

# **Alumni Perspectives Survey**

**September 2008**

**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 an important part of the admissions process for more than 4,000 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.

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## Introduction

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

The research objectives of this study 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 September 2008 study included alumni from the classes of 2000 to 2008. Refer to the *Methodology* section for response rates and sample characteristics. The demographic characteristics of respondents to this survey reflect the sample of Global MBA Graduate Survey respondents in terms of program type, gender, current age, country of citizenship, and race (for U.S. respondents). Similarly, the respondents to the current survey somewhat resemble the 2007 GMAT test-taker population. This report presents overall findings as well as significant findings from the study by graduation year, program type, gender, citizenship, and U.S. subgroup. Some comparisons involving alumni from different graduating classes are based on earlier studies.

The results of this survey do not necessarily reflect a statistically representative sample of graduate business alumni as a whole. Rather, these findings reflect responses from a broad cross-section of alumni who participated in a previous Global MBA Graduate Survey 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 used instead as a reflection of the sample frame under consideration.

## First Job (The Class of 2008)

This section of the report examines the employment status of respondents at the time of graduation from a graduate business program. The analysis includes the first job after graduation, the number of job offers received, respondent opinions on whether accepting the job was the right decision, how the job ties into the graduate business degree, and alumni starting salary and other first-year compensation.

### Employment Status at Graduation

Alumni were asked to indicate the best description of their first job after graduate management school from a list of five options.

First Job After Graduation (Class of 2008)	
Employment Status	Percentage (n = 1,128)
I held this job while in graduate management school and continued working at this job.	37%
I had an internship/work project with this employer and continued working for this employer.	13%
It was the first job I found after leaving graduate management school.	35%
I was self-employed or a small business owner.	3%
I have not had a job since leaving graduate management school.	12%
Total	100%

First Job After Graduation, by Year of Graduation*									
Employment Status	2000	2001	2002	2003	2004	2005	2006	2007	2008
<i>n</i>	332	607	564	1,085	1,432	1,095	1,093	772	1,128
I held this job while in graduate management school and continued working at this job.	14%	27%	22%	19%	27%	30%	37%	31%	37%
I had an internship/work project with this employer and continued working for this employer.	17%	9%	12%	12%	11%	11%	14%	11%	13%
It was the first job I found after leaving graduate management school.	66%	55%	54%	36%	41%	41%	34%	42%	35%
I was self-employed or a small business owner.	3%	5%	7%	4%	5%	5%	4%	5%	3%
I have not had a job since leaving graduate management school.	1%	4%	6%	28%	16%	13%	11%	11%	12%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%
Data for the classes of 2000 to 2007 are taken from past alumni surveys. * $\chi^2$ , $p \leq .05$									

<b>First Job After Graduation (Class of 2008), by Program Type*</b>			
Employment Status	Full-Time MBA (n = 642)	Part-Time MBA (n = 356)	Executive MBA (n = 84)
I held this job while in graduate management school and continued working at this job.	10%	75%	85%
I had an internship/work project with this employer and continued working for this employer.	21%	2%	0%
It was the first job I found after leaving graduate management school.	48%	18%	8%
I was self-employed or a small business owner.	3%	2%	4%
I have not had a job since leaving graduate management school.	18%	3%	4%
Total	100%	100%	100%
* $\chi^2$ , p ≤ .05			

<b>First Job After Graduation (Class of 2008), by Gender</b>		
Employment Status	Male (n = 735)	Female (n = 393)
I held this job while in graduate management school and continued working at this job.	35%	41%
I had an internship/work project with this employer and continued working for this employer.	13%	13%
It was the first job I found after leaving graduate management school.	37%	31%
I was self-employed or a small business owner.	3%	2%
I have not had a job since leaving graduate management school.	11%	13%
Total	100%	100%

<b>First Job After Graduation (Class of 2008), by Current Age*</b>			
Employment Status	27 and Younger (n = 378)	28 to 34 (n = 542)	35 and Older (n = 208)
I held this job while in graduate management school and continued working at this job.	25%	35%	63%
I had an internship/work project with this employer and continued working for this employer.	18%	13%	6%
It was the first job I found after leaving graduate management school.	42%	38%	16%
I was self-employed or a small business owner.	4%	2%	3%
I have not had a job since leaving graduate management school.	12%	12%	12%
Total	100%	100%	100%
* $\chi^2$ , p ≤ .05			

<b>First Job After Graduation (Class of 2008), by Citizenship*</b>					
Employment Status	Asia/Pacific Islands (n = 150)	United States (n = 793)	Canada (n = 55)	Latin America (n = 24)	Europe (n = 96)
I held this job while in graduate management school and continued working at this job.	23%	42%	20%	—	30%
I had an internship/work project with this employer and continued working for this employer.	14%	13%	13%	—	15%
It was the first job I found after leaving graduate management school.	43%	32%	49%	—	39%
I was self-employed or a small business owner.	3%	3%	2%	—	3%
I have not had a job since leaving graduate management school.	16%	11%	16%	—	14%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>—</b>	<b>100%</b>
— Data not reported because n < 25.					
* $\chi^2$ , p ≤ .05					

<b>First Job After Graduation (Class of 2008), by U.S. Subgroup</b>				
Employment Status	Asian American (n = 59)	African American (n = 21)	White (n = 641)	Hispanic (n = 22)
I held this job while in graduate management school and continued working at this job.	36%	—	43%	—
I had an internship/work project with this employer and continued working for this employer.	12%	—	13%	—
It was the first job I found after leaving graduate management school.	32%	—	32%	—
I was self-employed or a small business owner.	2%	—	3%	—
I have not had a job since leaving graduate management school.	19%	—	10%	—
<b>Total</b>	<b>100%</b>	<b>—</b>	<b>100%</b>	<b>—</b>
— Data not reported because n < 25.				



## Method of Finding Job

Alumni who started a new job after graduation were asked to state the method they used to find their first job after graduation.

<b>Method of Finding First Job (Class of 2008)</b>	
Method	<i>Percentage (n = 395)</i>
On-campus interview	38%
Network of contacts	38%
Internet search	17%
Job fair/forum/conference	13%
Job advertisement	10%
Job agency/recruiter/headhunter	8%
Cold call to company	2%
Other	3%
Responses may add to more than 100% due to multiple selections.	

## Number of Job Offers

Alumni who either continued working for an employer with whom they had an internship or began a new job after graduation were asked to report the number of job offers they received.

<b>Number of Job Offers (Class of 2008)</b>	
Number of Offers	<i>Percentage (n = 543)</i>
One	21%
Two	29%
Three	24%
Four or more	26%
Total	100%
Mean	2.7
Standard deviation	1.4

Number of Job Offers			
Characteristics	<i>n</i>	Mean	Standard Deviation
<i>Graduation Year</i> <sup>†</sup>			
2000	329	2.8	1.8
2001	584	2.3	1.5
2002	530	1.9	1.1
2003	774	2.1	1.3
2004	737	2.3	1.6
2005	570	2.3	1.3
2006	525	2.7	1.6
2007	412	2.5	1.3
2008	543	2.7	1.4
<i>Program Type</i>			
Full-Time MBA	446	2.7	1.3
Part-Time MBA	70	2.5	1.4
Executive MBA	7	—	—
<i>Gender</i>			
Male	370	2.8	2.6
Female	173	2.6	1.5
<i>Current Age</i>			
27 and younger	225	2.6	1.3
28 to 34	273	2.8	1.4
35 and older	45	2.4	1.4
<i>Citizenship</i>			
Asia/Pacific Islands	86	2.8	1.4
United States	352	2.6	1.4
Canada	34	2.4	1.3
Latin America	16	—	—
Europe	51	2.9	1.4
<i>U.S. Subgroup</i>			
Asian American	26	2.7	1.5
African American	10	—	—
White	284	2.7	1.4
Hispanic	9	—	—
†Data for the classes of 2000 to 2007 are taken from past alumni surveys. — Data not reported because $n < 25$ . * One-way ANOVA; $p \leq .05$ .			

## Right Decision in Choice of First Job

Alumni who either continued working for an employer with whom they had an internship or started a new job were asked to indicate whether their first job was the kind of job they were looking for.

<b>Right Decision in Choice of First Job</b>					
Characteristics	<i>n</i>	Yes, Definitely	Yes, Probably	No	Total
Overall	543	66%	31%	4%	100%
<i>Graduation Year<sup>†*</sup></i>					
2000	329	64%	29%	6%	100%
2001	584	52%	39%	9%	100%
2002	530	45%	45%	10%	100%
2003	774	55%	38%	7%	100%
2004	737	61%	34%	5%	100%
2005	570	62%	33%	5%	100%
2006	525	65%	33%	2%	100%
2007	412	65%	31%	1%	100%
2008	543	66%	31%	4%	100%
<i>Program Type</i>					
Full-Time MBA	446	66%	30%	3%	100%
Part-Time MBA	70	63%	33%	4%	100%
Executive MBA	7	—	—	—	—
<i>Gender</i>					
Male	370	66%	32%	2%	100%
Female	173	65%	28%	6%	100%
<i>Current Age</i>					
27 and younger	225	64%	31%	4%	100%
28 to 34	273	68%	29%	3%	100%
35 and older	45	56%	38%	7%	100%
<i>Citizenship</i>					
Asia/Pacific Islands	86	51%	44%	5%	100%
United States	352	69%	28%	3%	100%
Canada	34	65%	32%	3%	100%
Latin America	16	—	—	—	—
Europe	51	65%	29%	6%	100%
<i>U.S. Subgroup</i>					
Asian American	26	50%	38%	12%	100%
African American	10	—	—	—	100%
White	284	69%	28%	3%	100%
Hispanic	9	—	—	—	100%
†Data for the classes of 2000 to 2007 are taken from past alumni surveys.					
— Data not reported because $n < 25$ .					
* $\chi^2$ , $p \leq .05$ , statistical tests conducted within each characteristic group.					

## Graduate Business Degree Essential for First Job

Alumni who either continued working for an employer with whom they had an internship or started a new job after graduation were asked to indicate their agreement with the following statement, “I could not have obtained this job without my graduate management school training.”

<b>Graduate Business Degree Essential for First Job (Class of 2008)</b>	
Response	Percentage (n = 543)
Strongly agree (5)	60%
Somewhat agree (4)	20%
Neither agree nor disagree (3)	6%
Somewhat disagree (2)	7%
Strongly disagree (1)	6%
Total	100%
Mean	4.2
Standard deviation	1.2

<b>Graduate Business Degree Essential for First Job, by Year of Graduation</b>			
Characteristics	n	Mean	Standard Deviation
<i>Graduation Year<sup>††</sup></i>			
2000	329	4.0	1.3
2001	584	3.6	1.5
2002	530	3.5	1.5
2003	774	3.6	1.5
2004	737	4.1	1.2
2005	570	4.2	1.1
2006	525	4.2	1.2
2007	412	4.1	1.2
2008	543	4.2	1.2
<i>Program Type*</i>			
Full-Time MBA	446	4.3	1.2
Part-Time MBA	70	3.9	1.4
Executive MBA	7	—	—
<i>Gender</i>			
Male	370	4.3	1.2
Female	173	4.1	1.3
<i>Current Age*</i>			
27 and younger	225	4.0	1.3
28 to 34	273	4.3	1.1
35 and older	45	4.1	1.3
<i>Citizenship</i>			
Asia/Pacific Islands	86	4.3	1.1
United States	352	4.2	1.2

<b>Graduate Business Degree Essential for First Job, by Year of Graduation</b>			
Characteristics	<i>n</i>	Mean	Standard Deviation
<i>Citizenship (cont.)</i>			
Canada	34	4.3	1.1
Latin America	16	4.3	1.3
Europe	51	4.2	1.3
<i>U.S. Subgroup</i>			
Asian American	26	4.1	1.2
African American	10	—	—
White	284	4.2	1.2
Hispanic	9	—	—
†Data for the classes of 2000 to 2007 are taken from past alumni surveys. — Data not reported because $n < 25$ . *One-way ANOVA, $p \leq .05$ Scale: 5 = Strongly agree; 4 = Somewhat agree; 3 = Neither; 2 = Somewhat disagree; 1 = Strongly disagree.			

## Starting Salary and Other Compensation

Alumni who continued with an internship/work project or began a new job after graduation were asked to report their starting salary and other first-year compensation.

<b>Starting Annual Base Salary (Class of 2008)</b>	
Statistic	Annual Base Salary
<i>N</i>	483
25th percentile	\$62,000
50th percentile (Median)	\$80,096
75th percentile	\$96,600
Mean	\$80,742
Standard deviation	\$28,577

<b>Other First-Year Compensation (Class of 2008)</b>	
Statistic	Annual Base Salary
<i>N</i>	483
Percentage with additional compensation	76%
<i>N</i>	366
25th percentile	\$7,500
50th percentile (Median)	\$15,000
75th percentile	\$30,000
Mean	\$24,069
Standard deviation	\$25,368

Starting Annual Salary						
Characteristics	<i>n</i>	25th Percentile	50th Percentile	75th Percentile	Mean	Standard Deviation
<i>Graduation Year</i> <sup>†</sup>						
2000	211	\$65,000	\$75,000	\$90,000	\$76,366	\$21,605
2001	263	\$60,000	\$75,000	\$85,000	\$72,081	\$21,985
2002	262	\$47,000	\$70,000	\$83,400	\$66,904	\$26,885
2003	335	\$54,000	\$75,000	\$85,000	\$71,112	\$24,595
2004	722	\$55,000	\$75,000	\$85,000	\$70,667	\$23,238
2005	562	\$60,000	\$77,490	\$90,000	\$77,970	\$33,353
2006	506	\$60,000	\$80,000	\$95,000	\$78,095	\$25,776
2007	403	\$60,000	\$80,000	\$95,000	\$79,162	\$27,281
2008	483	\$62,000	\$80,096	\$96,600	\$80,742	\$28,577
<i>Program Type</i> *						
Full-Time MBA	396	\$65,000	\$85,000	\$99,953	\$82,026	\$27,350
Part-Time MBA	64	\$60,000	\$76,000	\$90,000	\$75,670	\$23,549
Executive MBA	7	—	—	—	—	—
<i>Gender</i> *						
Male	335	\$65,961	\$85,000	\$100,000	\$84,604	\$29,534
Female	148	\$51,313	\$75,000	\$92,000	\$72,002	\$24,185
<i>Current Age</i> *						
27 and younger	205	\$50,000	\$67,559	\$85,569	\$69,570	\$26,130
28 to 34	238	\$75,000	\$87,991	\$100,000	\$87,542	\$23,486
35 and older	40	\$75,500	\$91,791	\$109,273	\$97,543	\$44,065
<i>Citizenship</i> *						
Asia/Pacific Islands	71	\$38,250	\$69,174	\$90,768	\$66,701	\$32,012
United States	321	\$64,500	\$83,000	\$96,500	\$82,043	\$25,380
Canada	30	\$62,192	\$80,096	\$126,504	\$88,775	\$39,168
Latin America	14	—	—	—	—	—
Europe	43	\$67,111	\$88,000	\$102,000	\$87,287	\$33,620
<i>U.S. Subgroup</i>						
Asian American	24	—	—	—	—	—
African American	9	—	—	—	—	—
White	263	\$62,000	\$80,000	\$95,000	\$80,178	\$25,490
Hispanic	7	—	—	—	—	—
<p>†Data for the classes of 2000 to 2007 are taken from past alumni surveys.  — Data not reported because <math>n &lt; 25</math>.  *One-way ANOVA, <math>p \leq .05</math>, statistical tests conducted within each characteristic group.</p>						

## Current Employment

This section of the report examines current employment status of all respondents at the time of the survey. The analysis includes employer characteristics, such as industry, organization size, and location of employment. Characteristics of self-employed respondents and respondents who were not currently working are also detailed in this section.

## Employment Status

Alumni were asked to indicate their current employment status at the time of the survey.

Current Employment Status					
Characteristics	<i>n</i>	Currently Working for an Employer	Self-Employed/ Small Business Owner	Not Currently Working	Total
Overall	3,828	87%	6%	7%	100%
<i>Graduation Year*</i>					
2000	117	85%	9%	7%	100%
2001	162	88%	8%	4%	100%
2002	145	86%	6%	8%	100%
2003	196	91%	5%	5%	100%
2004	362	87%	8%	5%	100%
2005	544	90%	8%	3%	100%
2006	565	89%	7%	4%	100%
2007	586	91%	4%	4%	100%
2008	1,146	83%	3%	14%	100%
<i>Program Type*</i>					
Full-Time MBA	2,496	86%	5%	9%	100%
Part-Time MBA	943	92%	4%	4%	100%
Executive MBA	290	85%	12%	3%	100%
<i>Gender*</i>					
Male	2,651	88%	6%	6%	100%
Female	1,172	86%	5%	10%	100%
<i>Current Age*</i>					
27 and younger	589	86%	3%	11%	100%
28 to 34	1,956	89%	5%	7%	100%
35 and older	1,277	86%	8%	6%	100%
<i>Citizenship</i>					
Asia/Pacific Islands	428	86%	6%	8%	100%
United States	2,519	88%	5%	7%	100%
Canada	214	84%	8%	7%	100%
Latin America	131	89%	7%	5%	100%
Europe	460	86%	7%	8%	100%

Current Employment Status					
Characteristics	<i>n</i>	Currently Working for an Employer	Self-Employed/ Small Business Owner	Not Currently Working	Total
<i>U.S. Subgroup*</i>					
Asian American	197	86%	3%	11%	100%
African American	59	90%	0%	10%	100%
White	2,022	88%	5%	6%	100%
Hispanic	87	82%	6%	13%	100%

\*  $\chi^2$ ,  $p \leq .05$ , statistical tests conducted within each characteristic group.

## Employed Alumni

This section of the report explores the employer characteristics, including location, size of the organization, and the industry of employment among alumni who are working.

## Industry

Employed alumni were asked to indicate the industry in which they were employed.

Industry of Employment	
Industry	Percentage ( <i>n</i> = 3,017)
Finance/Accounting	21%
Products/Services	21%
Consulting	15%
Technology	13%
Health care	9%
Manufacturing	8%
Nonprofit/Government	8%
Energy/Utilities	4%
Total	100%



Industry of Employment, by Year of Graduation									
Industry	2000	2001	2002	2003	2004	2005	2006	2007	2008
<i>N</i>	91	134	114	166	285	449	457	477	842
Finance/Accounting	22%	27%	13%	20%	23%	24%	23%	19%	21%
Products/Services	20%	19%	20%	27%	24%	22%	19%	20%	20%
Consulting	16%	8%	11%	13%	14%	16%	16%	19%	15%
Technology	11%	13%	12%	12%	13%	12%	14%	13%	14%
Health care	9%	8%	16%	7%	7%	9%	11%	6%	9%
Manufacturing	10%	13%	15%	9%	8%	8%	6%	8%	9%
Nonprofit/Government	10%	9%	9%	11%	8%	6%	8%	10%	8%
Energy/Utilities	2%	2%	4%	1%	4%	4%	4%	4%	5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Industry of Employment, by Program Type*			
Industry	Full-Time MBA ( <i>n</i> = 1,938)	Part-Time MBA ( <i>n</i> = 782)	Executive MBA ( <i>n</i> = 226)
Finance/Accounting	23%	20%	14%
Products/Services	21%	20%	23%
Consulting	19%	8%	11%
Technology	13%	13%	17%
Health care	7%	12%	8%
Manufacturing	7%	12%	12%
Nonprofit/Government	7%	11%	9%
Energy/Utilities	4%	4%	6%
Total	100%	100%	100%
* $\chi^2$ , <i>p</i> ≤ .05			

<b>Industry of Employment, by Gender*</b>		
Industry	Male (n = 2,118)	Female (n = 897)
Finance/Accounting	22%	19%
Products/Services	19%	24%
Consulting	16%	13%
Technology	14%	10%
Health care	8%	10%
Manufacturing	9%	6%
Nonprofit/Government	6%	13%
Energy/Utilities	5%	3%
Total	100%	100%
* $\chi^2$ , p $\leq$ .05		

<b>Industry of Employment, by Current Age*</b>			
Industry	27 and Younger (n = 434)	28 to 34 (n = 1,577)	35 and Older (n = 1,004)
Finance/Accounting	23%	23%	19%
Products/Services	23%	20%	21%
Consulting	15%	18%	11%
Technology	11%	13%	14%
Health care	7%	8%	11%
Manufacturing	7%	7%	10%
Nonprofit/Government	7%	7%	10%
Energy/Utilities	7%	3%	4%
Total	100%	100%	100%
* $\chi^2$ , p $\leq$ .05			

Industry of Employment, by Citizenship *					
Industry	Asia/Pacific Islands (n = 322)	United States (n = 2,009)	Canada (n = 165)	Latin America (n = 103)	Europe (n = 362)
Finance/Accounting	24%	20%	19%	21%	26%
Products/Services	16%	22%	18%	22%	20%
Consulting	19%	14%	21%	17%	18%
Technology	14%	13%	16%	17%	12%
Health care	8%	10%	7%	7%	7%
Manufacturing	9%	9%	2%	9%	8%
Nonprofit/Government	4%	10%	12%	4%	5%
Energy/Utilities	6%	4%	7%	3%	4%
Total	100%	100%	100%	100%	100%

\*  $\chi^2$ , p ≤ .05

Industry of Employment, by U.S. Subgroup *				
Industry	Asian American (n = 154)	African American (n = 50)	White (n = 1,620)	Hispanic (n = 61)
Finance/Accounting	27%	16%	20%	15%
Products/Services	17%	24%	22%	25%
Consulting	20%	24%	13%	11%
Technology	13%	10%	12%	18%
Health care	11%	4%	10%	13%
Manufacturing	6%	6%	9%	11%
Nonprofit/Government	3%	8%	11%	5%
Energy/Utilities	3%	8%	4%	2%
Total	100%	100%	100%	100%

\*  $\chi^2$ , p ≤ .05

## Organizational Size

Employed alumni were asked to specify the number of employees working at all locations for the company in which they were employed.

Organizational Size (All Locations)					
Characteristics	<i>n</i>	Fewer than 1,000 (Small)	1,000 to 24,999 (Mid-sized)	25,000 or More (Large)	Total
Overall	2,989	29%	37%	34%	100%
<i>Graduation Year</i>					
2000	92	24%	42%	34%	100%
2001	133	32%	38%	30%	100%
2002	116	26%	46%	28%	100%
2003	166	30%	34%	36%	100%
2004	281	26%	41%	33%	100%
2005	453	30%	39%	31%	100%
2006	449	33%	36%	31%	100%
2007	472	29%	36%	35%	100%
2008	825	29%	35%	36%	100%
<i>Program Type*</i>					
Full-Time MBA	1,921	24%	42%	34%	100%
Part-Time MBA	774	32%	38%	30%	100%
Executive MBA	224	26%	46%	28%	100%
<i>Gender</i>					
Male	2,116	29%	36%	35%	100%
Female	871	30%	40%	31%	100%
<i>Current Age*</i>					
27 and younger	423	32%	30%	39%	100%
28 to 34	1,566	29%	37%	34%	100%
35 and older	998	30%	40%	30%	100%
<i>Citizenship*</i>					
Asia/Pacific Islands	322	30%	34%	36%	100%
United States	1,978	30%	37%	32%	100%
Canada	165	36%	36%	28%	100%
Latin America	106	14%	41%	45%	100%
Europe	363	25%	37%	38%	100%
<i>U.S. Subgroup</i>					
Asian American	151	19%	46%	35%	100%
African American	48	27%	35%	38%	100%
White	1,596	31%	36%	32%	100%
Hispanic	59	29%	41%	31%	100%

\*  $\chi^2$ ,  $p \leq .05$ , statistical tests conducted within each characteristic group.

## Location of Employment

Employed alumni were asked to state the location of their employment.

Location of Employment				
Characteristics	<i>n</i>	Within Country of Citizenship	Outside Country of Citizenship	Total
Overall	3,039	82%	18%	100%
<i>Graduation Year</i>				
2000	93	78%	22%	100%
2001	134	84%	16%	100%
2002	115	84%	16%	100%
2003	167	75%	25%	100%
2004	287	84%	16%	100%
2005	454	80%	20%	100%
2006	459	84%	16%	100%
2007	480	81%	19%	100%
2008	848	84%	16%	100%
<i>Program Type*</i>				
Full-Time MBA	1,958	77%	23%	100%
Part-Time MBA	784	93%	7%	100%
Executive MBA	226	86%	14%	100%
<i>Gender*</i>				
Male	2,134	81%	19%	100%
Female	903	85%	15%	100%
<i>Current Age</i>				
27 and younger	438	85%	15%	100%
28 to 34	1,588	82%	18%	100%
35 and older	1,011	81%	19%	100%
<i>Citizenship*</i>				
Asia/Pacific Islands	327	45%	55%	100%
United States	2,019	97%	3%	100%
Canada	167	82%	18%	100%
Latin America	106	42%	58%	100%
Europe	364	51%	49%	100%
<i>U.S. Subgroup</i>				
Asian American	154	94%	6%	100%
African American	52	98%	2%	100%
White	1,626	97%	3%	100%
Hispanic	62	95%	5%	100%
* $\chi^2$ , $p \leq .05$ , statistical tests conducted within each characteristic group.				

## Self-Employed Alumni

This section of the report explores characteristics of self-employed alumni, including the type of industry in which they are employed; the number of individuals they employ; and the knowledge, skills, and abilities they use in their current employment venture. Two hundred thirteen self-employed alumni participated in the current survey.

### Industry

Self-employed alumni were asked to indicate the industry of their business.

Industry of Employment (Self-Employed)	
Industry	Percentage ( <i>n</i> = 195)
Consulting	33%
Products/Services	29%
Finance/Accounting	15%
Technology	11%
Health care	6%
Manufacturing	3%
Nonprofit/Government	3%
Energy/Utilities	1%
Total	100%

### Number of Employees

Self-employed alumni were asked to specify the number of employees they have working in their business.

Number of Employees (Self-Employed)	
Statistic	Response
<i>n</i>	198
25th percentile	0
50th percentile (Median)	2
75th percentile	12
Mean	28
Standard deviation	116

## Location

Self-employed alumni were asked the location of their business.

Location (Self-Employed)	
Response	Percentage (n = 198)
In country of citizenship	85%
Outside country of citizenship	15%
Total	100%

## Knowledge, Skills, and Abilities

Self-employed alumni were asked to indicate the importance of various knowledge, skills, and abilities in performing their job.

Knowledge, Skills, and Abilities Used on the Job							
KSA	Mean	Standard Deviation	Extremely Important (5)	Very Important (4)	Somewhat Important (3)	Not Very Important (2)	Not at all Important (1)
Interpersonal skills	4.6	.6	62%	32%	6%	1%	0%
Managing decision-making process	4.4	.8	52%	34%	12%	1%	1%
Managing strategy/innovation	4.4	.8	54%	32%	9%	5%	0%
Generative thinking	4.3	.8	51%	35%	14%	1%	0%
Managing the task environment	4.2	.8	42%	42%	11%	4%	1%
Strategic/system skills	4.1	1.0	43%	36%	14%	6%	2%
Knowledge of general business functions	4.1	.9	38%	38%	21%	3%	1%
Foundation skills	4.0	1.0	41%	29%	24%	5%	1%
Managing human capital	3.8	1.1	29%	36%	21%	12%	3%
Knowledge of human behavior/society	3.8	1.0	30%	32%	27%	11%	1%
Managing administrative activities	3.6	.9	19%	36%	37%	7%	2%
Knowledge of media communications/delivery	3.6	1.1	23%	31%	30%	15%	2%
Operations skills	3.2	1.2	18%	22%	30%	22%	9%
Knowledge of technology, design, and production	3.2	1.3	19%	26%	24%	22%	10%
Managing tools/technology	2.6	1.2	9%	14%	28%	26%	24%

## Work Hours

Self-employed alumni were asked to indicate the number of hours they work in a “typical” week.

Weekly Work Hours (Self-Employed)	
Statistic	Response
<i>n</i>	210
25th percentile	40
50th percentile (Median)	50
75th percentile	60
Mean	49
Standard deviation	14

## Alumni Not Currently Employed

This section of the report explores the reasons alumni were not working at the time of the survey. Two hundred seventy-five alumni who were not working participated in the current survey.

### Reasons for Not Working

Alumni were asked to specify the reasons they were not working.

Reasons for Not Working	
Reason	Percentage ( <i>n</i> = 275)
Unable to find a job you want	59%
Family reasons	15%
Recently moved	15%
Continuing education	15%
Currently involved in an internship/work project	5%
Health reasons	2%
Military obligations	0%
Other	13%
Responses may add to more than 100% due to multiple selections.	



## Job Search Status

Alumni were asked to indicate whether they were actively seeking a job at the time of the survey.

Job Search Status	
Currently searching for a job?	Percentage (n = 270)
Yes	80%
No	20%
Total	100%

## Industry

Alumni who were seeking a job were asked to indicate the industry in which they were searching for a position.

Industry of Job Search	
Industry	Percentage (n = 216)
Finance/Accounting	29%
Products/Services	27%
Consulting	16%
Manufacturing	7%
Health care	6%
Technology	6%
Nonprofit/Government	6%
Energy/Utilities	3%
Total	100%

## Job Description

This section of the report examines the current job of the respondents who were working for an organization at the time of the survey. The analysis includes job characteristics, such as job function, job level, supervisory and budgetary responsibilities, and the level of autonomy respondents had in their job. Additionally, career progression and current salary are explored.

## Job Function

Alumni working for an organization were asked to indicate the function in which they were employed.

Job Function	
Function	Percentage (n = 2,963)
Finance/Accounting	27%
Marketing/Sales	23%
Consulting	18%
General management	12%
Operations/Logistics	11%
IT/MIS	7%
Human resources	2%
Total	100%

Job Function, by Year of Graduation *									
Function	2000	2001	2002	2003	2004	2005	2006	2007	2008
<i>n</i>	91	131	113	166	277	447	447	464	825
Finance/Accounting	24%	31%	23%	30%	26%	32%	26%	27%	24%
Marketing/Sales	27%	27%	26%	22%	27%	23%	24%	18%	24%
Consulting	21%	8%	17%	19%	16%	20%	17%	23%	17%
General management	10%	18%	15%	11%	16%	10%	11%	11%	11%
Operations/Logistics	8%	11%	12%	9%	7%	9%	13%	12%	12%
IT/MIS	8%	4%	6%	5%	4%	4%	8%	8%	8%
Human resources	2%	2%	1%	2%	4%	2%	2%	2%	3%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

\*  $\chi^2$ ,  $p \leq .05$

<b>Job Function, by Program Type *</b>			
Function	Full-Time MBA (n = 1,907)	Part-Time MBA (n = 765)	Executive MBA (n = 220)
Finance/Accounting	29%	23%	19%
Marketing/Sales	24%	21%	23%
Consulting	22%	10%	14%
General management	11%	12%	22%
Operations/Logistics	8%	18%	16%
IT/MIS	4%	14%	5%
Human resources	2%	3%	2%
Total	100%	100%	100%
* $\chi^2$ , p $\leq$ .05			

<b>Job Function, by Gender *</b>		
Function	Male (n = 2,092)	Female (n = 869)
Finance/Accounting	27%	25%
Marketing/Sales	21%	29%
Consulting	20%	15%
General management	12%	11%
Operations/Logistics	12%	10%
IT/MIS	7%	5%
Human resources	2%	4%
Total	100%	100%
* $\chi^2$ , p $\leq$ .05		

<b>Job Function, by Current Age *</b>			
Function	27 and Younger (n = 424)	28 to 34 (n = 1,555)	35 and Older (n = 982)
Finance/Accounting	31%	28%	22%
Marketing/Sales	21%	24%	23%
Consulting	17%	21%	15%
General management	8%	10%	16%
Operations/Logistics	13%	9%	14%
IT/MIS	6%	6%	7%
Human resources	4%	2%	2%
Total	100%	100%	100%
* $\chi^2$ , p $\leq$ .05			

<b>Job Function, by Citizenship*</b>					
Function	Asia/Pacific Islands (n = 321)	United States (n = 1,964)	Canada (n = 161)	Latin America (n = 102)	Europe (n = 359)
Finance/Accounting	27%	27%	20%	34%	25%
Marketing/Sales	22%	24%	23%	24%	19%
Consulting	23%	15%	30%	20%	24%
General management	12%	11%	14%	8%	15%
Operations/Logistics	9%	12%	5%	13%	9%
IT/MIS	6%	7%	5%	2%	5%
Human resources	1%	3%	3%	0%	1%
Total	100%	100%	100%	100%	100%

\*  $\chi^2$ ,  $p \leq .05$

<b>Job Function, by U.S. Subgroup</b>				
Function	Asian American (n = 150)	African American (n = 49)	White (n = 1,581)	Hispanic (n = 59)
Finance/Accounting	24%	24%	27%	24%
Marketing/Sales	28%	22%	24%	29%
Consulting	21%	22%	15%	14%
General management	8%	6%	12%	14%
Operations/Logistics	9%	4%	13%	17%
IT/MIS	9%	14%	7%	2%
Human resources	1%	6%	3%	2%
Total	100%	100%	100%	100%

## Job Level

Alumni were asked to specify their job level.

Job Level						
Characteristics	<i>n</i>	Entry Level	Mid-Level	Senior Level	Executive Level	Total
<i>Overall</i>	3,300	8%	62%	23%	7%	100%
<i>Graduation Year*</i>						
2000	99	1%	48%	39%	11%	100%
2001	142	1%	46%	37%	15%	100%
2002	123	3%	50%	35%	11%	100%
2003	175	3%	58%	28%	11%	100%
2004	315	2%	63%	27%	9%	100%
2005	484	3%	60%	28%	9%	100%
2006	495	4%	67%	20%	9%	100%
2007	528	13%	65%	17%	5%	100%
2008	937	15%	64%	18%	4%	100%
<i>Program Type*</i>						
Full-Time MBA	2,115	9%	65%	21%	6%	100%
Part-Time MBA	857	6%	64%	24%	6%	100%
Executive MBA	246	2%	33%	38%	27%	100%
<i>Gender*</i>						
Male	2,308	7%	60%	24%	9%	100%
Female	990	11%	65%	20%	4%	100%
<i>Current Age*</i>						
27 and younger	494	26%	66%	7%	2%	100%
28 to 34	1,715	6%	68%	21%	5%	100%
35 and older	1,089	2%	51%	33%	14%	100%
<i>Citizenship*</i>						
Asia/Pacific Islands	364	9%	60%	22%	9%	100%
United States	2,189	8%	64%	22%	6%	100%
Canada	177	10%	66%	19%	6%	100%
Latin America	115	5%	50%	35%	10%	100%
Europe	393	7%	50%	31%	13%	100%
<i>U.S. Subgroup</i>						
Asian American	169	7%	73%	18%	3%	100%
African American	53	6%	74%	21%	0%	100%
White	1,762	8%	63%	22%	6%	100%
Hispanic	69	7%	64%	26%	3%	100%

\*  $\chi^2$ ,  $p \leq .05$ , statistical tests conducted within each characteristic group.

## Supervisory Authority

Alumni were asked to specify whether they had any employees who reported directly to them.

Supervisory Authority						
Characteristics	n	Percentage with Direct Reports	Number of Direct Reports			
			n	Median	Mean	Standard Deviation
Overall	3,143	48%	1,520	4.0	7.1	17.6
<i>Graduation Year*</i>						
2000	94	60%	56	4.0	7.3	15.9
2001	136	63%	86	5.0	6.5	11.2
2002	118	67%	79	4.0	6.3	8.8
2003	169	65%	110	3.0	6.7	16.9
2004	297	57%	168	3.0	6.3	10.1
2005	466	55%	256	3.0	7.0	21.6
2006	474	51%	243	3.0	5.6	7.5
2007	497	42%	207	4.0	8.5	26.6
2008	890	35%	315	3.0	8.1	19.1
<i>Program Type**</i>						
Full-Time MBA	2,023	45%	911	3.0	6.1	16.4
Part-Time MBA	808	49%	398	4.0	6.9	13.2
Executive MBA	235	74%	175	6.0	12.5	29.6
<i>Gender**</i>						
Male	2,198	51%	1,119	4.0	7.6	18.9
Female	943	43%	401	3.0	5.5	13.2
<i>Current Age**</i>						
27 and younger	460	28%	131	2.0	7.5	20.0
28 to 34	1,642	46%	756	3.0	5.9	16.4
35 and older	1,039	61%	633	5.0	8.4	18.5
<i>Citizenship*</i>						
Asia/Pacific Islands	344	53%	183	3.0	6.8	23.4
United States	2,091	46%	957	4.0	7.1	17.6
Canada	172	46%	79	3.0	5.2	5.5
Latin America	108	60%	65	3.0	7.2	16.6
Europe	371	57%	210	4.0	7.7	15.2
<i>U.S. Subgroup</i>						
Asian American	160	41%	66	2.0	3.6	4.3
African American	53	36%	19	—	—	—
White	1,685	47%	789	4.0	7.4	18.6
Hispanic	63	41%	26	4.0	11.2	28.8

— Data not reported because n < 25.  
 \*  $\chi^2$ , p ≤ .05; \*\*One-way ANOVA, p ≤ .05: statistical tests conducted within each characteristic group.

## Budgetary Authority

Alumni were asked to indicate whether they had budgetary responsibilities as a part of their job.

Budgetary Authority		
Characteristics	<i>n</i>	Percentage Who Manage a Budget
Overall	3,142	40%
<i>Graduation Year*</i>		
2000	94	43%
2001	136	49%
2002	118	46%
2003	169	41%
2004	297	47%
2005	466	50%
2006	474	42%
2007	497	35%
2008	889	30%
<i>Program Type*</i>		
Full-Time MBA	2,022	36%
Part-Time MBA	808	42%
Executive MBA	235	69%
<i>Gender</i>		
Male	2,197	40%
Female	943	38%
<i>Current Age*</i>		
27 and younger	460	27%
28 to 34	1,641	35%
35 and older	1,039	53%
<i>Citizenship*</i>		
Asia/Pacific Islands	344	34%
United States	2,091	39%
Canada	172	38%
Latin America	108	47%
Europe	371	49%
<i>U.S. Subgroup*</i>		
Asian American	160	23%
African American	53	42%
White	1,685	40%
Hispanic	63	43%
* $\chi^2$ , $p \leq .05$ , statistical tests conducted within each characteristic group.		

## Level of Autonomy

Alumni were asked to select among three statements the one that best reflects their involvement in various aspects of their job, including goal-setting, task development, work process, and work schedule. A composite score was calculated to determine the level of autonomy among alumni.

<b>Level of Autonomy (Composite Score)</b>				
Characteristics	<i>n</i>	Median	Mean	Standard Deviation
Overall	3,110	2.8	2.6	.3
<i>Graduation Year*</i>				
2000	94	2.8	2.7	.3
2001	136	2.8	2.7	.3
2002	117	2.8	2.7	.4
2003	168	2.8	2.6	.3
2004	291	2.8	2.6	.3
2005	464	2.8	2.6	.3
2006	467	2.5	2.6	.3
2007	493	2.5	2.5	.4
2008	878	2.5	2.5	.4
<i>Program Type*</i>				
Full-Time MBA	2,000	2.5	2.6	.3
Part-Time MBA	804	2.8	2.6	.3
Executive MBA	230	2.8	2.7	.3
<i>Gender</i>				
Male	2,173	2.8	2.6	.3
Female	935	2.5	2.6	.3
<i>Current Age*</i>				
27 and younger	454	2.5	2.4	.4
28 to 34	1,627	2.5	2.6	.3
35 and older	1,027	2.8	2.7	.3
<i>Citizenship*</i>				
Asia/Pacific Islands	340	2.5	2.5	.4
United States	2,066	2.8	2.6	.4
Canada	170	2.8	2.5	.4
Latin America	108	2.8	2.6	.3
Europe	369	2.8	2.6	.3
<i>U.S. Subgroup*</i>				
Asian American	156	2.5	2.5	.4
African American	53	2.5	2.5	.3
White	1,666	2.8	2.6	.3
Hispanic	63	2.8	2.6	.3
*One-way ANOVA, $p \leq .05$ , statistical tests conducted within each characteristic group. Scale: 3 = Greater autonomy – 1 = Less autonomy				



Level of Autonomy (Item Responses)	
Response	Percentage (n = 3,110)
<i>Goal Setting</i>	
I develop my own goals at work	27%
I work with my boss to develop my goals	68%
My boss develops my goals for me	5%
<i>Task Development</i>	
I control the type of tasks I do	52%
I work with my boss to develop the type of tasks I do	42%
My boss tells me the type of tasks to do	6%
<i>Work Process</i>	
I control how I do my work	86%
I work with my boss to determine how I do my work	13%
My boss tells me how to do my work	1%
<i>Work Schedule</i>	
I control when I do my tasks	80%
I work with my boss to determine when to do my tasks	18%
My boss tells me when to do my tasks	2%

Level of Autonomy, by Year of Graduation (Item Responses)									
Response	2000	2001	2002	2003	2004	2005	2006	2007	2008
<i>n</i>	94	136	117	168	291	464	467	493	878
<i>Goal Setting*</i>									
I develop my own goals at work	35%	29%	38%	29%	28%	30%	25%	27%	22%
I work with my boss to develop my goals	62%	65%	56%	68%	68%	66%	69%	67%	73%
My boss develops my goals for me	3%	5%	6%	3%	4%	4%	6%	6%	4%
<i>Task Development*</i>									
I control the type of tasks I do	70%	67%	66%	59%	58%	63%	49%	46%	42%
I work with my boss to develop the type of tasks I do	28%	29%	29%	37%	39%	33%	45%	44%	50%
My boss tells me the type of tasks to do	2%	4%	5%	4%	2%	5%	6%	10%	8%
<i>Work Process*</i>									
I control how I do my work	96%	94%	91%	89%	88%	91%	86%	84%	81%
I work with my boss to determine how I do my work	3%	5%	7%	10%	12%	8%	13%	14%	17%
My boss tells me how to do my work	1%	1%	3%	1%	0%	1%	1%	2%	2%

Level of Autonomy, by Year of Graduation (Item Responses)									
Response	2000	2001	2002	2003	2004	2005	2006	2007	2008
<i>n</i>	94	136	117	168	291	464	467	493	878
<i>Work Schedule*</i>									
I control when I do my tasks	89%	89%	85%	82%	86%	85%	78%	75%	76%
I work with my boss to determine when to do my tasks	11%	10%	12%	18%	13%	13%	21%	22%	21%
My boss tells me when to do my tasks	0%	1%	3%	0%	1%	2%	1%	3%	3%

\*  $\chi^2$ ,  $p \leq .05$ , statistical tests conducted within each question group.

Level of Autonomy, by Program Type (Item Responses)			
Response	Full-Time MBA ( <i>n</i> = 2,000)	Part-Time MBA ( <i>n</i> = 804)	Executive MBA ( <i>n</i> = 230)
<i>Goal Setting*</i>			
I develop my own goals at work	26%	27%	36%
I work with my boss to develop my goals	69%	69%	63%
My boss develops my goals for me	5%	5%	2%
<i>Task Development*</i>			
I control the type of tasks I do	48%	57%	76%
I work with my boss to develop the type of tasks I do	46%	37%	23%
My boss tells me the type of tasks to do	7%	6%	1%
<i>Work Process*</i>			
I control how I do my work	85%	88%	93%
I work with my boss to determine how I do my work	14%	10%	6%
My boss tells me how to do my work	1%	1%	1%
<i>Work Schedule*</i>			
I control when I do my tasks	79%	83%	87%
I work with my boss to determine when to do my tasks	19%	15%	12%
My boss tells me when to do my tasks	2%	2%	0%

\*  $\chi^2$ ,  $p \leq .05$ , statistical tests conducted within each question group.

Level of Autonomy, by Gender (Item Responses)		
Response	Male ( <i>n</i> = 2,173)	Female ( <i>n</i> = 935)
<i>Goal Setting*</i>		
I develop my own goals at work	28%	25%
I work with my boss to develop my goals	68%	69%
My boss develops my goals for me	4%	6%

Level of Autonomy, by Gender (Item Responses)		
Response	Male (n = 2,173)	Female (n = 935)
<i>Task Development*</i>		
I control the type of tasks I do	54%	48%
I work with my boss to develop the type of tasks I do	40%	45%
My boss tells me the type of tasks to do	6%	8%
<i>Work Process</i>		
I control how I do my work	86%	87%
I work with my boss to determine how I do my work	13%	12%
My boss tells me how to do my work	1%	1%
<i>Work Schedule</i>		
I control when I do my tasks	80%	82%
I work with my boss to determine when to do my tasks	18%	16%
My boss tells me when to do my tasks	2%	2%
* $\chi^2$ , p $\leq$ .05, statistical tests conducted within each question group.		

Level of Autonomy, by Current Age (Item Responses)			
Response	27 and Younger (n = 454)	28 to 34 (n = 1,627)	35 and Older (n = 1,027)
<i>Goal Setting*</i>			
I develop my own goals at work	20%	25%	33%
I work with my boss to develop my goals	72%	71%	63%
My boss develops my goals for me	7%	4%	4%
<i>Task Development*</i>			
I control the type of tasks I do	31%	50%	65%
I work with my boss to develop the type of tasks I do	59%	44%	30%
My boss tells me the type of tasks to do	10%	6%	5%
<i>Work Process*</i>			
I control how I do my work	78%	86%	89%
I work with my boss to determine how I do my work	20%	13%	9%
My boss tells me how to do my work	2%	1%	2%
<i>Work Schedule*</i>			
I control when I do my tasks	70%	80%	86%
I work with my boss to determine when to do my tasks	27%	18%	13%
My boss tells me when to do my tasks	3%	2%	2%
* $\chi^2$ , p $\leq$ .05, statistical tests conducted within each question group.			

Level of Autonomy, by Citizenship (Item Responses)					
Response	Asia/Pacific Islands (n = 340)	United States (n = 2,066)	Canada (n = 170)	Latin America (n = 108)	Europe (n = 369)
<i>Goal Setting</i>					
I develop my own goals at work	26%	28%	24%	19%	25%
I work with my boss to develop my goals	70%	67%	71%	78%	72%
My boss develops my goals for me	5%	5%	5%	4%	3%
<i>Task Development*</i>					
I control the type of tasks I do	49%	50%	51%	58%	66%
I work with my boss to develop the type of tasks I do	42%	43%	41%	39%	32%
My boss tells me the type of tasks to do	9%	6%	8%	3%	3%
<i>Work Process</i>					
I control how I do my work	82%	86%	83%	92%	89%
I work with my boss to determine how I do my work	17%	12%	15%	7%	11%
My boss tells me how to do my work	1%	1%	2%	1%	0%
<i>Work Schedule*</i>					
I control when I do my tasks	76%	80%	75%	85%	85%
I work with my boss to determine when to do my tasks	21%	17%	22%	15%	14%
My boss tells me when to do my tasks	3%	2%	2%	0%	1%

\*  $\chi^2$ ,  $p \leq .05$ , statistical tests conducted within each question group.

Level of Autonomy, by U.S. Subgroup (Item Responses)				
Response	Asian American (n = 156)	African American (n = 53)	White (n = 1,666)	Hispanic (n = 63)
<i>Goal Setting</i>				
I develop my own goals at work	26%	19%	28%	29%
I work with my boss to develop my goals	65%	75%	67%	67%
My boss develops my goals for me	9%	6%	5%	5%
<i>Task Development</i>				
I control the type of tasks I do	46%	43%	51%	62%
I work with my boss to develop the type of tasks I do	46%	47%	43%	33%
My boss tells me the type of tasks to do	9%	9%	6%	5%
<i>Work Process</i>				
I control how I do my work	80%	92%	87%	90%
I work with my boss to determine how I do my work	18%	8%	12%	10%
My boss tells me how to do my work	2%	0%	2%	0%

Level of Autonomy, by U.S. Subgroup (Item Responses)				
Response	Asian American (n = 156)	African American (n = 53)	White (n = 1,666)	Hispanic (n = 63)
<i>Work Schedule</i>				
I control when I do my tasks	73%	77%	81%	79%
I work with my boss to determine when to do my tasks	23%	23%	17%	19%
My boss tells me when to do my tasks	4%	0%	2%	2%
* $\chi^2$ , $p \leq .05$ , statistical tests conducted within each question group.				

## Knowledge, Skills, and Abilities

Alumni were asked to indicate the importance of various knowledge, skills, and abilities in performing their job.

Knowledge, Skills, and Abilities Used on the Job							
KSA	Mean	Standard Deviation	Extremely Important (5)	Very Important (4)	Somewhat Important (3)	Not Very Important (2)	Not at all Important (1)
Interpersonal skills	4.5	.7	61%	30%	7%	1%	0%
Managing decision-making process	4.3	.8	46%	38%	13%	3%	1%
Generative thinking	4.2	.8	43%	40%	14%	3%	1%
Managing strategy/innovation	4.1	.9	42%	35%	16%	5%	1%
Managing the task environment	4.1	.9	40%	38%	16%	5%	1%
Strategic/system skills	4.1	.9	39%	37%	18%	5%	1%
Foundation skills	4.1	.9	38%	37%	20%	5%	1%
Knowledge of general business functions	3.9	.9	29%	41%	23%	6%	1%
Managing human capital	3.8	1.1	29%	35%	23%	10%	3%
Managing administrative activities	3.5	1.0	19%	35%	30%	13%	3%
Knowledge of media communications/delivery	3.5	1.1	20%	31%	29%	15%	5%
Knowledge of human behavior/society	3.4	1.1	17%	32%	31%	16%	4%
Operations skills	3.0	1.2	11%	23%	31%	24%	10%
Knowledge of technology, design, and production	3.0	1.2	12%	22%	30%	25%	10%
Managing tools/technology	2.5	1.2	7%	15%	23%	30%	26%

<b>Knowledge, Skills, and Abilities Used on the Job (Mean Score), by Year of Graduation</b>									
KSAs	2000	2001	2002	2003	2004	2005	2006	2007	2008
<i>n</i>	94	136	117	168	291	464	467	493	878
Managing human capital*	3.9	3.8	3.9	3.8	3.9	3.9	3.8	3.7	3.7
Managing tools/technology*	2.4	2.3	2.4	2.2	2.4	2.4	2.5	2.5	2.6
Managing decision-making process	4.3	4.3	4.3	4.2	4.2	4.3	4.2	4.3	4.3
Managing administrative activities	3.5	3.6	3.5	3.5	3.5	3.5	3.6	3.6	3.6
Managing strategy/innovation	4.1	4.1	4.1	4.1	4.1	4.2	4.1	4.1	4.1
Managing the task environment	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1
Interpersonal skills	4.6	4.5	4.5	4.6	4.5	4.5	4.5	4.5	4.5
Operations skills	2.9	3.0	3.0	3.0	3.0	2.9	3.1	3.1	3.1
Strategic/system skills	4.1	4.0	4.1	4.1	4.0	4.2	4.0	4.1	4.1
Foundation skills	4.1	4.0	4.0	4.0	4.1	4.1	4.1	4.1	4.1
Generative thinking	4.3	4.1	4.1	4.3	4.2	4.3	4.2	4.2	4.2
Knowledge of technology, design, and production*	3.0	2.9	2.9	2.8	2.9	2.9	3.0	3.1	3.2
Knowledge of human behavior/society	3.6	3.4	3.3	3.5	3.4	3.4	3.4	3.5	3.4
Knowledge of general business functions	3.8	3.9	3.8	3.9	3.9	4.0	3.9	3.8	3.9
Knowledge of media communications/delivery*	3.4	3.3	3.3	3.4	3.4	3.4	3.5	3.5	3.6

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each knowledge, skill, and ability.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important.

<b>Knowledge, Skills, and Abilities Used on the Job (Mean Score), by Program Type</b>			
KSAs	Full-Time MBA ( <i>n</i> = 2,000)	Part-Time MBA ( <i>n</i> = 804)	Executive MBA ( <i>n</i> = 230)
Managing human capital*	3.7	3.8	4.2
Managing tools/technology*	2.3	2.7	2.6
Managing decision-making process*	4.2	4.2	4.5
Managing administrative activities*	3.5	3.7	3.7
Managing strategy/innovation*	4.1	4.0	4.2
Managing the task environment*	4.1	4.0	4.3
Interpersonal skills	4.5	4.5	4.6
Operations skills*	2.9	3.2	3.2
Strategic/system skills*	4.1	4.0	4.3
Foundation skills	4.1	4.1	4.1
Generative thinking	4.2	4.2	4.3
Knowledge of technology, design, and production*	2.9	3.3	3.2
Knowledge of human behavior/society*	3.4	3.4	3.7
Knowledge of general business functions*	3.9	3.9	4.0
Knowledge of media communications/delivery	3.5	3.5	3.4

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each knowledge, skill, and ability.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important.

<b>Knowledge, Skills, and Abilities Used on the Job (Mean Score), by Gender</b>		
KSAs	Male (n = 2,173)	Female (n = 935)
Managing human capital	3.8	3.7
Managing tools/technology*	2.5	2.3
Managing decision-making process	4.2	4.3
Managing administrative activities*	3.5	3.7
Managing strategy/innovation	4.1	4.1
Managing the task environment	4.1	4.1
Interpersonal skills*	4.5	4.6
Operations skills*	3.1	2.9
Strategic/system skills*	4.1	4.0
Foundation skills*	4.0	4.2
Generative thinking*	4.2	4.3
Knowledge of technology, design, and production*	3.1	2.9
Knowledge of human behavior/society	3.4	3.4
Knowledge of general business functions	3.9	3.9
Knowledge of media communications/delivery*	3.4	3.6

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each knowledge, skill, and ability.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important.

<b>Knowledge, Skills, and Abilities Used on the Job (Mean Score), by Current Age</b>			
KSAs	27 and Younger (n = 454)	28 to 34 (n = 1,627)	35 and Older (n = 1,027)
Managing human capital*	3.5	3.7	3.9
Managing tools/technology	2.5	2.4	2.5
Managing decision-making process*	4.1	4.3	4.3
Managing administrative activities*	3.6	3.5	3.6
Managing strategy/innovation*	4.0	4.2	4.1
Managing the task environment*	4.0	4.1	4.1
Interpersonal skills	4.5	4.5	4.5
Operations skills*	3.0	3.0	3.1
Strategic/system skills	4.0	4.1	4.1
Foundation skills	4.1	4.1	4.0
Generative thinking*	4.1	4.3	4.2
Knowledge of technology, design and production	3.0	3.0	3.1
Knowledge of human behavior/society*	3.3	3.4	3.5
Knowledge of general business functions	3.9	3.9	3.9
Knowledge of media communications/delivery*	3.6	3.5	3.4

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each knowledge, skill, and ability.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important.

<b>Knowledge, Skills, and Abilities Used on the Job (Mean Score), by Citizenship</b>					
KSAs	Asia/Pacific Islands (n = 340)	United States (n = 2,066)	Canada (n = 170)	Latin America (n = 108)	Europe (n = 369)
Managing human capital*	3.7	3.8	3.7	4.0	3.9
Managing tools/technology	2.5	2.5	2.4	2.4	2.3
Managing decision-making process	4.2	4.3	4.3	4.3	4.3
Managing administrative activities*	3.3	3.6	3.4	3.6	3.5
Managing strategy/innovation	4.1	4.1	4.1	4.3	4.1
Managing the task environment	4.0	4.1	4.2	4.2	4.1
Interpersonal skills*	4.4	4.5	4.5	4.5	4.5
Operations skills*	3.1	3.0	2.8	2.9	2.9
Strategic/system skills	4.1	4.1	4.1	4.1	4.1
Foundation skills*	3.8	4.2	4.2	4.0	3.8
Generative thinking	4.2	4.2	4.2	4.3	4.2
Knowledge of technology, design and production	3.1	3.0	2.9	3.0	2.9
Knowledge of human behavior/society	3.3	3.4	3.4	3.4	3.4
Knowledge of general business functions	3.8	3.9	3.9	4.0	3.9
Knowledge of media communications/delivery	3.4	3.5	3.5	3.3	3.6
*One-way ANOVA, $p \leq .05$ , statistical tests conducted within each knowledge, skill, and ability. Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important.					



<b>Knowledge, Skills, and Abilities Used on the Job (Mean Score), by U.S. Subgroup</b>				
KSAs	Asian American (n = 156)	African American (n = 53)	White (n = 1,666)	Hispanic (n = 63)
Managing human capital	3.8	3.9	3.7	3.9
Managing tools/technology	2.6	2.7	2.5	2.5
Managing decision-making process*	4.2	4.4	4.3	4.5
Managing administrative activities	3.5	3.8	3.6	3.7
Managing strategy/innovation	4.0	4.2	4.1	4.2
Managing the task environment	4.1	4.1	4.1	4.3
Interpersonal skills*	4.5	4.5	4.5	4.8
Operations skills	3.0	2.9	3.0	3.2
Strategic/system skills	4.1	4.0	4.1	4.0
Foundation skills	4.1	4.3	4.1	4.3
Generative thinking	4.2	4.2	4.2	4.3
Knowledge of technology, design, and production	3.2	3.1	3.0	3.2
Knowledge of human behavior/society	3.3	3.3	3.5	3.6
Knowledge of general business functions	3.9	3.9	3.9	4.0
Knowledge of media communications/delivery	3.6	3.6	3.5	3.6

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each knowledge, skill, and ability.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important.

## Work Hours

Alumni were asked to indicate the number of hours they work in a “typical” week.

<b>Weekly Work Hours</b>				
Characteristics	<i>n</i>	Median	Mean	Standard Deviation
Overall	3,306	50.0	48.7	9.2
<i>Graduation Year*</i>				
2000	99	50.0	49.1	9.9
2001	142	50.0	49.8	7.4
2002	124	50.0	49.1	8.9
2003	175	50.0	49.2	10.6
2004	316	50.0	49.1	8.5
2005	484	50.0	50.6	8.4
2006	496	50.0	48.7	9.2
2007	528	49.0	48.1	9.0
2008	940	45.0	47.5	9.7

Weekly Work Hours				
Characteristics	<i>n</i>	Median	Mean	Standard Deviation
<i>Program Type*</i>				
Full-Time MBA	2,119	50.0	49.5	9.8
Part-Time MBA	860	45.0	46.4	7.5
Executive MBA	245	50.0	50.3	7.9
<i>Gender*</i>				
Male	2,313	50.0	49.6	9.2
Female	991	45.0	46.6	8.9
<i>Current Age*</i>				
27 and younger	494	45.0	46.7	9.3
28 to 34	1,719	50.0	49.4	9.2
35 and older	1,091	50.0	48.5	8.9
<i>Citizenship*</i>				
Asia/Pacific Islands	365	50.0	48.4	11.3
United States	2,192	48.0	48.3	8.6
Canada	180	50.0	49.4	9.7
Latin America	116	50.0	49.5	9.1
Europe	392	50.0	50.5	9.7
<i>U.S. Subgroup</i>				
Asian American	169	50.0	49.2	9.0
African American	53	45.0	47.7	7.1
White	1,765	48.0	48.1	8.6
Hispanic	69	50.0	49.2	8.4
*One-way ANOVA, $p \leq .05$ , statistical tests conducted within each characteristic group.				

## Career Progression

Alumni were asked to indicate their level of satisfaction with their career progression since leaving graduate business school.

Satisfaction with Career Progression	
Response	Percentage ( <i>n</i> = 3,110)
Extremely satisfied (5)	18%
Very satisfied (4)	39%
Somewhat satisfied (3)	31%
Not very satisfied (2)	9%
Not at all satisfied (1)	3%
Total	100%
Mean	3.6
Standard deviation	1.0

<b>Satisfaction with Career Progression</b>			
Characteristics	<i>n</i>	Mean	Standard Deviation
<i>Graduation Year*</i>		3.6	.9
2000	94	3.5	.9
2001	136	3.7	.9
2002	117	3.6	.9
2003	168	3.6	.9
2004	291	3.7	.9
2005	464	3.5	1.0
2006	467	3.5	1.0
2007	493	3.6	1.1
2008	878	3.7	1.0
<i>Program Type*</i>		3.4	1.0
Full-Time MBA	2,000	3.7	.9
Part-Time MBA	804	3.6	1.0
Executive MBA	230	3.5	1.0
<i>Gender*</i>		3.6	1.0
Male	2,173	3.6	1.0
Female	935	3.5	1.0
<i>Current Age*</i>		3.4	1.0
27 and younger	454	3.6	1.0
28 to 34	1,627	3.5	1.0
35 and older	1,027	3.7	.9
<i>Citizenship*</i>		3.7	.9
Asia/Pacific Islands	340	3.4	1.1
United States	2,066	3.5	1.0
Canada	170	3.6	1.0
Latin America	108	3.7	1.0
Europe	369	3.6	.9
<i>U.S. Subgroup*</i>		3.5	.9
Asian American	156	3.7	.9
African American	53	3.6	.9
White	1,666	3.6	.9
Hispanic	63	3.7	.9
*One-way ANOVA, $p \leq .05$ , statistical tests conducted within each characteristic group.			
Scale: 5 = Extremely satisfied; 4 = Very satisfied; 3 = Somewhat satisfied; 2 = Not very satisfied; 1 = Not at all satisfied.			

## Promotions

Alumni were asked to indicate whether they had a promotion with their current employer. If so, alumni were asked to specify the number of promotions and the change in job characteristics as a result of their most recent promotion.

<b>Promotions</b>	
Response	Percentage ( <i>n</i> = 3,110)
Received promotion with current employer	49%
<i>Respondents who received a promotion</i>	<i>(n = 1,524)</i>
Mean number of promotions	2.0
Standard deviation	1.5
<i>Did your recent promotion involve†...</i>	
A change in job title	85%
A pay increase	90%
An increase in responsibility	83%
An increase in budgetary authority	35%
An increase in the number of subordinates you manage	43%
Becoming a team leader	38%
† Responses add to more than 100% because of multiple selections.	

Promotions, by Graduation Year									
Response	2000 (n = 94)	2001 (n = 136)	2002 (n = 117)	2003 (n = 168)	2004 (n = 292)	2005 (n = 463)	2006 (n = 467)	2007 (n = 493)	2008 (n = 878)
Received promotion with current employer*	68%	67%	68%	60%	63%	65%	52%	38%	32%
<i>Respondents who received a promotion</i>	(n = 64)	(n = 91)	(n = 79)	(n = 100)	(n = 183)	(n = 300)	(n = 241)	(n = 186)	(n = 279)
Mean number of promotions**	2.5	2.3	2.1	1.9	1.9	1.8	1.8	2.0	2.4
Standard deviation	1.6	1.5	1.2	1.0	1.3	1.4	1.4	1.8	1.6
<i>Did your recent promotion involve†...</i>									
A change in job title	89%	87%	85%	92%	86%	86%	85%	78%	82%
A pay increase	92%	88%	94%	96%	91%	92%	88%	86%	90%
An increase in responsibility	77%	77%	87%	78%	88%	85%	83%	83%	82%
An increase in budgetary authority	36%	38%	38%	33%	34%	34%	33%	38%	34%
An increase in the number of subordinates you manage*	44%	52%	53%	59%	46%	39%	41%	38%	41%
Becoming a team leader	42%	44%	41%	48%	40%	36%	38%	32%	37%
† Responses add to more than 100% because of multiple selections.									
* $\chi^2$ , $p \leq .05$ .									
**One-way ANOVA, $p \leq .05$ .									

<b>Promotions, by Program Type</b>			
Response	Full-Time (n = 1,999)	Part-Time (n = 805)	Executive (n = 230)
Received promotion with current employer*	45%	58%	60%
<i>Respondents who received a promotion</i>	(n = 890)	(n = 464)	(n = 138)
Mean number of promotions**	1.7	2.5	2.9
Standard deviation	1.0	1.8	2.2
<i>Did your recent promotion involve<sup>†</sup>...</i>			
A change in job title	83%	87%	86%
A pay increase	91%	89%	91%
An increase in responsibility	83%	83%	87%
An increase in budgetary authority*	31%	36%	52%
An increase in the number of subordinates you manage*	42%	42%	55%
Becoming a team leader	38%	38%	38%
† Responses add to more than 100% because of multiple selections. * $\chi^2$ , p ≤ .05. **One-way ANOVA, p ≤ .05.			

<b>Promotions, by Gender</b>		
Response	Male (n = 2,172)	Female (n = 936)
Received promotion with current employer	49%	48%
<i>Respondents who received a promotion</i>	(n = 1,073)	(n = 450)
Mean number of promotions	2.1	2.0
Standard deviation	1.5	1.3
<i>Did your recent promotion involve<sup>†</sup>...</i>		
A change in job title	86%	82%
A pay increase	90%	91%
An increase in responsibility	84%	82%
An increase in budgetary authority*	37%	28%
An increase in the number of subordinates you manage*	46%	37%
Becoming a team leader*	41%	32%
† Responses add to more than 100% because of multiple selections. * $\chi^2$ , p ≤ .05.		

<b>Promotions, by Current Age</b>			
Response	27 and Younger (n = 454)	28 to 34 (n = 1,627)	35 and Older (n = 1,027)
Received promotion with current employer*	31%	49%	57%
<i>Respondents who received a promotion</i>	(n = 141)	(n = 799)	(n = 583)
Mean number of promotions**	1.8	1.9	2.3
Standard deviation	1.1	1.3	1.7
<i>Did your recent promotion involve<sup>†</sup>...</i>			
A change in job title	81%	85%	85%
A pay increase	88%	91%	90%
An increase in responsibility	81%	85%	81%
An increase in budgetary authority*	30%	31%	41%
An increase in the number of subordinates you manage*	32%	41%	49%
Becoming a team leader	35%	40%	36%

† Responses add to more than 100% because of multiple selections.  
\*  $\chi^2$ ,  $p \leq .05$ .  
\*\*One-way ANOVA,  $p \leq .05$ .

<b>Promotions, by Citizenship</b>					
Response	Asia (n = 338)	United States (n = 2,067)	Canada (n = 170)	Latin America (n = 108)	Europe (n = 370)
Received promotion with current employer*	38%	52%	40%	53%	49%
<i>Respondents who received a promotion</i>	(n = 128)	(n = 1,067)	(n = 68)	(n = 57)	(n = 181)
Mean number of promotions	1.9	2.1	2.1	1.6	2.0
Standard deviation	1.5	1.5	1.7	.9	1.4
<i>Did your recent promotion involve<sup>†</sup>...</i>					
A change in job title*	73%	86%	82%	95%	82%
A pay increase	88%	91%	81%	89%	92%
An increase in responsibility	82%	83%	91%	79%	84%
An increase in budgetary authority*	30%	33%	44%	44%	42%
An increase in the number of subordinates you manage	41%	42%	46%	46%	53%
Becoming a team leader	35%	38%	37%	51%	40%

† Responses may add to more than 100% because of multiple selections.  
\*  $\chi^2$ ,  $p \leq .05$ .

Promotions, by U.S. Subgroup				
Response	Asian American (n = 156)	African American (n = 53)	White (n = 1,667)	Hispanic (n = 63)
Received promotion with current employer*	42%	43%	53%	54%
<i>Respondents who received a promotion</i>	(n = 65%)	(n = 23)	(n = 883)	(n = 34)
Mean number of promotions	1.7	—	2.1	1.9
Standard deviation	1.2	—	1.6	1.1
<i>Did your recent promotion involve<sup>†</sup>...</i>				
A change in job title	80%	—	87%	76%
A pay increase	98%	—	90%	97%
An increase in responsibility	80%	—	83%	85%
An increase in budgetary authority	20%	—	34%	29%
An increase in the number of subordinates you manage	35%	—	44%	29%
Becoming a team leader	42%	—	38%	32%

† Responses may add to more than 100% because of multiple selections.  
 —Data not reported because n < 25.  
 \*  $\chi^2$ , p ≤ .05

## Current Salary

Alumni were asked to report their current annual base salary.

Annual Base Salary						
Characteristics	n	25th Percentile	50th Percentile	75th Percentile	Mean	Standard Deviation
<i>Overall</i>	2,669	\$70,000	\$90,000	\$114,950	\$96,126	\$46,273
<i>Graduation Year*</i>						
2000	84	\$91,658	\$120,000	\$160,000	\$126,968	\$52,134
2001	117	\$85,492	\$107,000	\$140,000	\$118,044	\$51,396
2002	104	\$90,000	\$109,500	\$135,750	\$118,189	\$53,135
2003	155	\$78,000	\$99,953	\$125,000	\$111,632	\$64,481
2004	256	\$80,000	\$99,977	\$120,000	\$103,303	\$38,810
2005	411	\$80,944	\$99,953	\$124,000	\$108,955	\$57,681
2006	404	\$69,250	\$92,000	\$110,000	\$93,557	\$45,638
2007	434	\$65,248	\$83,000	\$102,202	\$85,270	\$29,814
2008	702	\$60,000	\$77,000	\$95,000	\$80,231	\$32,462
<i>Program Type*</i>						
Full-Time MBA	1,735	\$71,000	\$93,500	\$115,000	\$96,480	\$45,807
Part-Time MBA	678	\$65,248	\$82,000	\$102,766	\$87,300	\$33,022
Executive MBA	195	\$88,000	\$115,000	\$150,000	\$128,454	\$69,451
<i>Gender*</i>						
Male	1,896	\$75,000	\$95,000	\$120,000	\$101,357	\$48,441
Female	771	\$60,000	\$80,000	\$100,000	\$83,333	\$37,548



<b>Annual Base Salary</b>						
Characteristics	<i>n</i>	25th Percentile	50th Percentile	75th Percentile	Mean	Standard Deviation
<i>Current Age*</i>						
27 and younger	379	\$48,000	\$64,256	\$80,000	\$64,995	\$23,586
28 to 34	1,391	\$71,395	\$90,000	\$110,000	\$93,719	\$41,885
35 and older	897	\$82,215	\$104,000	\$128,961	\$113,075	\$52,061
<i>Citizenship*</i>						
Asia/Pacific Islands	276	\$56,322	\$84,102	\$105,191	\$88,020	\$55,672
United States	1,783	\$70,000	\$90,000	\$110,000	\$94,052	\$42,533
Canada	150	\$70,504	\$84,904	\$105,560	\$91,453	\$33,590
Latin America	93	\$76,500	\$98,040	\$122,375	\$104,667	\$42,241
Europe	319	\$82,500	\$105,665	\$133,575	\$114,607	\$57,546
<i>U.S. Subgroup</i>						
Asian American	130	\$78,375	\$98,267	\$118,000	\$100,368	\$35,280
African American	49	\$65,500	\$90,000	\$110,000	\$93,610	\$35,643
White	1,442	\$70,000	\$89,025	\$110,000	\$93,798	\$44,006
Hispanic	54	\$63,000	\$92,050	\$110,000	\$88,729	\$31,767
*One-way ANOVA, $p \leq .05$ , statistical tests conducted within each characteristic group.						

## Job Retention

This section of the report examines job retention among alumni. This analysis includes whether the alumni were still working for the employer that hired them for their first job after graduation, the number of employers they have worked for, the number of years they have worked for their current employer, and how well their current job measures up to the sort of job they wanted. Additionally, this section looks at the strategies employers use in job retention and the importance these strategies played in decisions alumni made to remain with their employer.

### Working with First Employer

Alumni were asked to specify whether they were still working for the same employer that hired them for their first job after graduation.

Working with First Employer				
Characteristics	<i>n</i>	Still Working with First Employer	Working for a Different Employer	Total
Overall	3,339	70%	30%	100%
<i>Graduation Year*</i>				
2000	99	35%	65%	100%
2001	142	41%	59%	100%
2002	124	39%	61%	100%
2003	178	38%	62%	100%
2004	316	50%	50%	100%
2005	487	55%	45%	100%
2006	504	66%	34%	100%
2007	536	85%	15%	100%
2008	951	97%	3%	100%
<i>Program Type*</i>				
Full-Time MBA	2,146	65%	35%	100%
Part-Time MBA	865	80%	20%	100%
Executive MBA	246	74%	26%	100%
<i>Gender*</i>				
Male	2,334	69%	31%	100%
Female	1,003	73%	27%	100%
<i>Current Age*</i>				
27 and younger	504	90%	10%	100%
28 to 34	1,735	71%	29%	100%
35 and older	1,098	61%	39%	100%

Working with First Employer				
Characteristics	<i>n</i>	Still Working with First Employer	Working for a Different Employer	Total
<i>Citizenship*</i>				
Asia/Pacific Islands	369	69%	31%	100%
United States	2,217	72%	28%	100%
Canada	180	70%	30%	100%
Latin America	116	59%	41%	100%
Europe	394	63%	37%	100%
<i>U.S. Subgroup</i>				
Asian American	170	68%	32%	100%
African American	53	70%	30%	100%
White	1,786	73%	27%	100%
Hispanic	71	66%	34%	100%
* $\chi^2$ , $p \leq .05$ , statistical tests conducted within each characteristic group.				

## Number of Employers Since Graduation

Alumni were asked to specify the number of employers they have worked for since graduating from graduate business school.

Number of Employers Since Graduation				
Characteristics	<i>n</i>	Median	Mean	Standard Deviation
Overall	3,338	1.0	1.4	.8
<i>Graduation Year*</i>				
2000	99	2.0	2.4	1.4
2001	142	2.0	2.0	1.1
2002	124	2.0	2.1	1.2
2003	177	2.0	1.9	.8
2004	316	1.0	1.7	.8
2005	487	1.0	1.6	.7
2006	504	1.0	1.4	.6
2007	536	1.0	1.1	.4
2008	951	1.0	1.0	.1
<i>Program Type*</i>				
Full-Time MBA	2,145	1.0	1.5	.8
Part-Time MBA	865	1.0	1.2	.6
Executive MBA	246	1.0	1.3	.5
<i>Gender</i>				
Male	2,333	1.0	1.4	.7
Female	1,003	1.0	1.4	.8

Number of Employers Since Graduation				
Characteristics	<i>n</i>	Median	Mean	Standard Deviation
<i>Current Age*</i>				
27 and younger	504	1.0	1.1	.4
28 to 34	1,734	1.0	1.4	.7
35 and older	1,098	1.0	1.6	.9
<i>Citizenship*</i>				
Asia/Pacific Islands	369	1.0	1.4	.7
United States	2,216	1.0	1.4	.8
Canada	180	1.0	1.4	.7
Latin America	116	1.0	1.6	.8
Europe	394	1.0	1.5	.8
<i>U.S. Subgroup*</i>				
Asian American	170	1.0	1.5	.9
African American	53	1.0	1.4	.7
White	1,786	1.0	1.4	.7
Hispanic	70	1.0	1.5	1.0

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each characteristic group.

## Number of Years with Current Employer

Alumni were asked to specify the number of years they have been employed by their current employer.

Number of Years With Current Employer				
Characteristics	<i>n</i>	Median	Mean	Standard Deviation
Overall	3,318	2.0	3.4	4.1
<i>Graduation Year*</i>				
2000	99	4.0	5.5	5.2
2001	142	5.0	6.0	5.6
2002	124	3.5	4.2	3.6
2003	175	3.0	3.7	3.5
2004	316	3.5	3.7	3.5
2005	486	3.0	3.4	3.6
2006	499	2.1	3.5	4.1
2007	533	1.2	2.8	4.1
2008	942	1.0	2.8	4.0
<i>Program Type*</i>				
Full-Time MBA	2,131	1.5	2.3	2.5
Part-Time MBA	859	3.8	5.2	5.0
Executive MBA	246	5.0	6.8	6.3

Number of Years With Current Employer				
Characteristics	<i>n</i>	Median	Mean	Standard Deviation
<i>Gender*</i>				
Male	2,320	2.0	3.6	4.3
Female	996	2.0	3.1	3.4
<i>Current Age*</i>				
27 and younger	498	1.0	1.6	2.0
28 to 34	1,722	2.0	2.7	2.7
35 and older	1,096	3.3	5.3	5.6
<i>Citizenship*</i>				
Asia/Pacific Islands	365	1.5	2.8	3.6
United States	2,201	2.3	3.7	4.3
Canada	180	1.5	2.5	2.8
Latin America	116	2.1	2.8	3.2
Europe	394	2.0	3.1	3.6
<i>U.S. Subgroup*</i>				
Asian American	170	2.0	2.9	3.1
African American	53	2.0	3.0	3.8
White	1,773	2.3	3.8	4.5
Hispanic	70	2.0	3.2	3.5

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each characteristic group.

## Job Match

Alumni were asked to indicate how well their current job measures up to the **sort** of job they wanted when they were looking for a job.

How Well Does Your Current Job Match the Job You Wanted					
Characteristics	<i>n</i>	Very Much	Somewhat	Not Very Much	Total
<i>Overall</i>	3,333	53%	38%	10%	100%
<i>Graduation Year*</i>					
2000	99	48%	39%	12%	100%
2001	142	48%	44%	8%	100%
2002	124	55%	34%	11%	100%
2003	177	53%	42%	6%	100%
2004	316	55%	37%	8%	100%
2005	486	60%	33%	7%	100%
2006	504	46%	43%	10%	100%
2007	536	52%	36%	12%	100%
2008	947	54%	37%	10%	100%

<b>How Well Does Your Current Job Match the Job You Wanted</b>					
Characteristics	<i>n</i>	Very Much	Somewhat	Not Very Much	Total
<i>Program Type*</i>					
Full-Time MBA	2,142	55%	36%	8%	100%
Part-Time MBA	863	45%	43%	13%	100%
Executive MBA	246	62%	31%	7%	100%
<i>Gender*</i>					
Male	2,331	55%	37%	9%	100%
Female	1,000	49%	40%	11%	100%
<i>Current Age*</i>					
27 and younger	501	53%	36%	11%	100%
28 to 34	1,732	54%	38%	8%	100%
35 and older	1,098	51%	38%	11%	100%
<i>Citizenship</i>					
Asia/Pacific Islands	369	46%	43%	11%	100%
United States	2,211	53%	37%	10%	100%
Canada	180	53%	39%	8%	100%
Latin America	116	57%	39%	4%	100%
Europe	394	57%	36%	8%	100%
<i>U.S. Subgroup*</i>					
Asian American	170	42%	46%	11%	100%
African American	53	47%	43%	9%	100%
White	1,782	55%	35%	10%	100%
Hispanic	70	46%	39%	16%	100%
* $\chi^2$ , $p \leq .05$ , statistical tests conducted within each characteristic group.					

## Retention Strategies

Alumni were asked to indicate the importance that various retention strategies used by employers had in their decision to remain with their current employer.

Job Retention Strategies								
Strategy	Mean	Standard Deviation	Extremely Important (5)	Very Important (4)	Somewhat Important (3)	Not Very Important (2)	Not at all Important (1)	Not Applicable
I am given challenging and interesting assignments.	4.3	.8	47%	40%	10%	2%	0%	1%
I have ample opportunities for growth and development.	4.3	.8	47%	38%	10%	2%	1%	2%
I am considered an investment "asset" and not a "cost" to be reduced.	4.1	.9	35%	43%	14%	3%	1%	3%
I receive financial rewards for my achievements.	4.0	.9	30%	40%	22%	4%	1%	4%
My company encourages its employees to have a work/life balance.	4.0	.9	31%	40%	21%	4%	2%	3%
My salary and bonuses are linked to performance.	4.0	.9	29%	43%	19%	4%	1%	4%
My company's leadership is accessible and provides vision and direction.	3.9	.9	25%	45%	21%	5%	2%	2%
I understand how my work contributes to the bottom line of the company.	3.9	.9	25%	46%	23%	4%	1%	2%
My company is well regarded.	3.8	.9	21%	44%	27%	6%	1%	2%
My company has an employee-centric culture that values internal customers as much as external ones.	3.6	1.0	17%	41%	26%	9%	3%	5%

Job Retention Strategies								
Strategy	Mean	Standard Deviation	Extremely Important (5)	Very Important (4)	Somewhat Important (3)	Not Very Important (2)	Not at all Important (1)	Not Applicable
My salary and bonuses are linked to the development of competencies.	3.6	1.0	16%	38%	28%	10%	2%	6%
My company has a "fast-track" program for high-achieving employees.	3.5	1.1	18%	29%	26%	13%	4%	10%
I receive non-financial rewards for my achievements.	3.2	1.0	10%	28%	37%	16%	5%	5%

Job Retention Strategy (Mean Score), by Year of Graduation										
Strategy	2000	2001	2002	2003	2004	2005	2006	2007	2008	
<i>n</i>	92	133	115	161	279	439	449	468	833	
My company's leadership is accessible and provides vision and direction.	4.0	3.8	3.9	3.8	3.8	3.8	3.8	3.9	4.0	
I am considered an investment "asset" and not a "cost" to be reduced.	4.1	4.1	4.0	4.0	4.1	4.1	4.1	4.2	4.2	
I am given challenging and interesting assignments.	4.2	4.2	4.4	4.3	4.3	4.3	4.3	4.4	4.4	
I have ample opportunities for growth and development.*	4.3	4.1	4.3	4.2	4.2	4.3	4.3	4.4	4.4	
I receive financial rewards for my achievements.	4.2	4.0	3.9	4.0	4.0	4.0	4.0	3.9	3.9	
I receive non-financial rewards for my achievements.	3.2	3.1	3.3	3.2	3.1	3.2	3.2	3.2	3.3	
I understand how my work contributes to the bottom line of the company.	4.0	4.0	4.0	3.8	3.8	3.9	3.9	3.9	3.9	
My company encourages its employees to have a work/life balance.*	3.9	3.9	3.9	3.8	3.9	3.8	3.9	4.0	4.1	
My company has a "fast-track" program for high-achieving employees.*	3.2	3.2	3.3	3.4	3.3	3.4	3.6	3.6	3.6	
My company has an employee-centric culture that values internal customers as much as external ones.*	3.6	3.4	3.5	3.4	3.5	3.6	3.6	3.8	3.7	
My company is well regarded.*	3.8	3.7	3.7	3.7	3.7	3.8	3.7	3.9	3.9	
My salary and bonuses are linked to performance.	4.0	4.0	3.9	3.9	3.9	4.0	4.0	4.0	4.0	
My salary and bonuses are linked to the development of competencies.*	3.3	3.4	3.3	3.4	3.5	3.6	3.6	3.7	3.7	
*One-way ANOVA, $p \leq .05$ , statistical tests conducted within each strategy.										
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important (Not applicable excluded).										



<b>Job Retention Strategy (Mean Score), by Program Type</b>			
Strategy	Full-Time MBA (n = 1,916)	Part-Time MBA (n = 763)	Executive MBA (n = 222)
My company's leadership is accessible and provides vision and direction.	3.9	3.8	3.9
I am considered an investment "asset" and not a "cost" to be reduced.	4.1	4.1	4.1
I am given challenging and interesting assignments.	4.4	4.3	4.3
I have ample opportunities for growth and development.	4.3	4.3	4.3
I receive financial rewards for my achievements.	3.9	4.0	4.0
I receive non-financial rewards for my achievements.	3.2	3.2	3.2
I understand how my work contributes to the bottom line of the company.	3.9	3.9	4.0
My company encourages its employees to have a work/life balance.*	4.0	4.0	3.7
My company has a "fast-track" program for high-achieving employees.	3.5	3.5	3.5
My company has an employee-centric culture that values internal customers as much as external ones.*	3.6	3.7	3.5
My company is well regarded.	3.8	3.8	3.8
My salary and bonuses are linked to performance.*	4.0	4.0	4.1
My salary and bonuses are linked to the development of competencies.	3.6	3.6	3.6

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each strategy.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important (Not applicable excluded).

<b>Job Retention Strategy (Mean Score), by Gender</b>		
Strategy	Male (n = 2,082)	Female (n = 887)
My company's leadership is accessible and provides vision and direction.*	3.9	4.0
I am considered an investment "asset" and not a "cost" to be reduced.*	4.1	4.2
I am given challenging and interesting assignments.*	4.3	4.4
I have ample opportunities for growth and development.*	4.3	4.4
I receive financial rewards for my achievements.	4.0	3.9
I receive non-financial rewards for my achievements.*	3.1	3.5
I understand how my work contributes to the bottom line of the company.	3.9	3.9
My company encourages its employees to have a work/life balance.*	3.8	4.2
My company has a "fast-track" program for high-achieving employees.	3.5	3.5
My company has an employee-centric culture that values internal customers as much as external ones.*	3.6	3.8
My company is well regarded.*	3.7	3.9
My salary and bonuses are linked to performance.	4.0	3.9
My salary and bonuses are linked to the development of competencies.*	3.6	3.7

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each strategy.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important (Not applicable excluded).

<b>Job Retention Strategy (Mean Score), by Current Age</b>			
Strategy	27 and Younger (n = 433)	28 to 34 (n = 1,558)	35 and Older (n = 978)
My company's leadership is accessible and provides vision and direction.	3.9	3.9	3.9
I am considered an investment "asset" and not a "cost" to be reduced.	4.2	4.1	4.1
I am given challenging and interesting assignments.*	4.3	4.4	4.3
I have ample opportunities for growth and development.*	4.4	4.4	4.2
I receive financial rewards for my achievements.	3.9	4.0	4.0
I receive non-financial rewards for my achievements.	3.3	3.2	3.2
I understand how my work contributes to the bottom line of the company.*	3.8	3.9	3.9
My company encourages its employees to have a work/life balance.*	4.1	4.0	3.8
My company has a "fast-track" program for high-achieving employees.*	3.7	3.6	3.3
My company has an employee-centric culture that values internal customers as much as external ones.*	3.7	3.7	3.5
My company is well regarded.*	3.9	3.8	3.7
My salary and bonuses are linked to performance.*	4.0	4.0	3.9
My salary and bonuses are linked to the development of competencies.*	3.7	3.6	3.5

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each strategy.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important (Not applicable excluded).

<b>Job Retention Strategy (Mean Score), by Citizenship</b>					
Strategy	Asia/Pacific Islands (n = 326)	United States (n = 1,968)	Canada (n = 160)	Latin America (n = 105)	Europe (n = 357)
My company's leadership is accessible and provides vision and direction.	4.0	3.9	3.9	3.9	3.8
I am considered an investment "asset" and not a "cost" to be reduced.	4.0	4.1	4.2	4.1	4.0
I am given challenging and interesting assignments.*	4.2	4.3	4.4	4.5	4.4
I have ample opportunities for growth and development.	4.2	4.3	4.4	4.4	4.2
I receive financial rewards for my achievements.	3.9	4.0	4.0	4.1	3.9
I receive non-financial rewards for my achievements.*	3.4	3.2	3.4	3.2	3.2
I understand how my work contributes to the bottom line of the company.	3.9	3.9	3.9	3.9	3.9
My company encourages its employees to have a work/life balance.*	3.8	4.0	4.0	4.0	3.6
My company has a "fast-track" program for high-achieving employees.*	3.6	3.5	3.7	3.7	3.5
My company has an employee-centric culture that values internal customers as much as external ones.*	3.6	3.7	3.7	3.5	3.5
My company is well regarded.*	3.7	3.8	3.8	3.8	3.6

<b>Job Retention Strategy (Mean Score), by Citizenship</b>					
Strategy	Asia/Pacific Islands (n = 326)	United States (n = 1,968)	Canada (n = 160)	Latin America (n = 105)	Europe (n = 357)
My salary and bonuses are linked to performance.*	4.0	4.0	4.0	4.1	3.8
My salary and bonuses are linked to the development of competencies.*	3.7	3.6	3.7	3.8	3.5

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each strategy.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important (Not applicable excluded).

<b>Job Retention Strategy (Mean Score), by U.S. Subgroup</b>				
Strategy	Asian American (n = 153)	African American (n = 50)	White (n = 1,582)	Hispanic (n = 62)
My company's leadership is accessible and provides vision and direction.	3.8	4.0	3.9	3.8
I am considered an investment "asset" and not a "cost" to be reduced.	4.1	4.2	4.1	4.2
I am given challenging and interesting assignments.	4.3	4.4	4.3	4.3
I have ample opportunities for growth and development.	4.3	4.3	4.3	4.5
I receive financial rewards for my achievements.	4.1	4.2	4.0	4.1
I receive non-financial rewards for my achievements.	3.3	3.1	3.2	3.4
I understand how my work contributes to the bottom line of the company.	3.8	4.0	3.9	4.0
My company encourages its employees to have a work/life balance.	4.1	3.9	4.0	4.1
My company has a "fast-track" program for high-achieving employees.	3.5	3.6	3.4	3.7
My company has an employee-centric culture that values internal customers as much as external ones.	3.8	3.8	3.6	3.8
My company is well regarded.	3.8	3.9	3.8	4.0
My salary and bonuses are linked to performance.*	4.2	4.2	4.0	4.1
My salary and bonuses are linked to the development of competencies.*	3.7	3.6	3.5	3.9

\*One-way ANOVA,  $p \leq .05$ , statistical tests conducted within each strategy.  
Scale: 5 = Extremely important; 4 = Very important; 3 = Somewhat important; 2 = Not very important; 1 = Not at all important (Not applicable excluded).

## Education

This section of the report examines the alumni's education. This analysis includes the total number of degrees the alumni have received, an evaluation of whether their expectations were met by their graduate business education, and a retrospective look at their decisions regarding graduate business school.

### Total Number of Degrees

Alumni were asked to specify the number of educational degrees beyond a bachelor's degree they had obtained by the time of the survey.

Number of Educational Degrees Beyond the Bachelor Degree				
Characteristics	<i>n</i>	Median	Mean	Standard Deviation
Overall	3,487	1.0	1.2	.5
<i>Graduation Year*</i>				
2000	109	1.0	1.3	.5
2001	153	1.0	1.2	.4
2002	135	1.0	1.3	.6
2003	184	1.0	1.3	.6
2004	329	1.0	1.3	.6
2005	506	1.0	1.3	.5
2006	512	1.0	1.2	.5
2007	526	1.0	1.2	.5
2008	1,030	1.0	1.2	.4
<i>Program Type*</i>				
Full-Time MBA	2,275	1.0	1.3	.5
Part-Time MBA	859	1.0	1.2	.5
Executive MBA	267	1.0	1.3	.6
<i>Gender*</i>				
Male	2,424	1.0	1.3	.5
Female	1,060	1.0	1.2	.4
<i>Current Age*</i>				
27 and younger	516	1.0	1.1	.3
28 to 34	1,788	1.0	1.2	.4
35 and older	1,179	1.0	1.4	.6
<i>Citizenship*</i>				
Asia/Pacific Islands	380	1.0	1.4	.6
United States	2,300	1.0	1.2	.4
Canada	199	1.0	1.2	.5
Latin America	117	1.0	1.3	.5
Europe	425	1.0	1.6	.6

Number of Educational Degrees Beyond the Bachelor Degree				
Characteristics	<i>n</i>	Median	Mean	Standard Deviation
<i>U.S. Subgroup</i>				
Asian American	181	1.0	1.2	.4
African American	57	1.0	1.1	.4
White	1,845	1.0	1.2	.4
Hispanic	77	1.0	1.2	.4
*One-way ANOVA, $p \leq .05$ , statistical tests conducted within each characteristic group.				

## Evaluation of Education

Alumni were asked to indicate the degree to which their expectations were met by their graduate business education.

Did Your Graduate Business Education Meet Your Expectations					
Characteristics	<i>n</i>	Exceeded Expectations	Met Expectations	Did Not Meet Expectations	Total
<i>Overall</i>	3,476	36%	58%	7%	100%
<i>Graduation Year</i>					
2000	109	34%	60%	6%	100%
2001	153	32%	61%	7%	100%
2002	135	37%	56%	7%	100%
2003	182	44%	53%	3%	100%
2004	326	34%	59%	7%	100%
2005	504	36%	60%	5%	100%
2006	511	35%	59%	6%	100%
2007	526	35%	58%	7%	100%
2008	1,027	36%	56%	8%	100%
<i>Program Type*</i>					
Full-Time MBA	2,265	40%	53%	7%	100%
Part-Time MBA	858	24%	70%	6%	100%
Executive MBA	267	40%	55%	5%	100%
<i>Gender*</i>					
Male	2,417	38%	56%	6%	100%
Female	1,056	31%	61%	7%	100%
<i>Current Age</i>					
27 and younger	513	35%	57%	7%	100%
28 to 34	1,782	36%	57%	6%	100%
35 and older	1,177	35%	58%	7%	100%
<i>Citizenship*</i>					
Asia/Pacific Islands	379	28%	63%	9%	100%
United States	2,295	36%	57%	7%	100%

Did Your Graduate Business Education Meet Your Expectations					
Characteristics	<i>n</i>	Exceeded Expectations	Met Expectations	Did Not Meet Expectations	Total
Canada	199	37%	55%	8%	100%
Latin America	116	37%	56%	7%	100%
Europe	420	38%	59%	3%	100%
<i>U.S. Subgroup*</i>					
Asian American	181	30%	58%	12%	100%
African American	56	41%	52%	7%	100%
White	1,843	37%	57%	6%	100%
Hispanic	76	41%	51%	8%	100%

\*  $\chi^2$ ,  $p \leq .05$ , statistical tests conducted within each characteristic group.

## Retrospective Decision-Making Evaluation

Alumni were asked to specify whether they made the right decision in pursuing a graduate business degree, the school they attended, the type of program in which they enrolled, and the area in which they concentrated their graduate business school studies.

Right Decisions in Educational Choices (Class of 2008)							
Decision	Mean	Standard Deviation	Definitely Yes (4)	Probably Yes (3)	Probably No (2)	Definitely No (1)	Total
Pursuing your graduate business degree	3.7	.5	77%	20%	3%	1%	100%
The school you chose to attend	3.4	.7	55%	35%	9%	2%	100%
The type of program in which you enrolled	3.7	.6	78%	18%	3%	2%	100%
The area in which you concentrated your studies	3.5	.6	59%	35%	6%	<1%	100%

Right Decisions in Educational Choices (Mean Score) (Class of 2008)					
Characteristics	<i>n</i>	Pursuing Degree	School Attended	Program Enrolled	Area of Concentration
<i>Program Type</i> <sup>3,4</sup>					
Full-Time MBA	548	3.7	3.4	3.8	3.6
Part-Time MBA	316	3.7	3.4	3.6	3.4
Executive MBA	70	3.7	3.5	3.8	3.6
<i>Gender</i> <sup>2</sup>					
Male	637	3.7	3.5	3.7	3.5
Female	335	3.7	3.4	3.7	3.5
<i>Current Age</i> <sup>2</sup>					
27 and younger	317	3.7	3.4	3.7	3.5
28 to 34	469	3.7	3.4	3.7	3.5
35 and older	186	3.7	3.6	3.7	3.5
<i>Citizenship</i> <sup>3,4</sup>					
Asia/Pacific Islands	127	3.8	3.3	3.7	3.5
United States	678	3.7	3.4	3.7	3.5
Canada	48	3.6	3.3	3.6	3.4
Latin America	19	—	—	—	—
Europe	92	3.8	3.6	3.8	3.7
<i>U.S. Subgroup</i> <sup>3</sup>					
Asian American	53	3.6	3.2	3.4	3.3
African American	18	—	—	—	—
White	548	3.7	3.5	3.8	3.5
Hispanic	17	—	—	—	—
Scale: 4 = Definitely yes; 3 = Probably yes; 2 = Probably no; 1 = Definitely no 1. Pursuing degree: One-way ANOVA, $p \leq .05$ , statistical tests conducted within each characteristic group. 2. School attended: One-way ANOVA, $p \leq .05$ , statistical tests conducted within each characteristic group. 3. Program enrolled: One-way ANOVA, $p \leq .05$ , statistical tests conducted within each characteristic group. 4. Area of concentration: One-way ANOVA, $p \leq .05$ , statistical tests conducted within each characteristic group.					

## Methodology

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

## Survey Sample

The survey sample for this report includes respondents who agreed to further follow-up on the Global MBA Graduate Surveys administered among the graduate business classes of 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, and 2008.

On September 3, 2008, an email was sent to the 22,532 sample members inviting them to participate in the research study. There were 1,468 email messages returned as undeliverable. The adjusted sample size was 21,064. A reminder email was sent on September 17 to sample members who had not yet completed the survey or who had only partially completed it. The questionnaire was available at the online survey site from September 3 to October 1. As an incentive for participation in the survey, GMAC offered to place participants' names in a drawing for one US\$500 and four US\$100 AMEX gift checks.

Of the 21,064 contacts initiated for the September 2008 MBA Alumni Perspective Survey, 3,828 people responded—an 18% response rate.

<b>Response Rates</b>			
	<b>Sample</b>	<b>Respondents</b>	<b>Response Rate</b>
<b>Overall</b>	<b>21,064</b>	<b>3,828</b>	<b>18%</b>
<b>Graduation Year</b>			
2000	814	117	14%
2001	1,791	162	9%
2002	1,490	145	10%
2003	1,884	196	10%
2004	2,935	362	12%
2005	3,378	544	16%
2006	3,673	565	15%
2007	2,681	586	22%
2008	3,886	1,146	29%



## Characteristics of the Respondents

Respondents represent a broad cross-section of graduate business alumni. Shown below are the demographic characteristics of the respondents to the September 2008 MBA Alumni Perspectives Survey and the sample from which they are drawn—the respondents to the Global MBA Graduate Surveys from 2000 to 2008—and the 2007 GMAT test-taker population. Since information about the true alumni population is unknown, the GMAT test-taker population is used as indicative of those who may eventually graduate from a graduate business program.

The demographic characteristics of respondents to this survey reflect the sample of Global MBA Graduate Survey respondents in terms of program type, gender, age, country of citizenship, and race (for U.S. respondents). Similarly, the respondents to the current survey somewhat resemble the 2007 GMAT test-taker population. Age is not used as a comparison variable for the 2007 GMAT test-taker population because of the differences in age from the time the GMAT exam is taken and graduation from a graduate business program.

Year of Graduation		
	Respondents <i>n</i> = 3,828	Global MBA Graduate Survey Sample <i>n</i> = 42,251
2000	3%	6%
2001	4%	11%
2002	4%	11%
2003	5%	10%
2004	10%	9%
2005	14%	14%
2006	15%	15%
2007	15%	13%
2008	30%	11%
Total	100%	100%

Program Type			
	Respondents <i>n</i> = 3,828	Global MBA Graduate Survey Sample <i>n</i> = 41,752	2007 GMAT Test- Taker Population <i>n</i> = 169,601
Full-Time	65%	68%	59%
Part-Time	25%	25%	28%
Executive	8%	6%	5%
Other	3%	1%	8%
Total	100%	100%	100%

<b>Gender of Respondent</b>			
	Respondents <i>n</i> = 3,823	Global MBA Graduate Survey Sample <i>n</i> = 41,975	2007 GMAT Test- Taker Population <i>n</i> = 186,151
Male	69%	67%	61%
Female	31%	33%	39%
Total	100%	100%	100%

<b>Current Age at the Time of Graduation</b>		
	Respondents <i>n</i> = 3,822	Global MBA Graduate Survey Sample <i>n</i> = 41,930
27 and younger	28%	29%
28 to 34	54%	54%
35 and older	19%	17%
Total	100%	100%

<b>Current Age</b>	
	Respondents <i>n</i> = 3,822
27 and younger	15%
28 to 34	51%
35 and older	33%
Total	100%
Mean	33

<b>Country of Citizenship</b>			
	Respondents <i>n</i> = 3,828	Global MBA Graduate Survey Sample <i>n</i> = 41,948	2007 GMAT Test- Taker Population <i>n</i> = 186,151
United States	66%	60%	56%
Europe	12%	10%	9%
Asia	11%	17%	25%
Canada	6%	6%	3%
Latin America and the Caribbean	3%	5%	3%
Other	2%	2%	5%
Total	100%	100%	100%

<b>U.S. Subgroup</b>			
	Respondents <i>n</i> = 2,365	Global MBA Graduate Survey Sample <i>n</i> = 23,512	2007 GMAT Test- Taker Population <i>n</i> = 103,992
White	86%	83%	75%
Asian American	8%	9%	11%
African American	3%	4%	9%
Hispanic	4%	4%	6%
Total	100%	100%	100%

## Online Questionnaire Administration

Administration of the questionnaire online offered several advantages over a paper-and-pencil administration. First, responses automatically went into a database that was available for analysis at all times. This allowed for monitoring survey progress and eliminating the time and cost associated with data entry. Second, the site was programmed to check for the accurate completion of each question before the respondent was allowed to proceed to the next, 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 those of race/ethnicity for non-U.S. citizens.

## Data Analysis

Two weeks before the completion of data collection, a preliminary analysis of the data was conducted. Frequency distributions were examined for both topical questions and classification questions. Based on this examination, response categories for some questions were collapsed 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. In the final analysis, most topical questions were cross-tabulated with the following classification items: gender, race/ethnicity (for U.S. citizens), and citizenship. A Chi-square analysis was used to evaluate the statistical significance in cross-classification tables ( $p < .05$ ). (A relationship between a topical item and a classification item was considered statistically significant only when it could have been produced by chance less than 5% of the time.) T-tests, analysis of variance, and nonparametric tests were used whenever appropriate. Percentages in charts and tables might not always add exactly to 100% due to rounding.

## 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	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>	<b>Other job function</b>
General management	
Entrepreneurial	
Other general management	



## **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(s) made significant contributions to the concept and design or analysis and interpretation of data and the drafting/revising of the manuscript for intellectual content:

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