	47%	31%	32%
Commissions	4%	3%	3%	4%	6%
Tuition reimbursement	23%	25%	9%	16%	6%
Moving allowance	19%	20%	22%	18%	9%
House allowance or reimbursement	7%	8%	13%	19%	9%
Car or car allowance	9%	15%	39%	21%	28%
Other compensation (please specify)	10%	11%	12%	10%	11%
No additional compensation	4%	4%	6%	8%	9%

Responses add to more than 100% because of multiple selections.

\*Chi-squared; p < .05



### Additional Compensation, by US Subgroups

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Health insurance	90%	85%	81%
Short-term disability insurance	56%	52%	55%
Long-term disability insurance	52%	51%	48%
First-year bonus	14%	17%	13%
Signing bonus	18%	24%	23%
Performance-based bonus	64%	69%	71%
Profit sharing	21%	18%	16%
Stock purchase plan	22%	24%	20%
Stock options	18%	20%	16%
Retirement contributions	68%	65%	64%
Commissions	4%	6%	4%
Tuition reimbursement	24%	25%	20%
Moving allowance	18%	18%	21%
House allowance or reimbursement	6%	7%	9%
Car or car allowance	8%	6%	7%
Other compensation (please specify)	11%	6%	7%
No additional compensation	3%	5%	5%

Responses add to more than 100% because of multiple selections.  
No statistical differences found.

**Additional Compensation, by Work Location \***

Response	Work Location (World Region)					
	Africa/Middle East	Europe	Asia/Pacific Islands	Latin America	Canada	United States
Health insurance	75%	73%	73%	84%	87%	89%
Short-term disability insurance	35%	27%	24%	32%	62%	56%
Long-term disability insurance	35%	28%	23%	35%	60%	52%
First-year bonus	16%	13%	12%	9%	14%	14%
Signing bonus	9%	17%	19%	18%	12%	20%
Performance-based bonus	69%	72%	66%	72%	65%	66%
Profit sharing	16%	15%	14%	25%	18%	21%
Stock purchase plan	22%	19%	18%	16%	28%	23%
Stock options	24%	15%	21%	21%	12%	19%
Retirement contributions	38%	47%	38%	37%	57%	67%
Commissions	2%	4%	4%	4%	3%	4%
Tuition reimbursement	16%	9%	12%	16%	28%	24%
Moving allowance	36%	22%	22%	26%	16%	18%
House allowance or reimbursement	25%	11%	26%	14%	5%	6%
Car or car allowance	38%	40%	20%	32%	13%	7%
Other compensation (please specify)	18%	12%	10%	9%	13%	10%
No additional compensation	7%	4%	6%	7%	5%	4%

Responses add to more than 100% because of multiple selections.

\*Chi-squared; p < .05

**Additional Compensation, by Industry \***

Response	Industry			
	Consulting	Energy/ Utilities	Finance/ Accounting	Health Care/ Pharmaceuticals
Health insurance	85%	90%	86%	92%
Short-term disability insurance	50%	57%	49%	56%
Long-term disability insurance	43%	55%	46%	56%
First-year bonus	17%	17%	20%	13%
Signing bonus	30%	18%	21%	23%
Performance-based bonus	70%	73%	77%	73%
Profit sharing	24%	23%	22%	16%
Stock purchase plan	15%	30%	23%	29%
Stock options	7%	17%	15%	34%
Retirement contributions	58%	72%	61%	69%
Commissions	5%	4%	5%	3%
Tuition reimbursement	15%	28%	22%	20%

**Additional Compensation, by Industry\***

Response	Industry			
	Consulting	Energy/ Utilities	Finance/ Accounting	Health Care/ Pharmaceuticals
Moving allowance	16%	28%	17%	22%
House allowance or reimbursement	7%	16%	6%	9%
Car or car allowance	12%	15%	7%	16%
Other compensation (please specify)	11%	13%	10%	10%
No additional compensation	3%	2%	2%	2%

Responses add to more than 100% because of multiple selections.

\*Chi-squared;  $p < .05$

**Additional Compensation, by Industry (continued)\***

Response	Industry				
	Technology	Manufacturing	Nonprofit/ Government	Products/ Services	Other Industry
Health insurance	85%	87%	81%	84%	79%
Short-term disability insurance	53%	56%	39%	46%	46%
Long-term disability insurance	52%	51%	37%	44%	43%
First-year bonus	11%	11%	3%	12%	11%
Signing bonus	16%	19%	3%	18%	13%
Performance-based bonus	70%	64%	28%	63%	66%
Profit sharing	18%	24%	2%	22%	20%
Stock purchase plan	37%	23%	1%	21%	17%
Stock options	39%	16%	0%	18%	14%
Retirement contributions	60%	68%	65%	56%	47%
Commissions	8%	2%	1%	4%	2%
Tuition reimbursement	20%	26%	34%	17%	20%
Moving allowance	18%	28%	12%	20%	20%
House allowance or reimbursement	7%	14%	6%	8%	7%
Car or car allowance	13%	19%	5%	19%	16%
Other compensation (please specify)	9%	8%	10%	12%	10%
No additional compensation	4%	4%	12%	5%	5%

Responses add to more than 100% because of multiple selections.

\*Chi-squared;  $p < .05$

**Additional Compensation, by Job Function \***

Response	Job Function			
	Marketing/Sales	Operations/Logistics	Consulting	General Management
Health insurance	86%	88%	87%	83%
Short-term disability insurance	51%	54%	54%	41%
Long-term disability insurance	47%	52%	48%	45%
First-year bonus	13%	11%	17%	12%
Signing bonus	21%	17%	28%	16%
Performance-based bonus	67%	66%	75%	60%
Profit sharing	18%	19%	22%	24%
Stock purchase plan	27%	20%	19%	20%
Stock options	25%	21%	11%	20%
Retirement contributions	61%	65%	62%	59%
Commissions	12%	1%	2%	5%
Tuition reimbursement	18%	27%	17%	23%
Moving allowance	21%	24%	20%	19%
House allowance or reimbursement	7%	12%	10%	11%
Car or car allowance	18%	15%	13%	24%
Other compensation	9%	9%	11%	10%
No additional compensation	4%	5%	3%	5%

Responses add to more than 100% because of multiple selections.

\*Chi-squared; p < .05

**Additional Compensation, by Job Function (continued) \***

Response	Job Function			
	Finance/Accounting	Human Resources	IT/MIS	Other Job Function
Health insurance	87%	93%	83%	81%
Short-term disability insurance	50%	63%	48%	43%
Long-term disability insurance	47%	54%	42%	39%
First-year bonus	16%	11%	9%	8%
Signing bonus	19%	20%	13%	9%
Performance-based bonus	70%	62%	61%	50%
Profit sharing	21%	13%	16%	14%
Stock purchase plan	23%	26%	26%	11%
Stock options	18%	16%	14%	13%
Retirement contributions	60%	72%	64%	53%
Commissions	2%	1%	1%	1%
Tuition reimbursement	21%	30%	27%	22%
Moving allowance	17%	21%	12%	16%

**Additional Compensation, by Job Function (continued) \***

Response	Job Function			
	Finance/ Accounting	Human Resources	IT/MIS	Other Job Function
House allowance or reimbursement	6%	6%	2%	9%
Car or car allowance	7%	6%	4%	11%
Other compensation	11%	10%	9%	12%
No additional compensation	3%	2%	9%	9%

Responses add to more than 100% because of multiple selections.

\*Chi-squared; p < .05

**Employer Value Perspective on Graduate Business Degree**

Respondents that indicated they were currently employed were asked “In your opinion, does your employer value your graduate business degree?”

**Employer Value Perspectives on Graduate Business Degree**

Response	Percentage
Places a premium on my graduate business degree.	47%
Treats all graduate degrees equally.	50%
Regards a graduate business degree as inferior compared with other graduate degrees.	3%
Total	100%
	N=3247

**Employer Value Perspectives on Graduate Business Degree, by Program Type \***

Response	Program Type			
	Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Places a premium on my graduate business degree.	51%	36%	50%	41%
Treats all graduate degrees equally.	47%	59%	47%	57%
Regards a graduate business degree as inferior compared with other graduate degrees.	2%	5%	4%	2%
Total	100%	100%	100%	100%
	N=2126	N=827	N=219	N=51

\*Chi-squared; p < .05.

**Employer Value Perspectives on Graduate Business Degree, by Graduation Year**

Response	Graduation Year								
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Places a premium on my graduate business degree.	41%	37%	42%	44%	47%	49%	47%	49%	48%
Treats all graduate degrees equally.	57%	60%	54%	56%	50%	48%	49%	49%	48%
Regards a graduate business degree as inferior compared with other graduate degrees.	2%	3%	4%	0%	2%	3%	4%	2%	4%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%
	N=98	N=159	N=134	N=180	N=365	N=444	N=522	N=529	N=807

No statistical differences found.

**Employer Value Perspectives on Graduate Business Degree, by Gender\***

Response	Gender	
	Male	Female
Places a premium on my graduate business degree.	51%	38%
Treats all graduate degrees equally.	47%	58%
Regards a graduate business degree as inferior compared with other graduate degrees.	2%	4%
Total	100%	100%
	N=2305	N=933

\*Chi-squared; p < .05.

**Employer Value Perspectives on Graduate Business Degree, by Age\***

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Places a premium on my graduate business degree.	45%	49%	43%
Treats all graduate degrees equally.	52%	48%	53%
Regards a graduate business degree as inferior compared with other graduate degrees.	3%	3%	4%
Total	100%	100%	100%
	N=850	N=1806	N=581

\*Chi-squared; p < .05.

**Employer Value Perspectives on Graduate Business Degree, by Citizenship\***

Response	Citizenship (World Region)					
	Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Places a premium on my graduate business degree.	55%	45%	48%	46%	51%	42%
Treats all graduate degrees equally.	44%	51%	49%	54%	47%	56%
Regards a graduate business degree as inferior compared with other graduate degrees.	1%	4%	3%	0%	1%	2%
Total	100%	100%	100%	100%	100%	100%
	N=342	N=2190	N=191	N=121	N=334	N=57

\*Chi-squared; p < .05.

**Employer Value Perspectives on Graduate Business Degree, by School Location\***

Response	School Location (World Region)				
	United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Places a premium on my graduate business degree.	46%	46%	55%	52%	40%
Treats all graduate degrees equally.	51%	51%	44%	47%	58%
Regards a graduate business degree as inferior compared with other graduate degrees.	3%	3%	1%	1%	2%
Total	100%	100%	100%	100%	100%
	N=2545	N=214	N=312	N=94	N=48

\*Chi-squared; p < .05.

**Employer Value Perspectives on Graduate Business Degree, by US Subgroups**

Response	US Subgroups		
	Non-Hispanic White	Asian Americans	Underrepresented Minorities
Places a premium on my graduate business degree.	45%	44%	46%
Treats all graduate degrees equally.	51%	53%	51%
Regards a graduate business degree as inferior compared with other graduate degrees.	4%	4%	3%
Total	100%	100%	100%
	N=1740	N=169	N=162

No statistical differences found.

### Employer Value Perspectives on Graduate Business Degree, by Industry

Response	Industry			
	Consulting	Energy/ Utilities	Finance/ Accounting	Health Care/ Pharmaceuticals
Places a premium on my graduate business degree.	52%	45%	48%	46%
Treats all graduate degrees equally.	45%	50%	50%	46%
Regards a graduate business degree as inferior compared with	3%	5%	2%	8%
	100%	100%	100%	100%
Total	N=420	N=131	N=656	N=289

\*Chi-squared; p < .05.

### Employer Value Perspectives on Graduate Business Degree, by Industry

Response	Industry				
	Technology	Manufacturing	Nonprofit/ Government	Products/ Services	Other Industry
Places a premium on my graduate business degree.	42%	48%	41%	50%	47%
Treats all graduate degrees equally.	56%	49%	57%	48%	49%
Regards a graduate business degree as inferior compared with	2%	3%	3%	2%	4%
	100%	100%	100%	100%	100%
Total	N=397	N=275	N=269	N=520	N=139

\*Chi-squared; p < .05.

### Employer Value Perspectives on Graduate Business Degree, by Organization Size

Response	Size of Organization		
	Fewer than 1,000	1,001 to 24,999	25,000 or more
Places a premium on my graduate business degree.	47%	45%	49%
Treats all graduate degrees equally.	50%	52%	48%
Regards a graduate business degree as inferior compared with	3%	4%	3%
	100%	100%	100%
Total	N=918	N=1081	N=1036

No statistical differences found.



## Self-Employed Respondents

### Key Findings

- Overall, 37 percent of self-employed alumni were sole proprietors; 25 percent were involved in a partnership; and 39 percent had a corporation.
- Two-thirds (64%) of business owners employed others in their business—11 percent employed 11 or more employees.
- About half (48%) of self employed alumni had revenues of less than US\$250,000; 17 percent had between US\$250,000 and US\$999,999; and 20 percent had US\$1 million or more in revenues.
- Four out of five (80%) of self-employed alumni indicated that their graduate management education was extremely or very helpful in their business endeavors.

Alumni that indicated they were business owners were asked “How many businesses do you own and operate?”

#### Businesses Owned and Operated

Response	Percentage
One	72%
Two	20%
Three or more	8%
	100%
Total	N=189

#### Businesses Owned and Operated

Response	Mean	Median	Standard Error	Valid N
Number of businesses	1.4	1.0	.06	N=189

#### Businesses Owned and Operated, by Gender

Response	Gender	
	Male	Female
One	73%	67%
Two	19%	24%
Three or more	8%	9%
	100%	100%
Total	N=141	N=46

No statistical differences found.

**Businesses Owned and Operated, by Gender (Mean Score)**

Response	Gender	
	Male	Female
Median	1.0	1.0
Mean	1.4	1.4
Standard Error	.08	.11
Valid N	N=141	N=46

No statistical differences found.

**Businesses Owned and Operated, by Age**

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
One	76%	73%	66%
Two	16%	23%	19%
Three or more	9%	4%	15%
	100%	100%	100%
Total	N=45	N=95	N=47

No statistical differences found.

**Businesses Owned and Operated, by Age (Mean Score)**

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Median	1.0	1.0	1.0
Mean	1.4	1.3	1.6
Standard Error	.15	.07	.15
Valid N	N=45	N=95	N=47

No statistical differences found.

Respondents that indicated they were business owners were also asked “Please specify the ownership structure of your business enterprise(s).”

**Ownership Structure of Business Enterprise(s).**

Response	Percentage
Sole proprietorship	37%
Partnership	25%
Corporation	39%
Cooperative	1%
Other	8%
Total	N=189

Responses may add to more than 100% due to multiple selections.

**Ownership Structure of Business Enterprise(s), by Gender**

Response	Gender	
	Male	Female
Sole proprietorship	35%	41%
Partnership	25%	26%
Corporation	42%	33%
Cooperative	1%	2%
Other	9%	9%
Total	N=141	N=46

Responses may add to more than 100% due to multiple selections.

No statistical differences found.

**Ownership Structure of Business Enterprise(s), by Age**

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Sole proprietorship	36%	34%	45%
Partnership	27%	26%	21%
Corporation	40%	40%	38%
Cooperative	0%	1%	2%
Other	11%	9%	4%
Total	N=45	N=95	N=47

Responses may add to more than 100% due to multiple selections.

No statistical differences found.

Respondents that indicated they were business owners were asked “Is your business enterprise a for-profit or nonprofit organization?”

**Business Enterprise Type**

Response	Percentage
For-profit	98%
Nonprofit	2%
	100%
Total	N=189

**Business Enterprise Type, by Gender**

Response	Gender	
	Male	Female
For-profit	99%	98%
Nonprofit	1%	2%
	100%	100%
Total	N=141	N=46

No statistical differences found.

**Business Enterprise Type, by Age**

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
For-profit	98%	99%	98%
Nonprofit	2%	1%	2%
	100%	100%	100%
Total	N=45	N=95	N=47

No statistical differences found.

Respondents that indicated they were business owners were asked “How many people do you employ in all of your businesses combined?”

**Number of People Employed by Business Owners**

Response	Percentage
Zero employees	34%
1 - 5 employees	38%
6 - 10 employees	17%
11 or more employees	11%
	100%
Total	N=189

### Number of People Employed by Business Owners, by Gender

Response	Gender	
	Male	Female
Zero employees	33%	39%
1 - 5 employees	37%	39%
6 - 10 employees	18%	13%
11 or more employees	12%	9%
Total	100% N=141	100% N=46

No statistical differences found.

### Number of People Employed by Business Owners, by Age

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Zero employees	33%	33%	40%
1 - 5 employees	36%	37%	40%
6 - 10 employees	18%	18%	13%
11 or more employees	13%	13%	6%
Total	100% N=45	100% N=95	100% N=47

No statistical differences found.

Respondents that indicated they were business owners were asked “What are the total annual revenues of all your businesses combined?”

### Business Owners’ Total Annual Revenues

Response	Percentage
Less than US\$250,000	48%
US\$250,000 to US\$499,999	10%
US\$500,000 to US\$999,999	7%
US\$1,000,000 to US\$4,999,999	13%
US\$5,000,000 to US\$9,999,999	4%
US\$10,000,000 or more	3%
Prefer not to say	15%
Total	100% N=189

**Business Owners' Total Annual Revenues, by Gender\***

Response	Gender	
	Male	Female
Less than US\$250,000	50%	43%
US\$250,000 to US\$499,999	8%	17%
US\$500,000 to US\$999,999	9%	2%
US\$1,000,000 to US\$4,999,999	15%	7%
US\$5,000,000 to US\$9,999,999	5%	2%
US\$10,000,000 or more	3%	2%
Prefer not to say	11%	26%
	100%	100%
Total	N=141	N=46

\*Chi-squared; p < .05.

**Business Owners' Total Annual Revenues, by Age\***

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Less than US\$250,000	40%	52%	49%
US\$250,000 to US\$499,999	11%	8%	13%
US\$500,000 to US\$999,999	0%	7%	13%
US\$1,000,000 to US\$4,999,999	13%	14%	11%
US\$5,000,000 to US\$9,999,999	0%	6%	4%
US\$10,000,000 or more	0%	4%	2%
Prefer not to say	36%	8%	9%
	100%	100%	100%
Total	N=45	N=95	N=47

\*Chi-squared; p < .05.

Respondents that indicated they were business owners were asked “How helpful do you feel your graduate business education was in your business endeavors?”

**Helpfulness of Graduate Management Education in Your Business Endeavors**

Response	Percentage
Extremely helpful	34%
Very helpful	46%
Somewhat helpful	15%
Not very helpful	4%
Not at all helpful	1%
	100%
Total	N=189

**Helpfulness of Graduate Management Education in Your Business Endeavors, by Gender**

Response	Gender	
	Male	Female
Median	2.0	2.0
Mean	1.8	2.1
Standard Error	.07	.12
Valid N	N=141	N=46

Scale: 5 = extremely helpful to 1 = not at all helpful; not applicable excluded.  
 No statistical differences found.

**Helpfulness of Graduate Management Education in Your Business Endeavors, by Age**

Response	Age (at time of graduation)		
	27 and younger	28 to 34	35 and older
Median	2.0	2.0	2.0
Mean	2.0	1.9	1.9
Standard Error	.12	.08	.13
Valid N	N=45	N=95	N=47

Scale: 5 = Extremely helpful to 1 = Not at all helpful; not applicable excluded.  
 No statistical differences found.

### III. Alumni Perspectives of Skill Development

#### Key Findings

- Interpersonal skills, managing the decision-making process, and managing strategies and innovation were the most valuable skills alumni used at their current jobs.
- Alumni were most satisfied that their graduate management education had prepared them to manage strategy and innovation, and helped them to develop their knowledge of general business functions, strategic system skills, generative thinking ability, and interpersonal skills.

#### Skills Used on the Job

Respondents were asked, “How valuable are each of the following knowledge, skills, and abilities to your performance in your current job?”

**Value of Knowledge, Skills and Abilities on the Job**

Response	Extremely valuable	Very valuable	Somewhat valuable	Not very valuable	Not at all valuable	Not applicable	Total
Interpersonal skills	51%	34%	13%	2%	0%	0%	N=3392
Managing decision making processes	45%	40%	13%	1%	0%	1%	N=3392
Managing strategies and innovation	43%	35%	17%	4%	1%	1%	N=3392
Generative thinking	42%	39%	14%	2%	0%	2%	N=3600
Strategic system skills	41%	37%	16%	3%	1%	3%	N=3599
Managing human capital	33%	34%	21%	4%	2%	6%	N=3390
Knowledge of general business functions	32%	41%	21%	3%	1%	2%	N=3600
Managing the task environment	31%	39%	23%	4%	1%	2%	N=3392
Foundation skills	29%	37%	24%	5%	1%	3%	N=3600
Knowledge of human behavior and society	19%	31%	33%	10%	2%	4%	N=3600
Managing administrative activities	17%	34%	34%	8%	2%	3%	N=3392
Knowledge of media communications and delivery	16%	32%	33%	12%	2%	5%	N=3600
Operation skills	13%	27%	33%	13%	4%	10%	N=3392
Knowledge of technology, design, and production	13%	26%	32%	15%	4%	9%	N=3600
Managing tools and technology	12%	23%	25%	15%	6%	18%	N=3392



## Value of Knowledge, Skills and Abilities, by Program Type

Response		Program Type			
		Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Managing human capital*	Median	4.0	4.0	5.0	4.0
	Mean	4.0	4.0	4.3	3.9
	Standard Error	.02	.03	.06	.13
	Valid N	N=2082	N=793	N=229	N=45
Managing tools and technology*	Median	3.0	3.0	3.0	4.0
	Mean	3.2	3.3	3.4	3.5
	Standard Error	.03	.04	.08	.19
	Valid N	N=1789	N=717	N=212	N=40
Managing decision making processes*	Median	4.0	4.0	5.0	4.0
	Mean	4.3	4.2	4.5	4.2
	Standard Error	.02	.03	.05	.11
	Valid N	N=2221	N=832	N=236	N=50
Managing administrative activities	Median	4.0	4.0	4.0	4.0
	Mean	3.6	3.6	3.7	3.6
	Standard Error	.02	.03	.06	.14
	Valid N	N=2152	N=813	N=236	N=46
Managing strategies and innovation*	Median	4.0	4.0	5.0	4.0
	Mean	4.2	4.0	4.3	4.2
	Standard Error	.02	.03	.05	.12
	Valid N	N=2206	N=832	N=233	N=50
Managing the task environment*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	3.9	4.0	3.9
	Standard Error	.02	.03	.06	.15
	Valid N	N=2188	N=832	N=235	N=49
Interpersonal skills*	Median	5.0	4.0	5.0	4.0
	Mean	4.4	4.3	4.4	4.3
	Standard Error	.02	.03	.05	.10
	Valid N	N=2228	N=843	N=237	N=50
Operation skills*	Median	3.0	3.0	4.0	3.0
	Mean	3.3	3.4	3.5	3.5
	Standard Error	.02	.04	.07	.16
	Valid N	N=1983	N=775	N=223	N=44
Strategic system skills*	Median	4.0	4.0	5.0	4.0
	Mean	4.2	4.1	4.4	4.1
	Standard Error	.02	.03	.05	.10
	Valid N	N=2311	N=862	N=248	N=51

**Value of Knowledge, Skills and Abilities, by Program Type**

Response		Program Type			
		Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Foundation skills	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.9	4.1
	Standard Error	.02	.03	.06	.12
	Valid N	N=2304	N=867	N=246	N=50
Generative thinking*	Median	4.0	4.0	4.0	4.5
	Mean	4.3	4.1	4.3	4.3
	Standard Error	.02	.03	.05	.11
	Valid N	N=2331	N=869	N=248	N=50
Knowledge of technology, design, and production*	Median	3.0	3.0	4.0	3.0
	Mean	3.2	3.4	3.6	3.3
	Standard Error	.02	.04	.07	.16
	Valid N	N=2128	N=820	N=237	N=49
Knowledge of human behavior and society*	Median	4.0	4.0	4.0	4.0
	Mean	3.6	3.6	3.8	3.6
	Standard Error	.02	.03	.06	.13
	Valid N	N=2273	N=851	N=246	N=50
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	4.2	4.2
	Standard Error	.02	.03	.05	.11
	Valid N	N=2323	N=873	N=248	N=50
Knowledge of media communications and delivery	Median	3.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.6	3.7
	Standard Error	.02	.03	.06	.13
	Valid N	N=2264	N=850	N=242	N=46

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded

\*ANOVA; p < .05

## Value of Knowledge, Skills and Abilities, by Graduation Year

Response		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
Managing human capital	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.1	4.0	3.9	4.0	4.0	4.1	4.0	4.0	3.9
	Standard Error	.10	.08	.08	.07	.05	.04	.04	.04	.04
	Valid N	N=97	N=161	N=137	N=186	N=361	N=454	N=506	N=505	N=758
Managing tools and technology*	Median	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.0	3.0	3.2	3.1	3.1	3.3	3.3	3.3	3.3
	Standard Error	.14	.09	.10	.09	.06	.06	.05	.06	.04
	Valid N	N=79	N=142	N=116	N=162	N=319	N=387	N=441	N=452	N=673
Managing decision making processes	Median	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.5	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.2
	Standard Error	.07	.06	.06	.05	.04	.03	.03	.03	.03
	Valid N	N=103	N=171	N=143	N=191	N=382	N=470	N=541	N=536	N=818
Managing administrative activities	Median	3.0	4.0	4.0	3.5	3.0	4.0	4.0	4.0	4.0
	Mean	3.4	3.6	3.7	3.6	3.5	3.6	3.6	3.6	3.6
	Standard Error	.10	.07	.07	.07	.05	.04	.04	.04	.04
	Valid N	N=101	N=167	N=141	N=190	N=373	N=459	N=524	N=524	N=784
Managing strategies and innovation	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.2	4.2	4.0	4.2	4.2	4.2	4.1	4.2	4.1
	Standard Error	.09	.06	.08	.06	.05	.04	.04	.04	.03
	Valid N	N=103	N=171	N=143	N=191	N=378	N=468	N=536	N=533	N=814
Managing the task environment	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	4.0	4.0	3.9	4.0	4.0	4.0	4.0
	Standard Error	.08	.07	.07	.06	.05	.04	.04	.04	.03
	Valid N	N=103	N=169	N=143	N=189	N=379	N=466	N=533	N=529	N=809
Interpersonal skills	Median	5.0	4.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0
	Mean	4.4	4.3	4.4	4.4	4.2	4.4	4.3	4.4	4.3
	Standard Error	.08	.06	.06	.05	.04	.04	.04	.03	.03
	Valid N	N=104	N=170	N=143	N=191	N=386	N=472	N=542	N=539	N=827
Operation skills	Median	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.2	3.4	3.2	3.2	3.3	3.4	3.4	3.3	3.4
	Standard Error	.11	.08	.09	.08	.06	.05	.05	.05	.04
	Valid N	N=92	N=154	N=133	N=174	N=346	N=410	N=490	N=500	N=741
Strategic system skills*	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.2	4.3	4.0	4.3	4.2	4.2	4.2	4.2	4.1
	Standard Error	.07	.06	.07	.06	.04	.04	.04	.04	.03
	Valid N	N=112	N=179	N=152	N=200	N=391	N=480	N=564	N=557	N=855

**Value of Knowledge, Skills and Abilities, by Graduation Year**

Response		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
Foundation skills	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.8	3.9	3.9	3.9	3.9	3.9	3.9
	Standard Error	.08	.07	.08	.06	.05	.04	.04	.04	.03
	Valid N	N=110	N=181	N=149	N=202	N=391	N=479	N=562	N=555	N=856
Generative thinking	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.3	4.2	4.1	4.3	4.3	4.3	4.2	4.2	4.2
	Standard Error	.07	.06	.06	.05	.04	.04	.04	.03	.03
	Valid N	N=113	N=181	N=152	N=202	N=394	N=484	N=567	N=558	N=865
Knowledge of technology, design, and production	Median	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.2	3.2	3.2	3.3	3.3	3.3	3.3	3.3	3.4
	Standard Error	.12	.08	.09	.08	.05	.05	.05	.05	.04
	Valid N	N=104	N=164	N=141	N=183	N=369	N=443	N=519	N=521	N=806
Knowledge of human behavior and society	Median	4.0	4.0	3.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	3.7	3.5	3.6	3.6	3.6	3.6	3.6	3.5
	Standard Error	.09	.07	.08	.07	.05	.04	.04	.04	.04
	Valid N	N=109	N=180	N=150	N=200	N=386	N=472	N=557	N=541	N=843
Knowledge of general business functions	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.1	4.0	4.0	4.0	4.0	4.1	4.0	4.1	4.1
	Standard Error	.08	.06	.07	.06	.04	.04	.04	.04	.03
	Valid N	N=113	N=181	N=152	N=202	N=394	N=482	N=568	N=558	N=862
Knowledge of media communications and delivery*	Median	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0
	Mean	3.4	3.5	3.4	3.5	3.4	3.5	3.5	3.5	3.6
	Standard Error	.10	.07	.08	.07	.05	.05	.04	.04	.03
	Valid N	N=111	N=177	N=148	N=197	N=383	N=473	N=549	N=545	N=836

\* Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded

\*ANOVA; p < .05

## Value of Knowledge, Skills and Abilities, by Gender

Response		Gender	
		Male	Female
Managing human capital	Median	4.0	4.0
	Mean	4.0	4.0
	Standard Error	.02	.03
	Valid N	N=2283	N=882
Managing tools and technology*	Median	3.0	3.0
	Mean	3.3	3.1
	Standard Error	.02	.04
	Valid N	N=2062	N=709
Managing decision making processes	Median	4.0	4.0
	Mean	4.3	4.3
	Standard Error	.02	.03
	Valid N	N=2397	N=958
Managing administrative activities*	Median	4.0	4.0
	Mean	3.5	3.7
	Standard Error	.02	.03
	Valid N	N=2340	N=923
Managing strategies and innovation	Median	4.0	4.0
	Mean	4.2	4.2
	Standard Error	.02	.03
	Valid N	N=2381	N=956
Managing the task environment*	Median	4.0	4.0
	Mean	3.9	4.0
	Standard Error	.02	.03
	Valid N	N=2384	N=936
Interpersonal skills*	Median	4.0	5.0
	Mean	4.3	4.4
	Standard Error	.02	.02
	Valid N	N=2408	N=966
Operation skills*	Median	3.0	3.0
	Mean	3.4	3.2
	Standard Error	.02	.04
	Valid N	N=2220	N=820
Strategic system skills*	Median	4.0	4.0
	Mean	4.2	4.1
	Standard Error	.02	.03
	Valid N	N=2481	N=1009

**Value of Knowledge, Skills and Abilities, by Gender**

Response		Gender	
		Male	Female
Foundation skills	Median	4.0	4.0
	Mean	3.9	3.9
	Standard Error	.02	.03
	Valid N	N=2479	N=1006
Generative thinking	Median	4.0	4.0
	Mean	4.2	4.2
	Standard Error	.02	.03
	Valid N	N=2495	N=1021
Knowledge of technology, design, and production*	Median	3.0	3.0
	Mean	3.4	3.1
	Standard Error	.02	.04
	Valid N	N=2363	N=887
Knowledge of human behavior and society	Median	4.0	4.0
	Mean	3.6	3.6
	Standard Error	.02	.03
	Valid N	N=2460	N=978
Knowledge of general business functions	Median	4.0	4.0
	Mean	4.0	4.0
	Standard Error	.02	.03
	Valid N	N=2495	N=1017
Knowledge of media communications and delivery*	Median	3.0	4.0
	Mean	3.5	3.6
	Standard Error	.02	.03
	Valid N	N=2440	N=979

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded

\*ANOVA; p < .05

## Value of Knowledge, Skills and Abilities, by Age

Response		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
Managing human capital*	Median	4.0	4.0	4.0
	Mean	3.9	4.0	4.1
	Standard Error	.03	.02	.04
	Valid N	N=814	N=1753	N=597
Managing tools and technology	Median	3.0	3.0	3.0
	Mean	3.2	3.2	3.3
	Standard Error	.04	.03	.05
	Valid N	N=701	N=1545	N=524
Managing decision making processes	Median	4.0	4.0	4.0
	Mean	4.2	4.3	4.3
	Standard Error	.03	.02	.03
	Valid N	N=873	N=1863	N=618
Managing administrative activities*	Median	4.0	4.0	4.0
	Mean	3.6	3.6	3.7
	Standard Error	.03	.02	.04
	Valid N	N=849	N=1805	N=608
Managing strategies and innovation	Median	4.0	4.0	4.0
	Mean	4.1	4.2	4.2
	Standard Error	.03	.02	.04
	Valid N	N=867	N=1855	N=614
Managing the task environment*	Median	4.0	4.0	4.0
	Mean	4.0	4.0	3.9
	Standard Error	.03	.02	.04
	Valid N	N=852	N=1849	N=618
Interpersonal skills*	Median	5.0	5.0	4.0
	Mean	4.3	4.4	4.3
	Standard Error	.03	.02	.03
	Valid N	N=876	N=1874	N=623
Operation skills*	Median	3.0	3.0	3.0
	Mean	3.3	3.3	3.5
	Standard Error	.04	.03	.04
	Valid N	N=775	N=1694	N=570
Strategic system skills*	Median	4.0	4.0	4.0
	Mean	4.2	4.2	4.1
	Standard Error	.03	.02	.04
	Valid N	N=904	N=1939	N=646

**Value of Knowledge, Skills and Abilities, by Age**

Response		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
Foundation skills	Median	4.0	4.0	4.0
	Mean	3.9	3.9	3.9
	Standard Error	.03	.02	.04
	Valid N	N=905	N=1933	N=646
Generative thinking*	Median	4.0	4.0	4.0
	Mean	4.3	4.2	4.1
	Standard Error	.03	.02	.03
	Valid N	N=914	N=1950	N=651
Knowledge of technology, design, and production*	Median	3.0	3.0	3.0
	Mean	3.3	3.3	3.4
	Standard Error	.04	.02	.04
	Valid N	N=838	N=1799	N=612
Knowledge of human behavior and society	Median	3.0	4.0	4.0
	Mean	3.5	3.6	3.7
	Standard Error	.03	.02	.04
	Valid N	N=886	N=1904	N=647
Knowledge of general business functions	Median	4.0	4.0	4.0
	Mean	4.0	4.0	4.0
	Standard Error	.03	.02	.03
	Valid N	N=912	N=1950	N=649
Knowledge of media communications and delivery	Median	4.0	3.0	4.0
	Mean	3.6	3.5	3.5
	Standard Error	.03	.02	.04
	Valid N	N=895	N=1894	N=629

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded

\*ANOVA; p < .05



## Value of Knowledge, Skills and Abilities, by Citizenship

Response		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Managing human capital	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	4.0	3.9	4.0	4.0	3.9
	Standard Error	.05	.02	.07	.09	.05	.12
	Valid N	N=335	N=2121	N=194	N=112	N=343	N=58
Managing tools and technology*	Median	3.0	3.0	3.0	3.0	3.0	4.0
	Mean	3.3	3.3	3.0	3.1	3.2	3.5
	Standard Error	.06	.03	.09	.11	.06	.16
	Valid N	N=289	N=1839	N=171	N=108	N=312	N=50
Managing decision making processes*	Median	4.0	4.0	4.0	5.0	4.0	4.0
	Mean	4.1	4.3	4.3	4.4	4.3	4.4
	Standard Error	.04	.02	.05	.06	.04	.09
	Valid N	N=353	N=2246	N=203	N=125	N=363	N=62
Managing administrative activities*	Median	3.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.4	3.6	3.6	3.6	3.5	3.7
	Standard Error	.05	.02	.06	.08	.05	.12
	Valid N	N=337	N=2189	N=195	N=125	N=353	N=61
Managing strategies and innovation	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.1	4.2	4.1	4.3	4.2	4.1
	Standard Error	.05	.02	.07	.07	.05	.11
	Valid N	N=348	N=2238	N=200	N=125	N=361	N=62
Managing the task environment	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	4.0	3.9	4.0	3.9	3.9
	Standard Error	.05	.02	.07	.07	.05	.11
	Valid N	N=348	N=2225	N=201	N=126	N=356	N=61
Interpersonal skills*	Median	4.0	5.0	5.0	5.0	4.0	4.0
	Mean	4.2	4.4	4.3	4.4	4.3	4.2
	Standard Error	.04	.02	.06	.07	.04	.10
	Valid N	N=355	N=2261	N=201	N=127	N=365	N=62
Operation skills*	Median	3.0	3.0	3.0	3.0	3.0	3.5
	Mean	3.4	3.4	3.2	3.2	3.3	3.5
	Standard Error	.06	.02	.08	.09	.05	.14
	Valid N	N=320	N=2029	N=181	N=119	N=334	N=54
Strategic system skills	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.1	4.2	4.1	4.2	4.2	4.3
	Standard Error	.04	.02	.06	.07	.04	.09
	Valid N	N=370	N=2332	N=207	N=135	N=378	N=65

**Value of Knowledge, Skills and Abilities, by Citizenship**

Response		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Foundation skills*	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	4.0	3.9	3.9	3.7	3.7
	Standard Error	.05	.02	.07	.08	.05	.13
	Valid N	N=365	N=2339	N=206	N=135	N=373	N=64
Generative thinking*	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.1	4.3	4.2	4.3	4.1	4.3
	Standard Error	.04	.02	.06	.06	.04	.08
	Valid N	N=372	N=2352	N=207	N=135	N=381	N=66
Knowledge of technology, design, and production*	Median	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.4	3.2	3.2	3.2	3.4
	Standard Error	.06	.02	.07	.09	.05	.12
	Valid N	N=337	N=2177	N=191	N=131	N=349	N=62
Knowledge of human behavior and society	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.6	3.6	3.5	3.5	3.6	3.7
	Standard Error	.05	.02	.07	.09	.05	.12
	Valid N	N=354	N=2306	N=203	N=134	N=374	N=64
Knowledge of general business functions	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	4.0	4.1	4.1	4.1	4.0
	Standard Error	.05	.02	.06	.07	.04	.10
	Valid N	N=370	N=2354	N=204	N=136	N=379	N=66
Knowledge of media communications and delivery	Median	3.0	4.0	3.0	3.0	3.0	4.0
	Mean	3.4	3.5	3.4	3.4	3.5	3.6
	Standard Error	.05	.02	.07	.08	.05	.13
	Valid N	N=356	N=2294	N=196	N=134	N=371	N=65

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded

\*ANOVA; p < .05

## Value of Knowledge, Skills and Abilities, by School Location

Response		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Managing human capital	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	3.9	4.0	3.9	4.0
	Standard Error	.02	.07	.05	.09	.11
	Valid N	N=2452	N=214	N=333	N=95	N=49
Managing tools and technology*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.0	3.1	3.2	3.1
	Standard Error	.02	.08	.06	.10	.17
	Valid N	N=2132	N=190	N=301	N=84	N=44
Managing decision making processes*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.3	4.2	4.3	4.0	4.3
	Standard Error	.02	.05	.04	.09	.09
	Valid N	N=2607	N=224	N=350	N=98	N=52
Managing administrative activities*	Median	4.0	4.0	3.0	3.0	3.0
	Mean	3.6	3.6	3.5	3.2	3.5
	Standard Error	.02	.06	.05	.11	.13
	Valid N	N=2536	N=218	N=340	N=94	N=52
Managing strategies and innovation	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.2	4.1	4.2	4.1	4.2
	Standard Error	.02	.06	.04	.09	.14
	Valid N	N=2595	N=222	N=348	N=97	N=51
Managing the task environment	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	3.9	4.0	3.8	3.9
	Standard Error	.02	.07	.05	.10	.12
	Valid N	N=2579	N=222	N=346	N=99	N=51
Interpersonal skills	Median	5.0	4.0	4.0	4.0	4.0
	Mean	4.4	4.2	4.3	4.1	4.2
	Standard Error	.02	.06	.04	.08	.13
	Valid N	N=2625	N=223	N=351	N=99	N=52
Operation skills	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.4	3.2	3.3	3.3	3.3
	Standard Error	.02	.08	.06	.10	.14
	Valid N	N=2353	N=204	N=324	N=89	N=48
Strategic system skills	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.2	4.1	4.2	4.0	4.3
	Standard Error	.02	.06	.04	.08	.11
	Valid N	N=2715	N=231	N=360	N=104	N=55

**Value of Knowledge, Skills and Abilities, by School Location**

Response		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Foundation skills*	Median	4.0	4.0	4.0	3.0	4.0
	Mean	4.0	3.9	3.7	3.5	3.6
	Standard Error	.02	.06	.05	.10	.16
	Valid N	N=2717	N=229	N=358	N=102	N=55
Generative thinking	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.2	4.1	4.2	4.1	4.2
	Standard Error	.02	.06	.04	.08	.11
	Valid N	N=2740	N=231	N=363	N=104	N=54
Knowledge of technology, design, and production*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.2	3.2	3.4	3.3
	Standard Error	.02	.07	.06	.10	.12
	Valid N	N=2533	N=216	N=330	N=95	N=53
Knowledge of human behavior and society*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.6	3.5	3.6	3.6	3.7
	Standard Error	.02	.07	.05	.09	.13
	Valid N	N=2678	N=229	N=353	N=99	N=54
Knowledge of general business functions	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	4.1	4.0	3.8	4.1
	Standard Error	.02	.06	.04	.10	.10
	Valid N	N=2740	N=228	N=361	N=104	N=54
Knowledge of media communications and delivery	Median	4.0	3.0	3.0	3.0	3.0
	Mean	3.5	3.4	3.5	3.4	3.5
	Standard Error	.02	.06	.05	.10	.14
	Valid N	N=2667	N=221	N=354	N=98	N=54

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded

\*ANOVA; p < .05

## Value of Knowledge, Skills and Abilities, by US Subgroups

Response		US Subgroups		
		Non Hispanic White	Asian Americans	Underrepresented Minorities
Managing human capital	Median	4.0	4.0	4.0
	Mean	4.0	4.0	4.2
	Standard Error	.02	.07	.08
	Valid N	N=1687	N=162	N=156
Managing tools and technology	Median	3.0	3.0	3.0
	Mean	3.3	3.3	3.3
	Standard Error	.03	.09	.11
	Valid N	N=1471	N=142	N=128
Managing decision making processes	Median	4.0	4.0	5.0
	Mean	4.3	4.2	4.4
	Standard Error	.02	.06	.05
	Valid N	N=1790	N=170	N=167
Managing administrative activities*	Median	4.0	3.0	4.0
	Mean	3.6	3.5	3.8
	Standard Error	.02	.07	.07
	Valid N	N=1743	N=169	N=158
Managing strategies and innovation	Median	4.0	4.0	4.0
	Mean	4.2	4.2	4.3
	Standard Error	.02	.07	.07
	Valid N	N=1785	N=170	N=163
Managing the task environment	Median	4.0	4.0	4.0
	Mean	4.0	4.0	4.1
	Standard Error	.02	.07	.07
	Valid N	N=1771	N=167	N=167
Interpersonal skills*	Median	5.0	5.0	5.0
	Mean	4.4	4.4	4.5
	Standard Error	.02	.06	.05
	Valid N	N=1804	N=170	N=167
Operation skills	Median	3.0	3.0	4.0
	Mean	3.4	3.5	3.5
	Standard Error	.03	.08	.09
	Valid N	N=1618	N=159	N=144
Strategic system skills	Median	4.0	4.0	4.0
	Mean	4.2	4.2	4.2
	Standard Error	.02	.07	.07
	Valid N	N=1851	N=182	N=170

**Value of Knowledge, Skills and Abilities, by US Subgroups**

Response		US Subgroups		
		Non Hispanic White	Asian Americans	Underrepresented Minorities
Foundation skills	Median	4.0	4.0	4.0
	Mean	4.0	4.0	4.1
	Standard Error	.02	.07	.07
	Valid N	N=1858	N=182	N=171
Generative thinking*	Median	4.0	4.0	5.0
	Mean	4.2	4.2	4.4
	Standard Error	.02	.06	.06
	Valid N	N=1870	N=181	N=172
Knowledge of technology, design and production,	Median	3.0	3.0	3.0
	Mean	3.4	3.3	3.3
	Standard Error	.03	.07	.09
	Valid N	N=1726	N=174	N=156
Knowledge of human behavior and society	Median	4.0	4.0	4.0
	Mean	3.6	3.6	3.6
	Standard Error	.02	.07	.08
	Valid N	N=1836	N=176	N=167
Knowledge of general business functions*	Median	4.0	4.0	4.0
	Mean	4.0	3.9	4.2
	Standard Error	.02	.06	.06
	Valid N	N=1872	N=182	N=171
Knowledge of media communications and delivery	Median	4.0	3.0	4.0
	Mean	3.5	3.4	3.6
	Standard Error	.02	.07	.08
	Valid N	N=1821	N=178	N=168

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded

\*ANOVA; p < .05

## Value of Knowledge, Skills and Abilities, by Industry

Response		Industry			
		Consulting	Energy/ Utilities	Finance/ Accounting	Health Care
Managing human capital*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	3.8	4.1
	Standard Error	.04	.08	.04	.06
	Valid N	N=471	N=133	N=620	N=278
Managing tools and technology*	Median	3.0	3.0	3.0	3.0
	Mean	3.3	3.0	3.2	3.3
	Standard Error	.06	.10	.05	.07
	Valid N	N=411	N=120	N=545	N=242
Managing decision making processes	Median	4.0	4.0	4.0	4.0
	Mean	4.3	4.2	4.2	4.3
	Standard Error	.03	.07	.03	.04
	Valid N	N=488	N=139	N=673	N=296
Managing administrative activities*	Median	4.0	3.0	3.0	4.0
	Mean	3.5	3.4	3.5	3.7
	Standard Error	.04	.08	.04	.05
	Valid N	N=473	N=136	N=652	N=292
Managing strategies and innovation*	Median	5.0	4.0	4.0	4.0
	Mean	4.3	4.1	4.0	4.2
	Standard Error	.04	.08	.04	.05
	Valid N	N=485	N=137	N=669	N=297
Managing the task environment*	Median	4.0	4.0	4.0	4.0
	Mean	4.1	3.8	3.9	3.9
	Standard Error	.04	.08	.04	.05
	Valid N	N=486	N=137	N=663	N=294
Interpersonal skills*	Median	5.0	4.0	4.0	5.0
	Mean	4.5	4.3	4.3	4.4
	Standard Error	.03	.07	.03	.05
	Valid N	N=487	N=139	N=678	N=298
Operation skills	Median	3.0	3.0	3.0	3.0
	Mean	3.4	3.3	3.3	3.4
	Standard Error	.05	.09	.04	.07
	Valid N	N=439	N=131	N=603	N=267
Strategic system skills*	Median	5.0	4.0	4.0	4.0
	Mean	4.3	4.2	4.2	4.1
	Standard Error	.04	.07	.03	.05
	Valid N	N=485	N=140	N=675	N=296

**Value of Knowledge, Skills and Abilities, by Industry**

Response		Industry			
		Consulting	Energy/ Utilities	Finance/ Accounting	Health Care
Foundation skills	Median	4.0	4.0	4.0	4.0
	Mean	3.9	4.0	3.9	3.9
	Standard Error	.04	.08	.04	.05
	Valid N	N=483	N=138	N=671	N=292
Generative thinking*	Median	5.0	4.0	4.0	4.0
	Mean	4.4	4.2	4.2	4.2
	Standard Error	.04	.07	.03	.05
	Valid N	N=488	N=140	N=676	N=298
Knowledge of technology, design, and production*	Median	3.0	3.0	3.0	3.0
	Mean	3.4	3.3	3.1	3.3
	Standard Error	.05	.09	.04	.07
	Valid N	N=454	N=132	N=605	N=279
Knowledge of human behavior and society*	Median	4.0	4.0	3.0	4.0
	Mean	3.6	3.5	3.5	3.7
	Standard Error	.04	.09	.04	.06
	Valid N	N=479	N=136	N=656	N=287
Knowledge of general business functions	Median	4.0	4.0	4.0	4.0
	Mean	4.2	4.0	4.0	4.1
	Standard Error	.04	.07	.03	.05
	Valid N	N=487	N=139	N=677	N=297
Knowledge of media communications and delivery*	Median	4.0	3.0	3.0	4.0
	Mean	3.6	3.2	3.3	3.5
	Standard Error	.05	.08	.04	.06
	Valid N	N=473	N=136	N=647	N=292

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded.

\*ANOVA; p < .05



## Value of Knowledge, Skills and Abilities, by Industry (continued)

Response		Industry				
		Technology	Manufacturing	Nonprofit/ Government	Products/ Services	Other Industry
Managing human capital*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	4.1	4.1	4.1
	Standard Error	.05	.05	.06	.04	.08
	Valid N	N=389	N=262	N=261	N=521	N=142
Managing tools and technology*	Median	4.0	3.0	3.0	3.0	3.0
	Mean	3.4	3.2	3.2	3.2	3.1
	Standard Error	.06	.07	.08	.05	.11
	Valid N	N=349	N=238	N=218	N=458	N=121
Managing decision making processes	Median	4.0	4.0	4.0	4.0	4.5
	Mean	4.3	4.3	4.2	4.3	4.3
	Standard Error	.04	.04	.05	.03	.06
	Valid N	N=408	N=279	N=270	N=557	N=152
Managing administrative activities*	Median	3.0	4.0	4.0	4.0	4.0
	Mean	3.5	3.7	3.8	3.6	3.7
	Standard Error	.05	.05	.06	.04	.08
	Valid N	N=396	N=274	N=260	N=544	N=145
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.2	4.1	4.0	4.3	4.2
	Standard Error	.04	.05	.06	.04	.07
	Valid N	N=404	N=279	N=271	N=552	N=151
Managing the task environment*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	3.8	4.0	4.0	4.1
	Standard Error	.04	.05	.05	.04	.07
	Valid N	N=403	N=277	N=267	N=553	N=148
Interpersonal skills*	Median	4.0	4.0	5.0	5.0	5.0
	Mean	4.3	4.3	4.3	4.3	4.4
	Standard Error	.04	.04	.05	.03	.06
	Valid N	N=411	N=281	N=274	N=559	N=153
Operation skills	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.4	3.4	3.3	3.3	3.3
	Standard Error	.06	.06	.07	.05	.08
	Valid N	N=377	N=257	N=242	N=501	N=140
Strategic system skills*	Median	4.0	4.0	4.0	4.0	4.5
	Mean	4.2	4.2	4.0	4.2	4.3
	Standard Error	.04	.05	.06	.04	.07
	Valid N	N=407	N=280	N=267	N=554	N=148

**Value of Knowledge, Skills and Abilities, by Industry (continued)**

Response		Industry				
		Technology	Manufacturing	Nonprofit/ Government	Products/ Services	Other Industry
Foundation skills	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.8	4.0	3.9	3.9
	Standard Error	.05	.05	.05	.04	.08
	Valid N	N=402	N=280	N=274	N=553	N=152
Generative thinking*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.2	4.1	4.2	4.2	4.3
	Standard Error	.04	.04	.05	.03	.06
	Valid N	N=409	N=282	N=272	N=558	N=153
Knowledge of technology, design, and production*	Median	4.0	3.0	3.0	3.0	3.0
	Mean	3.7	3.5	3.1	3.2	3.2
	Standard Error	.05	.06	.07	.05	.09
	Valid N	N=395	N=267	N=238	N=512	N=141
Knowledge of human behavior and society*	Median	4.0	3.0	4.0	4.0	4.0
	Mean	3.6	3.5	3.8	3.6	3.7
	Standard Error	.05	.06	.06	.04	.08
	Valid N	N=405	N=275	N=270	N=545	N=149
Knowledge of general business functions	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	3.9	4.1	4.1
	Standard Error	.04	.05	.05	.03	.07
	Valid N	N=409	N=281	N=270	N=559	N=152
Knowledge of media communications and delivery*	Median	4.0	3.0	4.0	4.0	4.0
	Mean	3.7	3.2	3.7	3.6	3.7
	Standard Error	.05	.06	.06	.04	.08
	Valid N	N=398	N=275	N=264	N=550	N=149

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded.

\*ANOVA; p < .05

### Value of Knowledge, Skills and Abilities, by Job Function

Response		Job Function			
		Marketing/Sales	Operations/ Logistics	Consulting	General Management
Managing human capital*	Median	4.0	4.0	4.0	5.0
	Mean	4.0	4.1	4.1	4.4
	Standard Error	.04	.05	.04	.04
	Valid N	N=619	N=303	N=453	N=364
Managing tools and technology*	Median	3.0	4.0	3.0	3.0
	Mean	3.0	3.5	3.0	3.3
	Standard Error	.05	.06	.06	.06
	Valid N	N=518	N=286	N=387	N=317
Managing decision making processes*	Median	4.0	4.0	5.0	5.0
	Mean	4.3	4.3	4.4	4.4
	Standard Error	.03	.04	.03	.03
	Valid N	N=657	N=321	N=471	N=369
Managing administrative activities*	Median	4.0	4.0	3.0	4.0
	Mean	3.5	3.5	3.4	3.9
	Standard Error	.04	.05	.04	.05
	Valid N	N=641	N=318	N=450	N=363
Managing strategies and innovation*	Median	4.5	4.0	5.0	5.0
	Mean	4.3	3.9	4.5	4.3
	Standard Error	.03	.05	.04	.04
	Valid N	N=658	N=319	N=469	N=367
Managing the task environment*	Median	4.0	4.0	4.0	4.0
	Mean	4.1	3.8	4.0	4.1
	Standard Error	.03	.05	.04	.04
	Valid N	N=656	N=315	N=468	N=367
Interpersonal skills*	Median	5.0	4.0	5.0	5.0
	Mean	4.4	4.2	4.5	4.4
	Standard Error	.03	.05	.03	.04
	Valid N	N=662	N=323	N=471	N=370
Operation skills*	Median	3.0	4.0	3.0	3.0
	Mean	3.2	3.8	3.3	3.5
	Standard Error	.04	.05	.05	.06
	Valid N	N=570	N=310	N=424	N=347
Strategic system skills*	Median	4.0	4.0	5.0	5.0
	Mean	4.1	4.1	4.4	4.3
	Standard Error	.03	.05	.04	.04
	Valid N	N=653	N=321	N=469	N=370

**Value of Knowledge, Skills and Abilities, by Job Function**

Response		Job Function			
		Marketing/Sales	Operations/Logistics	Consulting	General Management
Foundation skills*	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.8	3.9	3.9
	Standard Error	.03	.05	.04	.05
	Valid N	N=653	N=321	N=466	N=363
Generative thinking*	Median	4.0	4.0	5.0	4.0
	Mean	4.3	4.1	4.4	4.3
	Standard Error	.03	.04	.03	.04
	Valid N	N=659	N=323	N=471	N=371
Knowledge of technology, design, and production*	Median	3.0	4.0	3.0	3.0
	Mean	3.2	3.7	3.3	3.4
	Standard Error	.04	.06	.05	.06
	Valid N	N=598	N=312	N=445	N=347
Knowledge of human behavior and society*	Median	4.0	4.0	3.0	4.0
	Mean	3.6	3.5	3.5	3.8
	Standard Error	.04	.06	.04	.05
	Valid N	N=643	N=317	N=464	N=367
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	3.8	4.1	4.2
	Standard Error	.03	.05	.04	.04
	Valid N	N=658	N=322	N=470	N=371
Knowledge of media communications and delivery*	Median	4.0	3.0	3.0	4.0
	Mean	3.8	3.3	3.4	3.5
	Standard Error	.04	.05	.05	.05
	Valid N	N=650	N=313	N=461	N=364

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded

\*ANOVA; p < .05.

## Value of Knowledge, Skills and Abilities, by Job Function (continued)

Response		Job Function			
		Finance/ Accounting	Human Resources	IT/MIS	Other Job Function
Managing human capital*	Median	4.0	4.0	4.0	4.0
	Mean	3.7	4.0	3.9	4.0
	Standard Error	.04	.13	.07	.07
	Valid N	N=721	N=78	N=172	N=197
Managing tools and technology*	Median	3.0	3.0	4.0	3.0
	Mean	3.2	3.2	3.9	3.1
	Standard Error	.05	.14	.08	.08
	Valid N	N=619	N=65	N=176	N=173
Managing decision making processes*	Median	4.0	4.0	4.0	4.0
	Mean	4.2	4.1	4.2	4.2
	Standard Error	.03	.09	.06	.06
	Valid N	N=793	N=81	N=182	N=208
Managing administrative activities*	Median	4.0	4.0	3.0	4.0
	Mean	3.6	3.7	3.5	3.6
	Standard Error	.04	.09	.07	.07
	Valid N	N=765	N=82	N=177	N=199
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	3.9	3.9	3.9
	Standard Error	.03	.09	.08	.07
	Valid N	N=783	N=81	N=180	N=208
Managing the task environment*	Median	4.0	4.0	4.0	4.0
	Mean	3.8	3.9	3.9	4.0
	Standard Error	.03	.11	.07	.06
	Valid N	N=773	N=79	N=181	N=210
Interpersonal skills*	Median	4.0	5.0	4.0	5.0
	Mean	4.3	4.5	4.2	4.3
	Standard Error	.03	.09	.06	.06
	Valid N	N=796	N=83	N=182	N=214
Operation skills*	Median	3.0	3.0	4.0	3.0
	Mean	3.3	3.2	3.8	3.1
	Standard Error	.04	.12	.07	.08
	Valid N	N=704	N=70	N=175	N=184
Strategic system skills*	Median	4.0	4.0	4.0	4.0
	Mean	4.2	3.9	4.1	4.0
	Standard Error	.03	.10	.06	.07
	Valid N	N=791	N=82	N=180	N=206

**Value of Knowledge, Skills and Abilities, by Job Function (continued)**

Response	Job Function				
	Finance/ Accounting	Human Resources	IT/MIS	Other Job Function	
Foundation skills*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	3.8	4.0
	Standard Error	.03	.11	.07	.07
	Valid N	N=787	N=81	N=183	N=213
Generative thinking*	Median	4.0	4.0	4.0	4.0
	Mean	4.1	4.2	4.2	4.0
	Standard Error	.03	.10	.06	.07
	Valid N	N=795	N=81	N=183	N=212
Knowledge of technology, design, and production*	Median	3.0	3.0	4.0	3.0
	Mean	3.1	3.1	4.1	3.1
	Standard Error	.04	.13	.07	.08
	Valid N	N=704	N=78	N=180	N=188
Knowledge of human behavior and society*	Median	3.0	5.0	3.0	4.0
	Mean	3.4	4.2	3.4	3.7
	Standard Error	.04	.11	.08	.07
	Valid N	N=761	N=81	N=179	N=211
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0
	Mean	4.1	4.2	3.7	3.8
	Standard Error	.03	.09	.07	.07
	Valid N	N=794	N=82	N=182	N=211
Knowledge of media communications and delivery*	Median	3.0	3.0	3.0	4.0
	Mean	3.4	3.3	3.5	3.6
	Standard Error	.03	.12	.08	.07
	Valid N	N=755	N=79	N=179	N=206

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded

\*ANOVA; p < .05.

### Value of Knowledge, Skills and Abilities, by Job Classification

Response		Primary Classification of Current Job Position				
		Administrative	Operational	Technical	Professional	Managerial
Managing human capital*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	3.8	3.5	3.8	4.3
	Standard Error	.12	.09	.10	.03	.02
	Valid N	N=96	N=118	N=114	N=1320	N=1338
Managing tools and technology*	Median	3.0	4.0	4.0	3.0	3.0
	Mean	3.2	3.5	3.9	3.1	3.2
	Standard Error	.13	.10	.09	.03	.03
	Valid N	N=88	N=109	N=113	N=1147	N=1143
Managing decision making processes*	Median	4.0	4.0	4.0	4.0	5.0
	Mean	4.0	4.1	4.0	4.2	4.4
	Standard Error	.09	.08	.08	.02	.02
	Valid N	N=102	N=125	N=124	N=1451	N=1361
Managing administrative activities*	Median	4.0	4.0	3.0	3.0	4.0
	Mean	4.0	3.5	3.1	3.5	3.7
	Standard Error	.10	.08	.09	.03	.02
	Valid N	N=104	N=121	N=120	N=1395	N=1334
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.9	3.6	4.1	4.3
	Standard Error	.10	.09	.09	.02	.02
	Valid N	N=103	N=123	N=124	N=1442	N=1353
Managing the task environment*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.7	3.6	4.0	4.0
	Standard Error	.10	.09	.09	.02	.02
	Valid N	N=102	N=123	N=124	N=1429	N=1351
Interpersonal skills*	Median	4.0	4.0	4.0	5.0	5.0
	Mean	4.2	4.1	4.0	4.3	4.4
	Standard Error	.09	.08	.08	.02	.02
	Valid N	N=104	N=127	N=127	N=1462	N=1363
Operation skills*	Median	3.0	4.0	4.0	3.0	3.0
	Mean	3.1	3.9	3.7	3.2	3.4
	Standard Error	.12	.09	.09	.03	.03
	Valid N	N=94	N=123	N=117	N=1291	N=1230
Strategic system skills*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	4.0	4.0	4.2	4.3
	Standard Error	.11	.08	.09	.02	.02
	Valid N	N=97	N=126	N=121	N=1438	N=1352

**Value of Knowledge, Skills and Abilities, by Job Classification**

Response		Primary Classification of Current Job Position				
		Administrative	Operational	Technical	Professional	Managerial
Foundation skills	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.8	3.8	4.0	3.9
	Standard Error	.10	.08	.09	.02	.02
	Valid N	N=100	N=127	N=123	N=1441	N=1341
Generative thinking*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	4.0	4.1	4.2	4.3
	Standard Error	.10	.08	.07	.02	.02
	Valid N	N=100	N=126	N=123	N=1451	N=1360
Knowledge of technology, design, and production*	Median	3.0	3.0	4.0	3.0	3.0
	Mean	3.2	3.4	3.9	3.2	3.3
	Standard Error	.12	.10	.10	.03	.03
	Valid N	N=93	N=121	N=120	N=1317	N=1258
Knowledge of human behavior and society*	Median	4.0	3.0	3.0	3.0	4.0
	Mean	3.6	3.5	3.1	3.5	3.7
	Standard Error	.11	.09	.09	.03	.03
	Valid N	N=99	N=123	N=121	N=1408	N=1334
Knowledge of general business functions*	Median	4.0	4.0	3.0	4.0	4.0
	Mean	4.0	3.9	3.5	4.0	4.1
	Standard Error	.09	.08	.09	.02	.02
	Valid N	N=102	N=125	N=122	N=1449	N=1356
Knowledge of media communications and delivery*	Median	4.0	3.0	3.0	3.0	4.0
	Mean	3.4	3.3	3.1	3.5	3.6
	Standard Error	.11	.09	.10	.03	.03
	Valid N	N=99	N=123	N=123	N=1397	N=1326

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded.

\*ANOVA; p < .05.



## Value of Knowledge, Skills and Abilities, by Job Level

Response		Current Job Level				
		Entry Level	Mid-Level	Senior Level	Executive Level	Other
Managing human capital*	Median	3.0	4.0	4.0	5.0	5.0
	Mean	3.4	3.9	4.1	4.4	4.1
	Standard Error	.09	.02	.03	.04	.20
	Valid N	N=171	N=1658	N=843	N=284	N=31
Managing tools and technology*	Median	3.0	3.0	3.0	3.0	2.5
	Mean	3.3	3.2	3.3	3.3	2.7
	Standard Error	.10	.03	.04	.07	.24
	Valid N	N=153	N=1416	N=748	N=254	N=30
Managing decision making processes*	Median	4.0	4.0	5.0	5.0	5.0
	Mean	4.0	4.2	4.4	4.5	4.2
	Standard Error	.07	.02	.02	.04	.20
	Valid N	N=194	N=1786	N=866	N=285	N=33
Managing administrative activities*	Median	3.0	4.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.6	3.9	3.7
	Standard Error	.08	.02	.03	.06	.22
	Valid N	N=185	N=1729	N=850	N=281	N=30
Managing strategies and innovation*	Median	4.0	4.0	4.0	5.0	4.5
	Mean	3.7	4.1	4.3	4.5	4.1
	Standard Error	.08	.02	.03	.04	.21
	Valid N	N=191	N=1775	N=863	N=283	N=34
Managing the task environment*	Median	4.0	4.0	4.0	4.0	4.5
	Mean	3.8	3.9	4.0	4.1	4.1
	Standard Error	.07	.02	.03	.05	.19
	Valid N	N=190	N=1766	N=856	N=284	N=34
Interpersonal skills*	Median	4.0	5.0	5.0	5.0	5.0
	Mean	4.1	4.4	4.4	4.4	4.2
	Standard Error	.06	.02	.03	.05	.20
	Valid N	N=201	N=1796	N=866	N=285	N=36
Operation skills*	Median	3.0	3.0	3.0	4.0	3.0
	Mean	3.2	3.3	3.4	3.6	3.0
	Standard Error	.07	.03	.04	.06	.20
	Valid N	N=169	N=1582	N=806	N=268	N=31
Strategic system skills*	Median	4.0	4.0	4.0	5.0	5.0
	Mean	3.8	4.1	4.3	4.6	4.3
	Standard Error	.07	.02	.03	.04	.19
	Valid N	N=192	N=1764	N=861	N=286	N=32

**Value of Knowledge, Skills and Abilities, by Job Level**

Response		Current Job Level				
		Entry Level	Mid-Level	Senior Level	Executive Level	Other
Foundation skills	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.9	3.9	3.9
	Standard Error	.07	.02	.03	.05	.18
	Valid N	N=199	N=1757	N=861	N=281	N=35
Generative thinking*	Median	4.0	4.0	4.0	5.0	5.0
	Mean	4.1	4.2	4.3	4.4	4.2
	Standard Error	.07	.02	.03	.04	.18
	Valid N	N=198	N=1779	N=863	N=286	N=35
Knowledge of technology, design, and production*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.3	3.4	3.5	2.7
	Standard Error	.09	.03	.04	.06	.19
	Valid N	N=176	N=1611	N=819	N=272	N=32
Knowledge of human behavior and society*	Median	3.0	3.0	4.0	4.0	4.0
	Mean	3.2	3.5	3.6	3.9	4.0
	Standard Error	.08	.02	.03	.05	.21
	Valid N	N=189	N=1725	N=852	N=285	N=35
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	4.0	4.1	4.3	3.6
	Standard Error	.07	.02	.03	.04	.19
	Valid N	N=199	N=1770	N=864	N=286	N=36
Knowledge of media communications and delivery*	Median	3.0	3.0	4.0	4.0	3.0
	Mean	3.3	3.5	3.5	3.7	3.2
	Standard Error	.07	.02	.03	.06	.19
	Valid N	N=188	N=1716	N=846	N=285	N=34

Scale: 5 = extremely valuable, 1 = not at all valuable; not applicable excluded.

\*ANOVA; p < .05.

## Satisfaction With Skill Development During Education

Respondents were instructed, "Please rate your level of satisfaction with your graduate management education in terms of how adequately it prepared you in each of the following areas."

### Satisfaction With Knowledge, Skills, and Abilities

Response	Extremely satisfied	Very satisfied	Somewhat satisfied	Not very satisfied	Not at all satisfied	Not applicable	Total
Managing strategies and innovation	33%	43%	19%	3%	1%	1%	N=3530
Knowledge of general business functions	33%	44%	19%	2%	1%	1%	N=3515
Strategic system skills	28%	45%	22%	3%	1%	1%	N=3514
Generative thinking	27%	42%	25%	4%	1%	1%	N=3515
Interpersonal skills	25%	40%	27%	6%	1%	1%	N=3530
Managing decision making processes	24%	47%	24%	4%	1%	1%	N=3530
Managing the task environment	18%	39%	32%	7%	2%	2%	N=3530
Managing human capital	15%	37%	35%	8%	2%	3%	N=3529
Foundation skills	15%	34%	31%	5%	1%	14%	N=3515
Knowledge of human behavior and society	15%	35%	35%	7%	2%	6%	N=3515
Managing administrative activities	13%	37%	36%	8%	2%	4%	N=3530
Operation skills	11%	30%	33%	9%	2%	14%	N=3529
Knowledge of media communications and delivery	11%	31%	38%	9%	2%	8%	N=3515
Knowledge of technology, design, and production	9%	24%	34%	11%	3%	19%	N=3515
Managing tools and technology	7%	21%	32%	11%	3%	26%	N=3530

**Satisfaction With Knowledge, Skills and Abilities, by Program Type**

Response		Program Type			
		Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Managing human capital*	Median	4.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.8	3.6
	Standard Error	.02	.03	.06	.14
	Valid N	N=2264	N=855	N=240	N=45
Managing tools and technology*	Median	3.0	3.0	3.0	3.0
	Mean	3.3	3.2	3.4	3.3
	Standard Error	.02	.04	.07	.16
	Valid N	N=1665	N=704	N=194	N=35
Managing decision making processes*	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.7	4.1	4.0
	Standard Error	.02	.03	.06	.12
	Valid N	N=2314	N=873	N=242	N=50
Managing administrative activities*	Median	4.0	3.0	4.0	4.0
	Mean	3.6	3.5	3.7	3.6
	Standard Error	.02	.03	.06	.13
	Valid N	N=2218	N=850	N=234	N=49
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0
	Mean	4.1	3.9	4.2	4.1
	Standard Error	.02	.03	.06	.13
	Valid N	N=2313	N=870	N=239	N=50
Managing the task environment*	Median	4.0	4.0	4.0	4.0
	Mean	3.7	3.5	3.7	3.8
	Standard Error	.02	.03	.06	.13
	Valid N	N=2285	N=858	N=238	N=46
Interpersonal skills*	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.7	3.9	3.7
	Standard Error	.02	.03	.06	.14
	Valid N	N=2309	N=869	N=239	N=49
Operation skills*	Median	3.0	3.0	4.0	3.0
	Mean	3.5	3.4	3.6	3.4
	Standard Error	.02	.03	.06	.14
	Valid N	N=1959	N=781	N=220	N=42
Strategic system skills*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	3.8	4.1	4.0
	Standard Error	.02	.03	.05	.14
	Valid N	N=2303	N=864	N=242	N=51

### Satisfaction With Knowledge, Skills and Abilities, by Program Type

Response		Program Type			
		Full-Time MBA	Part-Time MBA	EMBA	Master Degree Programs
Foundation skills*	Median	4.0	4.0	4.0	4.0
	Mean	3.7	3.5	3.7	3.9
	Standard Error	.02	.03	.06	.12
	Valid N	N=1999	N=763	N=195	N=43
Generative thinking*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	3.7	4.0	4.0
	Standard Error	.02	.03	.06	.14
	Valid N	N=2291	N=861	N=235	N=49
Knowledge of technology, design, and production*	Median	3.0	3.0	3.0	4.0
	Mean	3.3	3.2	3.5	3.6
	Standard Error	.02	.03	.06	.16
	Valid N	N=1824	N=742	N=206	N=35
Knowledge of human behavior and society*	Median	4.0	4.0	4.0	4.0
	Mean	3.6	3.5	3.8	3.6
	Standard Error	.02	.03	.06	.15
	Valid N	N=2170	N=836	N=234	N=49
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0
	Mean	4.1	4.0	4.2	4.1
	Standard Error	.02	.03	.05	.12
	Valid N	N=2301	N=868	N=240	N=49
Knowledge of media communications and delivery*	Median	3.0	3.0	4.0	4.0
	Mean	3.5	3.4	3.5	3.5
	Standard Error	.02	.03	.07	.14
	Valid N	N=2110	N=817	N=223	N=45

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

**Satisfaction With Knowledge, Skills and Abilities, by Graduation Year**

Response		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
Managing human capital*	Median	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.3	3.4	3.3	3.5	3.5	3.5	3.5	3.6	3.7
	Standard Error	.09	.07	.08	.06	.04	.04	.04	.04	.03
	Valid N	N=112	N=168	N=146	N=196	N=382	N=470	N=552	N=555	N=841
Managing tools and technology	Median	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.2	3.4	3.3	3.2	3.3	3.3	3.2	3.3	3.2
	Standard Error	.11	.08	.08	.08	.06	.05	.05	.05	.04
	Valid N	N=80	N=131	N=108	N=142	N=283	N=345	N=439	N=420	N=664
Managing decision making processes	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.8	4.0	3.9	3.9	3.8	3.9	3.9
	Standard Error	.08	.06	.07	.05	.04	.04	.04	.04	.03
	Valid N	N=114	N=175	N=146	N=201	N=391	N=475	N=571	N=563	N=861
Managing administrative activities	Median	3.0	3.0	3.0	4.0	3.0	4.0	3.0	4.0	4.0
	Mean	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.6	3.6
	Standard Error	.09	.07	.07	.06	.04	.04	.04	.04	.03
	Valid N	N=109	N=171	N=140	N=190	N=382	N=449	N=548	N=543	N=837
Managing strategies and innovation	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.1	4.1
	Standard Error	.08	.06	.07	.06	.04	.04	.04	.03	.03
	Valid N	N=114	N=175	N=147	N=201	N=391	N=472	N=568	N=561	N=861
Managing the task environment	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.6	3.6	3.5	3.7	3.6	3.6	3.7	3.7	3.7
	Standard Error	.08	.06	.07	.06	.04	.04	.04	.04	.03
	Valid N	N=114	N=171	N=147	N=194	N=385	N=467	N=563	N=552	N=852
Interpersonal skills*	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	3.8	3.6	3.8	3.8	3.8	3.8	3.9	3.9
	Standard Error	.10	.06	.07	.06	.05	.04	.04	.04	.03
	Valid N	N=114	N=175	N=149	N=201	N=389	N=475	N=567	N=559	N=855
Operation skills	Median	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.5	3.4	3.4	3.5	3.5	3.4	3.5	3.5	3.4
	Standard Error	.11	.08	.08	.07	.05	.05	.04	.04	.03
	Valid N	N=95	N=148	N=125	N=166	N=337	N=413	N=487	N=490	N=756
Strategic system skills	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	4.0	3.9	4.1	3.9	4.0	3.9	4.0	4.0
	Standard Error	.08	.06	.07	.06	.04	.04	.04	.04	.03
	Valid N	N=113	N=172	N=148	N=199	N=385	N=472	N=566	N=561	N=861

### Satisfaction With Knowledge, Skills and Abilities, by Graduation Year

Response		Graduation Year								
		2000	2001	2002	2003	2004	2005	2006	2007	2008
Foundation skills	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.6	3.7	3.6	3.7	3.6	3.6	3.6	3.7	3.7
	Standard Error	.09	.07	.08	.06	.05	.04	.04	.04	.03
	Valid N	N=97	N=151	N=124	N=176	N=337	N=401	N=479	N=487	N=761
Generative thinking	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.8	4.0	3.9	3.9	3.9	4.0	3.9
	Standard Error	.08	.06	.06	.06	.05	.04	.04	.04	.03
	Valid N	N=113	N=173	N=146	N=200	N=384	N=471	N=558	N=557	N=851
Knowledge of technology, design, and production	Median	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.4	3.3	3.4	3.3	3.3	3.3	3.4	3.3
	Standard Error	.10	.07	.08	.07	.05	.05	.05	.04	.04
	Valid N	N=90	N=140	N=122	N=159	N=311	N=390	N=447	N=453	N=709
Knowledge of human behavior and society	Median	3.0	4.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.4	3.5	3.6	3.6	3.5	3.6	3.6
	Standard Error	.09	.07	.07	.07	.05	.05	.04	.04	.03
	Valid N	N=105	N=168	N=142	N=190	N=362	N=449	N=534	N=530	N=826
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	4.1	4.0	4.0	4.0	4.1	4.0	4.0	4.2	4.1
	Standard Error	.08	.06	.07	.06	.04	.04	.04	.03	.03
	Valid N	N=113	N=174	N=147	N=200	N=388	N=469	N=565	N=557	N=862
Knowledge of media communications and delivery	Median	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.4	3.5	3.4	3.4	3.4	3.4	3.4	3.5	3.5
	Standard Error	.08	.07	.07	.06	.05	.05	.04	.04	.03
	Valid N	N=108	N=165	N=136	N=185	N=350	N=429	N=516	N=521	N=801

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

**Satisfaction With Knowledge, Skills and Abilities, by Gender**

Response		Gender	
		Male	Female
Managing human capital	Median	4.0	3.0
	Mean	3.6	3.5
	Standard Error	.02	.03
	Valid N	N=2431	N=991
Managing tools and technology*	Median	3.0	3.0
	Mean	3.3	3.1
	Standard Error	.02	.04
	Valid N	N=1938	N=674
Managing decision making processes*	Median	4.0	4.0
	Mean	3.9	3.8
	Standard Error	.02	.03
	Valid N	N=2479	N=1018
Managing administrative activities	Median	4.0	4.0
	Mean	3.5	3.5
	Standard Error	.02	.03
	Valid N	N=2388	N=981
Managing strategies and innovation*	Median	4.0	4.0
	Mean	4.1	4.0
	Standard Error	.02	.03
	Valid N	N=2470	N=1020
Managing the task environment	Median	4.0	4.0
	Mean	3.7	3.7
	Standard Error	.02	.03
	Valid N	N=2439	N=1006
Interpersonal skills	Median	4.0	4.0
	Mean	3.8	3.8
	Standard Error	.02	.03
	Valid N	N=2466	N=1018
Operation skills*	Median	4.0	3.0
	Mean	3.5	3.3
	Standard Error	.02	.03
	Valid N	N=2203	N=814
Strategic system skills*	Median	4.0	4.0
	Mean	4.0	3.8
	Standard Error	.02	.03
	Valid N	N=2464	N=1013



### Satisfaction With Knowledge, Skills and Abilities, by Gender

Response		Gender	
		Male	Female
Foundation skills	Median	4.0	4.0
	Mean	3.6	3.7
	Standard Error	.02	.03
	Valid N	N=2165	N=848
Generative thinking*	Median	4.0	4.0
	Mean	3.9	3.9
	Standard Error	.02	.03
	Valid N	N=2446	N=1007
Knowledge of technology, design, and production*	Median	3.0	3.0
	Mean	3.4	3.2
	Standard Error	.02	.03
	Valid N	N=2080	N=741
Knowledge of human behavior and society*	Median	4.0	3.0
	Mean	3.6	3.5
	Standard Error	.02	.03
	Valid N	N=2370	N=936
Knowledge of general business functions*	Median	4.0	4.0
	Mean	4.1	4.0
	Standard Error	.02	.03
	Valid N	N=2463	N=1012
Knowledge of media communications and delivery	Median	3.0	3.0
	Mean	3.5	3.4
	Standard Error	.02	.03
	Valid N	N=2302	N=909

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA; p < .05.

**Satisfaction With Knowledge, Skills and Abilities, by Age**

Response		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
Managing human capital	Median	4.0	4.0	4.0
	Mean	3.5	3.5	3.6
	Standard Error	.03	.02	.04
	Valid N	N=884	N=1898	N=639
Managing tools and technology	Median	3.0	3.0	3.0
	Mean	3.2	3.3	3.3
	Standard Error	.04	.03	.04
	Valid N	N=685	N=1434	N=492
Managing decision making processes	Median	4.0	4.0	4.0
	Mean	3.9	3.9	3.9
	Standard Error	.03	.02	.03
	Valid N	N=907	N=1939	N=650
Managing administrative activities	Median	4.0	4.0	4.0
	Mean	3.5	3.5	3.6
	Standard Error	.03	.02	.04
	Valid N	N=882	N=1856	N=630
Managing strategies and innovation	Median	4.0	4.0	4.0
	Mean	4.0	4.1	4.0
	Standard Error	.03	.02	.04
	Valid N	N=908	N=1937	N=644
Managing the task environment	Median	4.0	4.0	4.0
	Mean	3.7	3.7	3.6
	Standard Error	.03	.02	.04
	Valid N	N=894	N=1911	N=639
Interpersonal skills*	Median	4.0	4.0	4.0
	Mean	3.9	3.8	3.7
	Standard Error	.03	.02	.04
	Valid N	N=905	N=1932	N=646
Operation skills	Median	3.0	3.0	4.0
	Mean	3.4	3.5	3.5
	Standard Error	.03	.02	.04
	Valid N	N=797	N=1663	N=556
Strategic system skills	Median	4.0	4.0	4.0
	Mean	3.9	4.0	3.9
	Standard Error	.03	.02	.03
	Valid N	N=899	N=1928	N=649

### Satisfaction With Knowledge, Skills and Abilities, by Age

Response		Age (at time of graduation)		
		27 and younger	28 to 34	35 and older
Foundation skills	Median	4.0	4.0	4.0
	Mean	3.7	3.6	3.6
	Standard Error	.03	.02	.04
	Valid N	N=813	N=1660	N=539
Generative thinking	Median	4.0	4.0	4.0
	Mean	3.9	3.9	3.9
	Standard Error	.03	.02	.03
	Valid N	N=899	N=1915	N=638
Knowledge of technology, design, and production	Median	3.0	3.0	3.0
	Mean	3.3	3.3	3.3
	Standard Error	.03	.02	.04
	Valid N	N=733	N=1568	N=519
Knowledge of human behavior and society	Median	4.0	4.0	4.0
	Mean	3.5	3.6	3.6
	Standard Error	.03	.02	.04
	Valid N	N=855	N=1816	N=634
Knowledge of general business functions	Median	4.0	4.0	4.0
	Mean	4.0	4.1	4.1
	Standard Error	.03	.02	.03
	Valid N	N=901	N=1924	N=649
Knowledge of media communications and delivery	Median	3.0	3.0	3.0
	Mean	3.5	3.4	3.4
	Standard Error	.03	.02	.04
	Valid N	N=848	N=1767	N=595

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA; p < .05.

### Satisfaction With Knowledge, Skills and Abilities, by Citizenship

Response		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Managing human capital*	Median	3.0	4.0	3.0	4.0	4.0	4.0
	Mean	3.5	3.6	3.3	3.5	3.6	3.9
	Standard Error	.05	.02	.07	.08	.05	.11
	Valid N	N=362	N=2295	N=200	N=130	N=369	N=63
Managing tools and technology*	Median	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.2	3.3	3.1	3.0	3.3	3.3
	Standard Error	.05	.02	.08	.10	.05	.13
	Valid N	N=291	N=1742	N=143	N=104	N=276	N=54
Managing decision making processes*	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.9	3.8	4.0	4.0	4.1
	Standard Error	.05	.02	.06	.07	.04	.09
	Valid N	N=367	N=2345	N=205	N=136	N=375	N=66
Managing administrative activities*	Median	3.0	4.0	3.0	4.0	4.0	4.0
	Mean	3.4	3.6	3.4	3.6	3.6	3.6
	Standard Error	.05	.02	.06	.08	.05	.12
	Valid N	N=350	N=2273	N=193	N=132	N=352	N=66
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	4.0	4.0	4.1	4.2	4.3
	Standard Error	.05	.02	.06	.08	.04	.09
	Valid N	N=364	N=2344	N=204	N=135	N=374	N=66
Managing the task environment	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.6	3.7	3.5	3.7	3.7	3.8
	Standard Error	.05	.02	.07	.08	.05	.12
	Valid N	N=360	N=2314	N=200	N=135	N=367	N=66
Interpersonal skills*	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	3.8	3.7	3.8	3.9	4.1
	Standard Error	.05	.02	.06	.08	.05	.11
	Valid N	N=367	N=2335	N=203	N=135	N=376	N=65
Operation skills*	Median	3.0	3.0	3.0	3.0	3.0	4.0
	Mean	3.4	3.5	3.2	3.3	3.5	3.6
	Standard Error	.05	.02	.07	.08	.05	.13
	Valid N	N=320	N=2035	N=173	N=118	N=314	N=55
Strategic system skills*	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	4.0	4.0	4.1	4.2
	Standard Error	.04	.02	.05	.07	.04	.10
	Valid N	N=364	N=2330	N=206	N=135	N=374	N=65

### Satisfaction With Knowledge, Skills and Abilities, by Citizenship

Response		Citizenship (World Region)					
		Asia/Pacific Islands	United States	Canada	Latin America	Europe	Other Locations
Foundation skills	Median	4.0	4.0	3.0	4.0	4.0	4.0
	Mean	3.6	3.7	3.5	3.6	3.6	3.7
	Standard Error	.05	.02	.06	.07	.05	.13
	Valid N	N=325	N=2019	N=175	N=126	N=311	N=54
Generative thinking*	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.9	3.9	4.0	3.9	4.2
	Standard Error	.05	.02	.06	.07	.05	.10
	Valid N	N=365	N=2314	N=205	N=134	N=367	N=65
Knowledge of technology, design, and production	Median	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.2	3.3	3.2	3.2	3.4	3.3
	Standard Error	.05	.02	.07	.09	.05	.15
	Valid N	N=301	N=1902	N=154	N=112	N=293	N=57
Knowledge of human behavior and society*	Median	3.0	4.0	3.0	4.0	4.0	4.0
	Mean	3.5	3.6	3.4	3.5	3.6	3.6
	Standard Error	.05	.02	.07	.08	.05	.13
	Valid N	N=350	N=2204	N=198	N=128	N=359	N=64
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	4.1	4.0	4.1	4.2	4.0
	Standard Error	.04	.02	.06	.06	.04	.09
	Valid N	N=363	N=2335	N=204	N=135	N=371	N=64
Knowledge of media communications and delivery*	Median	3.0	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.5	3.2	3.4	3.4	3.5
	Standard Error	.05	.02	.07	.08	.05	.12
	Valid N	N=337	N=2154	N=185	N=122	N=346	N=64

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

### Satisfaction With Knowledge, Skills and Abilities, by School Location

Response		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Managing human capital*	Median	4.0	3.0	4.0	3.0	4.0
	Mean	3.6	3.3	3.6	3.4	3.6
	Standard Error	.02	.07	.05	.09	.13
	Valid N	N=2672	N=224	N=348	N=99	N=54
Managing tools and technology*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.0	3.1	3.1	3.2
	Standard Error	.02	.07	.06	.10	.15
	Valid N	N=2037	N=167	N=265	N=82	N=44
Managing decision making processes*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.8	4.0	3.8	4.0
	Standard Error	.02	.06	.04	.09	.10
	Valid N	N=2733	N=229	N=353	N=103	N=54
Managing administrative activities*	Median	4.0	3.0	4.0	3.0	4.0
	Mean	3.6	3.4	3.5	3.3	3.5
	Standard Error	.02	.06	.05	.10	.12
	Valid N	N=2645	N=218	N=331	N=99	N=53
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	4.1	3.9	4.3
	Standard Error	.02	.06	.05	.09	.11
	Valid N	N=2734	N=227	N=351	N=99	N=54
Managing the task environment*	Median	4.0	3.0	4.0	4.0	3.5
	Mean	3.7	3.5	3.7	3.5	3.5
	Standard Error	.02	.06	.05	.10	.13
	Valid N	N=2696	N=225	N=346	N=101	N=54
Interpersonal skills*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.6	3.9	3.6	3.8
	Standard Error	.02	.06	.05	.10	.13
	Valid N	N=2726	N=227	N=350	N=102	N=54
Operation skills*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.5	3.2	3.4	3.3	3.3
	Standard Error	.02	.07	.05	.09	.12
	Valid N	N=2363	N=192	N=301	N=91	N=49
Strategic system skills*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	3.9	4.1	3.8	4.2
	Standard Error	.02	.05	.04	.10	.10
	Valid N	N=2716	N=230	N=350	N=101	N=55

### Satisfaction With Knowledge, Skills and Abilities, by School Location

Response		School Location (World Region)				
		United States	Canada	Europe	Asia/Pacific Islands	Other Locations
Foundation skills*	Median	4.0	3.0	4.0	3.0	4.0
	Mean	3.7	3.5	3.6	3.4	3.6
	Standard Error	.02	.06	.05	.10	.12
	Valid N	N=2364	N=201	N=290	N=88	N=49
Generative thinking	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.8	3.9	3.7	4.0
	Standard Error	.02	.06	.05	.10	.10
	Valid N	N=2697	N=229	N=347	N=100	N=55
Knowledge of technology, design, and production*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.1	3.3	3.1	3.2
	Standard Error	.02	.07	.06	.10	.15
	Valid N	N=2218	N=179	N=270	N=86	N=51
Knowledge of human behavior and society*	Median	4.0	3.0	4.0	3.0	4.0
	Mean	3.6	3.3	3.6	3.5	3.6
	Standard Error	.02	.06	.05	.10	.12
	Valid N	N=2571	N=223	N=336	N=98	N=54
Knowledge of general business functions	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.1	4.0	4.1	3.9	4.1
	Standard Error	.02	.06	.04	.09	.10
	Valid N	N=2720	N=227	N=346	N=102	N=55
Knowledge of media communications and delivery*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.5	3.2	3.4	3.3	3.4
	Standard Error	.02	.07	.05	.10	.13
	Valid N	N=2514	N=207	N=321	N=94	N=53

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

**Satisfaction With Knowledge, Skills and Abilities, by US Subgroups**

Response		US Subgroups		
		Caucasian Americans	Asian Americans	Underrepresented Minorities
Managing human capital	Median	4.0	3.0	4.0
	Mean	3.6	3.5	3.6
	Standard Error	.02	.07	.07
	Valid N	N=1830	N=169	N=168
Managing tools and technology	Median	3.0	3.0	3.0
	Mean	3.3	3.3	3.3
	Standard Error	.03	.08	.09
	Valid N	N=1392	N=136	N=118
Managing decision making processes*	Median	4.0	4.0	4.0
	Mean	3.9	3.7	4.0
	Standard Error	.02	.06	.06
	Valid N	N=1869	N=176	N=170
Managing administrative activities	Median	4.0	3.0	4.0
	Mean	3.6	3.4	3.7
	Standard Error	.02	.06	.07
	Valid N	N=1819	N=168	N=163
Managing strategies and innovation	Median	4.0	4.0	4.0
	Mean	4.0	3.9	4.1
	Standard Error	.02	.06	.07
	Valid N	N=1869	N=177	N=168
Managing the task environment*	Median	4.0	4.0	4.0
	Mean	3.7	3.6	3.9
	Standard Error	.02	.07	.07
	Valid N	N=1847	N=172	N=167
Interpersonal skills	Median	4.0	4.0	4.0
	Mean	3.8	3.8	3.9
	Standard Error	.02	.07	.07
	Valid N	N=1862	N=175	N=170
Operation skills	Median	3.0	3.0	4.0
	Mean	3.5	3.3	3.5
	Standard Error	.02	.08	.08
	Valid N	N=1624	N=157	N=146
Strategic system skills*	Median	4.0	4.0	4.0
	Mean	3.9	3.8	4.0
	Standard Error	.02	.07	.06
	Valid N	N=1857	N=175	N=169



### Satisfaction With Knowledge, Skills and Abilities, by US Subgroups

Response		US Subgroups		
		Caucasian Americans	Asian Americans	Underrepresented Minorities
Foundation skills*	Median	4.0	4.0	4.0
	Mean	3.7	3.6	3.9
	Standard Error	.02	.07	.07
	Valid N	N=1601	N=156	N=149
Generative thinking*	Median	4.0	4.0	4.0
	Mean	3.9	3.8	4.1
	Standard Error	.02	.07	.06
	Valid N	N=1841	N=175	N=169
Knowledge of technology, design, and production	Median	3.0	3.0	3.0
	Mean	3.3	3.3	3.4
	Standard Error	.02	.08	.08
	Valid N	N=1518	N=148	N=130
Knowledge of human behavior and society	Median	4.0	3.0	4.0
	Mean	3.6	3.5	3.6
	Standard Error	.02	.07	.07
	Valid N	N=1761	N=163	N=156
Knowledge of general business functions*	Median	4.0	4.0	4.0
	Mean	4.1	3.9	4.2
	Standard Error	.02	.07	.06
	Valid N	N=1862	N=173	N=171
Knowledge of media communications and delivery*	Median	3.0	3.0	4.0
	Mean	3.5	3.3	3.6
	Standard Error	.02	.07	.07
	Valid N	N=1714	N=161	N=157

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

**Satisfaction With Knowledge, Skills and Abilities, by Industry**

Response		Industry			
		Consulting	Energy/ Utilities	Finance/ Accounting	Health Care
Managing human capital	Median	4.0	4.0	4.0	4.0
	Mean	3.6	3.6	3.5	3.6
	Standard Error	.04	.08	.04	.05
	Valid N	N=481	N=139	N=650	N=291
Managing tools and technology	Median	3.0	3.0	3.0	3.0
	Mean	3.2	3.3	3.3	3.4
	Standard Error	.05	.08	.04	.07
	Valid N	N=359	N=108	N=504	N=225
Managing decision making processes	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.9	4.0
	Standard Error	.04	.07	.03	.05
	Valid N	N=487	N=139	N=676	N=295
Managing administrative activities*	Median	4.0	4.0	3.0	4.0
	Mean	3.5	3.5	3.5	3.7
	Standard Error	.04	.08	.04	.05
	Valid N	N=463	N=135	N=636	N=288
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0
	Mean	4.1	4.1	4.0	4.2
	Standard Error	.04	.08	.04	.04
	Valid N	N=484	N=138	N=673	N=296
Managing the task environment	Median	4.0	4.0	4.0	4.0
	Mean	3.7	3.6	3.7	3.7
	Standard Error	.04	.08	.04	.05
	Valid N	N=481	N=137	N=662	N=293
Interpersonal skills	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.8	3.8	3.9
	Standard Error	.04	.08	.04	.05
	Valid N	N=483	N=137	N=674	N=293
Operation skills	Median	3.0	3.0	3.0	3.0
	Mean	3.5	3.5	3.4	3.5
	Standard Error	.05	.09	.04	.06
	Valid N	N=414	N=118	N=576	N=259
Strategic system skills	Median	4.0	4.0	4.0	4.0
	Mean	4.0	4.1	3.9	4.0
	Standard Error	.04	.07	.03	.05
	Valid N	N=487	N=140	N=676	N=297

### Satisfaction With Knowledge, Skills and Abilities, by Industry

Response		Industry			
		Consulting	Energy/ Utilities	Finance/ Accounting	Health Care
Foundation skills	Median	4.0	4.0	4.0	4.0
	Mean	3.6	3.7	3.6	3.7
	Standard Error	.05	.08	.04	.06
	Valid N	N=405	N=121	N=604	N=252
Generative thinking	Median	4.0	4.0	4.0	4.0
	Mean	3.9	4.0	3.9	4.0
	Standard Error	.04	.07	.04	.05
	Valid N	N=485	N=137	N=669	N=290
Knowledge of technology, design, and production	Median	3.0	3.0	3.0	3.0
	Mean	3.3	3.4	3.3	3.4
	Standard Error	.05	.09	.04	.06
	Valid N	N=382	N=113	N=548	N=239
Knowledge of human behavior and society	Median	4.0	4.0	4.0	4.0
	Mean	3.6	3.5	3.5	3.6
	Standard Error	.04	.09	.04	.05
	Valid N	N=457	N=132	N=636	N=285
Knowledge of general business functions	Median	4.0	4.0	4.0	4.0
	Mean	4.1	4.2	4.0	4.1
	Standard Error	.04	.07	.03	.04
	Valid N	N=486	N=138	N=672	N=296
Knowledge of media communications and delivery	Median	3.0	3.0	3.0	3.0
	Mean	3.4	3.3	3.4	3.5
	Standard Error	.05	.09	.04	.05
	Valid N	N=443	N=131	N=602	N=275

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

**Satisfaction With Knowledge, Skills and Abilities, by Industry (continued)**

Response		Industry				
		Technology	Manufacturing	Nonprofit/ Government	Products/ Services	Other Industry
Managing human capital	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.7	3.6	3.6
	Standard Error	.05	.05	.06	.04	.08
	Valid N	N=403	N=273	N=267	N=547	N=148
Managing tools and technology	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.2	3.4	3.2	3.2
	Standard Error	.05	.06	.06	.05	.09
	Valid N	N=313	N=217	N=198	N=396	N=113
Managing decision making processes	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.9	4.0	3.9
	Standard Error	.04	.05	.05	.03	.07
	Valid N	N=409	N=282	N=269	N=559	N=152
Managing administrative activities*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.7	3.5	3.6
	Standard Error	.05	.05	.05	.04	.07
	Valid N	N=388	N=271	N=267	N=550	N=149
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.1	4.0	4.0	4.1	4.1
	Standard Error	.04	.05	.05	.03	.07
	Valid N	N=409	N=279	N=272	N=559	N=153
Managing the task environment	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.6	3.6	3.8	3.7	3.6
	Standard Error	.05	.05	.05	.04	.08
	Valid N	N=401	N=276	N=268	N=551	N=151
Interpersonal skills	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.8	3.8	3.8	3.8
	Standard Error	.05	.05	.05	.04	.08
	Valid N	N=408	N=279	N=272	N=559	N=152
Operation skills	Median	3.0	4.0	3.0	4.0	3.0
	Mean	3.4	3.5	3.5	3.5	3.5
	Standard Error	.05	.06	.06	.04	.08
	Valid N	N=358	N=243	N=233	N=477	N=132
Strategic system skills	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	3.9	4.0	4.0
	Standard Error	.04	.04	.05	.03	.07
	Valid N	N=406	N=282	N=271	N=556	N=151

## Satisfaction With Knowledge, Skills and Abilities, by Industry (continued)

Response		Industry				
		Technology	Manufacturing	Nonprofit/ Government	Products/ Services	Other Industry
Foundation skills	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	3.7	3.7	3.6	3.7
	Standard Error	.05	.05	.06	.04	.07
	Valid N	N=349	N=236	N=239	N=488	N=137
Generative thinking	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.9	4.0	4.0
	Standard Error	.04	.04	.05	.04	.07
	Valid N	N=405	N=279	N=269	N=558	N=151
Knowledge of technology, design, and production	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.4	3.3	3.5	3.3	3.3
	Standard Error	.05	.06	.06	.04	.09
	Valid N	N=340	N=230	N=221	N=437	N=128
Knowledge of human behavior and society	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.6	3.5	3.6	3.6	3.6
	Standard Error	.05	.05	.06	.04	.08
	Valid N	N=400	N=266	N=259	N=525	N=145
Knowledge of general business functions	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.1	4.1	4.2	4.1	4.1
	Standard Error	.04	.05	.05	.03	.07
	Valid N	N=408	N=280	N=270	N=560	N=153
Knowledge of media communications and delivery	Median	3.0	3.0	4.0	4.0	3.0
	Mean	3.4	3.4	3.5	3.5	3.4
	Standard Error	.05	.05	.05	.04	.08
	Valid N	N=376	N=260	N=251	N=529	N=143

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

**Satisfaction With Knowledge, Skills and Abilities, by Job Function**

Response		Job Function			
		Marketing/Sales	Operations/Logistics	Consulting	General Management
Managing human capital*	Median	3.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.5	3.7
	Standard Error	.04	.05	.04	.05
	Valid N	N=644	N=316	N=463	N=369
Managing tools and technology	Median	3.0	3.0	3.0	3.0
	Mean	3.2	3.2	3.3	3.4
	Standard Error	.04	.05	.05	.06
	Valid N	N=445	N=278	N=322	N=279
Managing decision making processes	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	4.0	4.0
	Standard Error	.03	.04	.04	.05
	Valid N	N=658	N=322	N=471	N=370
Managing administrative activities*	Median	3.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.5	3.7
	Standard Error	.04	.05	.04	.05
	Valid N	N=633	N=318	N=442	N=361
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	4.2	4.2
	Standard Error	.03	.05	.04	.04
	Valid N	N=659	N=320	N=469	N=369
Managing the task environment	Median	4.0	4.0	4.0	4.0
	Mean	3.6	3.6	3.7	3.7
	Standard Error	.04	.05	.04	.05
	Valid N	N=650	N=316	N=464	N=366
Interpersonal skills	Median	4.0	4.0	4.0	4.0
	Mean	3.8	3.8	3.9	3.9
	Standard Error	.04	.05	.04	.05
	Valid N	N=658	N=320	N=466	N=370
Operation skills	Median	3.0	4.0	3.0	4.0
	Mean	3.4	3.5	3.5	3.6
	Standard Error	.04	.05	.05	.05
	Valid N	N=526	N=306	N=401	N=329
Strategic system skills*	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	4.1	4.1
	Standard Error	.03	.05	.04	.04
	Valid N	N=657	N=322	N=468	N=370

### Satisfaction With Knowledge, Skills and Abilities, by Job Function

Response		Job Function			
		Marketing/Sales	Operations/ Logistics	Consulting	General Management
Foundation skills*	Median	4.0	3.0	4.0	4.0
	Mean	3.6	3.5	3.7	3.7
	Standard Error	.04	.05	.04	.05
	Valid N	N=574	N=281	N=398	N=310
Generative thinking	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.8	4.0	4.0
	Standard Error	.04	.04	.04	.04
	Valid N	N=656	N=317	N=466	N=362
Knowledge of technology, design, and production	Median	3.0	3.0	3.0	3.0
	Mean	3.3	3.3	3.3	3.4
	Standard Error	.04	.05	.05	.05
	Valid N	N=513	N=278	N=366	N=298
Knowledge of human behavior and society	Median	3.0	4.0	4.0	4.0
	Mean	3.5	3.6	3.5	3.7
	Standard Error	.04	.05	.04	.05
	Valid N	N=625	N=312	N=436	N=352
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0
	Mean	4.1	4.1	4.2	4.2
	Standard Error	.03	.04	.04	.04
	Valid N	N=658	N=323	N=468	N=368
Knowledge of media communications and delivery	Median	3.0	3.0	3.0	4.0
	Mean	3.4	3.4	3.4	3.5
	Standard Error	.04	.05	.04	.05
	Valid N	N=620	N=302	N=423	N=345

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

**Satisfaction With Knowledge, Skills and Abilities, by Job Function (continued)**

Response		Job Function			
		Finance/ Accounting	Human Resources	IT/MIS	Other Job Function
Managing human capital*	Median	4.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.6	3.6
	Standard Error	.03	.12	.07	.06
	Valid N	N=769	N=80	N=179	N=205
Managing tools and technology	Median	3.0	3.0	3.0	3.0
	Mean	3.3	3.2	3.3	3.2
	Standard Error	.04	.11	.08	.08
	Valid N	N=583	N=64	N=160	N=148
Managing decision making processes	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.9	3.9
	Standard Error	.03	.09	.07	.05
	Valid N	N=792	N=81	N=183	N=211
Managing administrative activities*	Median	4.0	4.0	4.0	4.0
	Mean	3.5	3.6	3.5	3.6
	Standard Error	.03	.11	.07	.06
	Valid N	N=762	N=78	N=175	N=202
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	4.0	3.9	4.0
	Standard Error	.03	.11	.06	.06
	Valid N	N=791	N=82	N=183	N=211
Managing the task environment	Median	4.0	4.0	4.0	4.0
	Mean	3.7	3.6	3.6	3.6
	Standard Error	.03	.11	.07	.06
	Valid N	N=776	N=80	N=180	N=210
Interpersonal skills	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.8	3.8
	Standard Error	.03	.11	.07	.06
	Valid N	N=792	N=80	N=182	N=211
Operation skills	Median	3.0	3.0	4.0	3.0
	Mean	3.4	3.5	3.5	3.4
	Standard Error	.04	.12	.07	.07
	Valid N	N=674	N=69	N=171	N=172
Strategic system skills*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	3.9	3.9	3.9
	Standard Error	.03	.10	.06	.06
	Valid N	N=793	N=83	N=183	N=210



**Satisfaction With Knowledge, Skills and Abilities, by Job Function (continued)**

Response		Job Function			
		Finance/ Accounting	Human Resources	IT/MIS	Other Job Function
Foundation skills*	Median	4.0	4.0	4.0	4.0
	Mean	3.7	3.7	3.6	3.6
	Standard Error	.03	.10	.07	.07
	Valid N	N=707	N=74	N=159	N=179
Generative thinking	Median	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.9	3.9
	Standard Error	.03	.10	.07	.06
	Valid N	N=789	N=82	N=182	N=210
Knowledge of technology, design, and production	Median	3.0	3.0	3.0	3.0
	Mean	3.4	3.3	3.4	3.3
	Standard Error	.04	.11	.08	.07
	Valid N	N=622	N=73	N=168	N=165
Knowledge of human behavior and society	Median	4.0	4.0	4.0	4.0
	Mean	3.5	3.7	3.6	3.6
	Standard Error	.03	.11	.07	.07
	Valid N	N=746	N=79	N=175	N=201
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0
	Mean	4.0	4.2	4.0	4.1
	Standard Error	.03	.09	.06	.05
	Valid N	N=791	N=82	N=181	N=212
Knowledge of media communications and delivery	Median	3.0	3.0	3.0	3.0
	Mean	3.5	3.3	3.4	3.5
	Standard Error	.03	.11	.08	.06
	Valid N	N=713	N=74	N=168	N=193

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

### Satisfaction With Knowledge, Skills and Abilities, by Job Classification

Response		Primary Classification of Current Position				
		Administrative	Operational	Technical	Professional	Managerial
Managing human capital*	Median	3.0	3.0	4.0	4.0	4.0
	Mean	3.5	3.5	3.5	3.5	3.6
	Standard Error	.09	.08	.09	.02	.03
	Valid N	N=96	N=123	N=119	N=1370	N=1320
Managing tools and technology	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.3	3.3	3.3	3.2	3.3
	Standard Error	.12	.09	.09	.03	.03
	Valid N	N=79	N=102	N=110	N=1006	N=984
Managing decision making processes*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.8	3.8	3.8	4.0
	Standard Error	.08	.08	.08	.02	.02
	Valid N	N=100	N=124	N=124	N=1414	N=1329
Managing administrative activities*	Median	4.0	3.0	3.0	3.0	4.0
	Mean	3.7	3.5	3.4	3.5	3.6
	Standard Error	.10	.08	.08	.02	.02
	Valid N	N=100	N=122	N=121	N=1346	N=1286
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	3.9	3.9	4.0	4.1
	Standard Error	.10	.09	.08	.02	.02
	Valid N	N=99	N=123	N=124	N=1415	N=1326
Managing the task environment	Median	4.0	4.0	3.5	4.0	4.0
	Mean	3.7	3.7	3.5	3.7	3.7
	Standard Error	.10	.08	.07	.02	.02
	Valid N	N=96	N=119	N=124	N=1399	N=1306
Interpersonal skills*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	3.7	3.7	3.8	3.9
	Standard Error	.10	.08	.09	.02	.02
	Valid N	N=98	N=122	N=121	N=1415	N=1326
Operation skills*	Median	3.0	4.0	3.0	3.0	4.0
	Mean	3.3	3.6	3.5	3.4	3.6
	Standard Error	.11	.09	.09	.03	.03
	Valid N	N=89	N=120	N=115	N=1188	N=1138
Strategic system skills*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.9	3.9	3.9	4.1
	Standard Error	.09	.08	.08	.02	.02
	Valid N	N=95	N=121	N=124	N=1413	N=1323

### Satisfaction With Knowledge, Skills and Abilities, by Job Classification

Response		Primary Classification of Current Position				
		Administrative	Operational	Technical	Professional	Managerial
Foundation skills	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.6	3.6	3.5	3.6	3.7
	Standard Error	.09	.08	.08	.02	.03
	Valid N	N=87	N=110	N=115	N=1230	N=1131
Generative thinking*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.8	3.9	3.9	4.0
	Standard Error	.09	.09	.08	.02	.02
	Valid N	N=98	N=118	N=122	N=1404	N=1312
Knowledge of technology, design, and production*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.2	3.4	3.3	3.3	3.4
	Standard Error	.10	.10	.09	.03	.03
	Valid N	N=83	N=102	N=113	N=1113	N=1066
Knowledge of human behavior and society*	Median	4.0	3.0	4.0	4.0	4.0
	Mean	3.6	3.4	3.5	3.5	3.6
	Standard Error	.09	.09	.09	.03	.03
	Valid N	N=95	N=117	N=120	N=1328	N=1257
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	4.0	4.1	4.0	4.1	4.2
	Standard Error	.08	.07	.07	.02	.02
	Valid N	N=99	N=122	N=121	N=1413	N=1318
Knowledge of media communications and delivery	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.5	3.4	3.3	3.4	3.5
	Standard Error	.09	.09	.08	.03	.03
	Valid N	N=92	N=112	N=117	N=1282	N=1227

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

**Satisfaction With Knowledge, Skills and Abilities, by Job Level**

Response		Current Job Level				
		Entry level	Mid-level	Senior level	Executive level	Other
Managing human capital*	Median	3.0	4.0	4.0	4.0	4.0
	Mean	3.3	3.5	3.6	3.7	3.5
	Standard Error	.07	.02	.03	.06	.19
	Valid N	N=191	N=1694	N=834	N=279	N=31
Managing tools and technology*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.0	3.2	3.4	3.4	3.3
	Standard Error	.09	.03	.04	.07	.20
	Valid N	N=142	N=1250	N=647	N=220	N=22
Managing decision making processes	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	3.9	4.0	4.0	3.6
	Standard Error	.06	.02	.03	.05	.20
	Valid N	N=198	N=1740	N=842	N=280	N=32
Managing administrative activities*	Median	3.0	3.0	4.0	4.0	4.0
	Mean	3.3	3.5	3.6	3.7	3.5
	Standard Error	.07	.02	.03	.06	.19
	Valid N	N=191	N=1669	N=814	N=271	N=30
Managing strategies and innovation*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	4.0	4.1	4.2	3.9
	Standard Error	.07	.02	.03	.05	.20
	Valid N	N=199	N=1739	N=838	N=279	N=33
Managing the task environment	Median	4.0	4.0	4.0	4.0	3.0
	Mean	3.5	3.7	3.7	3.7	3.5
	Standard Error	.07	.02	.03	.06	.20
	Valid N	N=195	N=1714	N=827	N=276	N=33
Interpersonal skills*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	3.8	3.9	3.8	3.7
	Standard Error	.07	.02	.03	.06	.20
	Valid N	N=196	N=1736	N=840	N=277	N=34
Operation skills*	Median	3.0	3.0	4.0	4.0	3.0
	Mean	3.2	3.4	3.6	3.6	3.2
	Standard Error	.07	.02	.03	.06	.18
	Valid N	N=177	N=1465	N=733	N=250	N=26
Strategic system skills*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.8	3.9	4.1	4.2	3.8
	Standard Error	.07	.02	.03	.05	.20
	Valid N	N=198	N=1731	N=834	N=280	N=34

### Satisfaction With Knowledge, Skills and Abilities, by Job Level

Response		Current Job Level				
		Entry level	Mid-level	Senior level	Executive level	Other
Foundation skills	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.6	3.6	3.7	3.6	3.6
	Standard Error	.07	.02	.03	.06	.20
	Valid N	N=177	N=1510	N=718	N=241	N=28
Generative thinking*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.7	3.9	4.0	4.0	3.9
	Standard Error	.07	.02	.03	.05	.17
	Valid N	N=196	N=1723	N=826	N=278	N=32
Knowledge of technology, design, and production*	Median	3.0	3.0	3.0	3.0	3.0
	Mean	3.1	3.3	3.5	3.5	3.2
	Standard Error	.08	.02	.03	.06	.20
	Valid N	N=166	N=1371	N=691	N=226	N=23
Knowledge of human behavior and society*	Median	3.0	4.0	4.0	4.0	3.0
	Mean	3.3	3.5	3.7	3.7	3.5
	Standard Error	.08	.02	.03	.06	.19
	Valid N	N=187	N=1637	N=795	N=267	N=32
Knowledge of general business functions*	Median	4.0	4.0	4.0	4.0	4.0
	Mean	3.9	4.1	4.2	4.2	3.9
	Standard Error	.06	.02	.03	.05	.17
	Valid N	N=198	N=1728	N=837	N=277	N=34
Knowledge of media communications and delivery*	Median	3.0	3.0	3.0	4.0	3.0
	Mean	3.2	3.4	3.5	3.6	3.4
	Standard Error	.07	.02	.03	.06	.17
	Valid N	N=179	N=1582	N=772	N=268	N=30

Scale: 5 = extremely satisfied, 1 = not at all satisfied; not applicable excluded.

\*ANOVA;  $p < .05$ .

## IV. Methodology

This section presents the methodology behind this *MBA Alumni Perspectives Survey*. Sample selection and response, methods of data analysis, demographic characteristics of the respondents, and a list of participating schools are discussed.

### Background

In order to reach graduates from around the world and make participation convenient, the *Alumni Perspectives Survey* was conducted over the Internet. Background for the survey design was provided by (1) prior GMAC research on graduates from graduate business programs; (2) prior GMAC experience in surveying this audience; and (3) ongoing input from alumni, schools, and corporate recruiters on their individual information needs.

### Survey Sample

The survey sample for this report includes respondents who agreed to further follow-up after participating in the *Global Management Education Graduate Surveys*, formerly known as the *Global MBA Graduate Survey*, administered among the MBA classes of 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007 and 2008.

An email was sent on April 8, 2009, to the 22,512 members of the sample. A reminder email was sent on April 22 to the sample members who had either not responded to the survey or had only partially completed the survey by that date. The questionnaire was available at the online survey site from April 8 to May 6, 2009. As an incentive to participate, GMAC offered to place respondent names in a drawing for one US\$500 and five US\$100 gift checks.

Of the 22,512 contacts initiated for the April 2009 *Alumni Perspectives Survey*, 2,000 contacts were undeliverable (8%). Of the remaining contacts, 3,708 people responded—an 18 percent response rate.

**Response Rates**

Graduation Year	Sample	Respondents	Response Rate
2000	814	122	15%
2001	1,791	188	10%
2002	1,490	157	11%
2003	1,884	210	11%
2004	2,935	414	14%
2005	3,378	503	15%
2006	3,673	596	16%
2007	2,681	583	22%
2008	3,876	925	24%
	<b>Sample</b>	<b>Adjusted Sample</b>	<b>Adjusted Response Rate</b>
Overall	22,512	20,512	18%

## Sample Demographics

This section of the report presents demographic characteristics of the survey respondents. The analysis of these characteristics acquaints the reader with the respondents of the April 2009 *Alumni Perspectives Survey*.

Respondents in the class of 2000 through 2003 were slightly underrepresented, and respondents in the class of 2007 through 2008 were slightly overrepresented in the current survey when compared with the population of *Global Management Education Graduate Survey* respondents.

### Graduation Year

Graduation Year	Respondents (n =3,708)	Global Management Education Graduate Survey (n =42,251)
2000	3%	6%
2001	5%	11%
2002	4%	11%
2003	6%	10%
2004	11%	9%
2005	14%	14%
2006	16%	15%
2007	16%	13%
2008	25%	11%
Total	100%	100%

There was a statistically equal representation among respondents from full-time, part-time, and executive programs, comparing the current alumni survey and the population of *Global Management Education Graduate Survey* respondents.

### Program Type

Program Type	Respondents (n =3,689)	Global Management Education Graduate Survey (n =41,752)
Full-time	67%	67%
Part-time	25%	25%
Executive	7%	6%
Other Masters Degree	1%	1%
Total	100%	100%

Men were slightly overrepresented and women were slightly underrepresented in the current survey compared with the population of Global survey respondents.

**Gender**

<b>Gender</b>	<b>Respondents (n = 3,708)</b>	<b>Global Management Education Graduate Survey (n =41,975)</b>
Male	71%	67%
Female	29%	33%
Total	100%	100%

Asian respondents were slightly underrepresented in the current survey, and respondents from the United States were slightly overrepresented in the current survey.

**Citizenship**

<b>World Region</b>	<b>Respondents (n = 3,705)</b>	<b>Global Management Education Graduate Survey (n =41,948)</b>
Asia	11%	17%
United States	67%	60%
Canada	6%	6%
Latin America	4%	5%
Europe	11%	10%
Other	2%	2%
Total	100%	100%

Among respondents from the United States, there was a statistically equal representation among U.S. subgroups between the current survey and the population of the graduate management survey respondents.

**US Subgroup**

<b>US Subgroup</b>	<b>Respondents (n = 2,343)</b>	<b>Global Management Education Graduate Survey (n =23,512)</b>
Non Hispanic White	84%	83%
Asian American	8%	8%
Underrepresented Minorities	8%	9%
Total	100%	100%



## Online Questionnaire Administration

Administering the questionnaire online offered several advantages over a paper-and-pencil format. First, because responses were entered in a database that was available for analysis at all times, survey progress could be monitored, and the time and cost associated with data entry, eliminated. Second, the site was programmed to check for the accurate completion of each question before the respondent could proceed to the next question, which eliminated the typical problems associated with item non-response. Third, skip patterns allowed respondents to move quickly and appropriately through the questionnaire. Respondents never saw questions that did not pertain to them, such as race/ethnicity questions for non-US citizens.

## Data Analysis

Frequency distributions were initially examined both for topical questions and classification questions. Based on this examination, response categories for some questions were collapsed in order to make the final analysis more robust. In this preliminary analysis, variations to all topical questions were cross-tabulated with each classification question. This made it possible to determine which classification questions offered the most promise in the interpretation of survey responses. Percentages in charts and tables might not always add exactly to 100% because of rounding.

Statistical tests were performed on the sample of respondents to determine differences among various characteristics. A chi-squared test was used to evaluate whether two variables in a contingency table were independent. For the purpose of this report, if the  $X^2$  value had a  $p \leq .05$ , then the null hypothesis, which states the two variables were independent, was rejected. Rejecting the null hypothesis indicated that there was a relationship between the variables and that one variable contributed to the differences in proportions of another variable—one variable was dependent upon another. To further understand the relationship when rejecting the null hypothesis, tests of proportions (i.e., pair-wise tests of the equality of column proportions for tables in which at least one category variable exists in both the columns and rows) were used to determine differences in proportions.

An analysis of variance (ANOVA) test was used to evaluate the difference between two or more means. If the F-statistic in the ANOVA had a  $p \leq .05$ , then the null hypothesis, which states the population means were equal, was rejected. Rejecting the null hypothesis indicated that the data show there were differences in the mean value between groups. The Bonferroni post-hoc correction was used to raise the threshold to evaluate the null hypothesis for each pair wise comparison. Items in the ANOVA tables that have statistically significant cells were asterisked. The statistically significant cell means that with the Bonferroni correction the difference in means was still statistically significant.

## Category Definition

Survey respondents identified their employing industry from the list shown in the following table.

<b>Industry and Industry Groups</b>			
<b>Consulting</b>		<b>High technology (continued)</b>	
	Consulting services		Internet and/or e-commerce
	Human resource services		Professional, scientific, and technical services
	Health care consulting		Science and research
	Information technology consulting		Telecommunications
	Management consulting		Other technology
	Other consulting	<b>Manufacturing</b>	
<b>Energy/utilities</b>			Aerospace and defense
	Energy and utilities		Automotive
	Mining		Other manufacturing
	Utilities	<b>Nonprofit or government</b>	
	Other energy and utilities		Education or educational services
<b>Finance</b>			Government, nonmilitary
	Accounting	<b>Products and services</b>	
	Banking		Advertising
	Finance and insurance		Architecture
	Insurance		Arts and entertainment
	Investment banking or management		Aviation and airlines
	Venture capital		Construction and installation
	Other finance		Consumer goods
<b>Health care</b>			Customer services
	Biotechnology		Engineering
	Health care		Food, beverage, and tobacco
	Health insurance		Hotel, gaming, leisure, and travel
	Health managed care (provider)		Marketing services
	Pharmaceutical		Real estate and rental, leasing
	Other health care or pharmaceutical		Restaurant and food services
<b>High technology</b>			Retail, wholesale
	Engineering		Other products and services
	Information technology or services	<b>Other industry</b>	

Survey respondents identified their job function from the list shown in the following table.

<b>Job Function</b>	
<b>Marketing/Sales</b>	<b>Finance/Accounting</b>
Public relations	Accounting/auditing
Product management	Banking
Market research	Corporate finance
Advertising	Investments
Sales	M&A (mergers and acquisitions)
Sales management	Treasury and financial analysis
Communications	Public finance
Other marketing/sales	Real estate
<b>Operations/Logistics</b>	Other finance/accounting
Logistics	<b>Human Resources</b>
Purchasing	Industrial/labor relations
Engineering	Staffing and training
Production/manufacturing	Compensation and benefits
Operations	Change management
Product development	Other human resources
Other operations/logistics	<b>Information Technology/MIS</b>
<b>Consulting</b>	Systems analysis
Strategy	Systems consulting
Change management	Telecommunications
Product management	Electronic commerce
Business development	Other information technology/MIS
Other consulting	
<b>General Management</b>	
General management	
Entrepreneurial	
Other general management	<b>Other job function</b>

## Contact Information

For questions or comments regarding the study findings, methodology, or data, please contact the GMAC Research and Development Department at [research@gmac.com](mailto:research@gmac.com).

## Authorship

The following individual made significant contributions to the concept, design, and analysis; interpretation of data, and the drafting/revising of the manuscript for intellectual content:

Sabeen Sheikh, Research Associate, Graduate Management Admission Council®.

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