

MBA Alumni Perspectives Survey

**September 2007
Comprehensive Data Report**

The MBA 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 MBA Alumni Perspectives Surveys are biannual follow-up studies of past participants of the annual Graduate Management Admission Council® student surveys—the Global MBA® Graduate Survey. Each year, about three-quarters of the respondents 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; and
- monitor the educational needs of alumni.

The September 2007 study included alumni from the classes of 2000 through 2007. 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, age, country of citizenship, and race (for US 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 involve 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 as a reflection of the sample frame under consideration.

Key Findings

- The majority of alumni feel they made the right decision in their choice of jobs and believe they would not have their current job position without their graduate business degree.
- The class of 2007 earned \$95,612 in their first job after graduation, on average. This includes \$79,162 in annual salary and \$16,450 in additional first-year compensation.
- The vast majority of alumni are employed—88% are working for an organization and 7% are self-employed. Most alumni employed by an organization work for a multinational organization inside their country of citizenship. Alumni working outside of their country of citizenship (19%) are employed in the United States, Canada, or Europe.
- About three-fifths of alumni are satisfied with their career progression.
- A majority of alumni feel they made the right decision in pursuing a graduate business degree and in choosing their program type.

First Job after Graduation

This section of the report examines the employment status of respondents at the time of graduation from a graduate business program. Included in the analysis are the timing of their first job after graduation, number of job offers, respondent opinions on whether accepting the job was the right decision, and how the job ties into the graduate business degree, plus starting salary and other compensation received from their first job after graduation.

Employment Status after Graduation

Alumni were asked to indicate the best description of their first job after graduate management school from a list of five options. Overall, about a third (31%) of the alumni continued working for an employer they worked for while in graduate management school. About one in ten (11%) alumni continued working for an employer with whom they had an internship. Two-fifths (42%) of the alumni began working for a new employer after graduation. One in twenty (5%) alumni is self-employed. About one in ten alumni reports they have not had a job since graduation.

Alumni in the class of 2007 are more likely than those from the classes of 2000, 2002, and 2003 to have continued working for an employer with whom they were employed during school. In addition, alumni in the class of 2007, along with alumni from the classes of 2000 through 2002 and the classes of 2004 and 2005, are more likely than those in the class of 2006 to have started a new job after graduation. The graduating classes of 2003 through 2007 are less likely than the classes of 2000 and 2001 to have had a job since graduation at the time of their first MBA Alumni Perspectives Survey.

Not surprisingly, alumni in the class of 2007 who graduated from part-time and executive programs are more likely than those who graduated from full-time programs to have continued working for a previous employer. On the other hand, full-time alumni from the class of 2007 are more likely than other graduates to have continued working for an employer with whom they had an internship, and they were more likely to have started a new job. However, 2007 graduates of full-time programs are three to five times less likely than graduates of other program types to have had a job since graduation.

Within the class of 2007 a lower percentage of men (8%) report they have not had a job since graduation compared with women (17%). Further study indicates age may be a factor.

In general, older alumni are more likely than younger alumni to have continued working for an employer. Alumni ages 34 and younger are more likely than alumni ages 35 and older to have continued working for an employer with whom they had an internship, but they were also more likely than older alumni to have started a new job. Alumni ages 27 and younger are less likely than older alumni to have had a job since graduation.

There are no statistically significant differences for employment status after graduation by citizenship or U.S. subgroup of alumni in the class of 2007.

Employment Status after Graduation (Class of 2007)	
	Percentage <i>n</i> = 772
It was the first job I held after leaving graduate management school.	42%
I held this job while in graduate management school and continued working at this job after I left graduate management school.	31%
I had an internship/work project with the employer and continued working for this employer after I left graduate management school.	11%
I have not had a job since leaving graduate management school.	11%
I was self-employed or a small business owner.	5%
Total	100%

Employment Status after Graduation, by Graduation Year*								
	2000 <i>n</i> = 332	2001 <i>n</i> = 607	2002 <i>n</i> = 564	2003 <i>n</i> = 1,085	2004 <i>n</i> = 1,432	2005 <i>n</i> = 1,095	2006 <i>n</i> = 1,093	2007 <i>n</i> = 772
It was the first job I held after leaving graduate management school.	66%	55%	54%	36%	41%	41%	34%	42%
I held this job while in graduate management school and continued working at this job.	14%	27%	22%	19%	27%	30%	37%	31%
I had an internship/work project with the employer and continued working for this employer.	17%	9%	12%	12%	11%	11%	14%	11%
I have not had a job since leaving graduate management school.	1%	4%	6%	28%	16%	13%	11%	11%
I was self-employed or a small business owner.	3%	5%	7%	4%	5%	5%	4%	5%
Total	100%	100%	100%	100%	100%	100%	100%	100%
Data for the classes of 2000, 2001, 2002, 2003, 2004, 2005, and 2006 are taken from past alumni surveys. * $\chi^2 = 539.599$; <i>df</i> = 28; <i>p</i> ≤ .05								

Employment Status after Graduation (Class of 2007), by Program Type*			
	Full-Time <i>n</i> = 497	Part-Time <i>n</i> = 190	Executive <i>n</i> = 65
It was the first job I held after leaving graduate management school.	57%	15%	9%
I had an internship/work project with the employer and continued working for this employer.	16%	2%	0%
I have not had a job since leaving graduate management school.	14%	5%	3%
I held this job while in graduate management school and continued working at this job.	7%	76%	80%
I was self-employed or a small business owner.	5%	3%	8%
Total	100%	100%	100%
* $\chi^2 = 398.94$; <i>df</i> = 8; <i>p</i> ≤ .05			

Employment Status after Graduation (Class of 2007), by Gender*		
	Male <i>n</i> = 543	Female <i>n</i> = 229
It was the first job I held after leaving graduate management school.	44%	38%
I held this job while in graduate management school and continued working at this job.	31%	29%
I have not had a job since leaving graduate management school.	8%	17%
I had an internship/work project with the employer and continued working for this employer.	11%	12%
I was self-employed or a small business owner.	5%	3%
Total	100%	100%
* $\chi^2 = 13.916$; <i>df</i> = 4; <i>p</i> ≤ .05		

Employment Status after Graduation (Class of 2007), by Age at Graduation*			
	27 and Younger <i>n</i> = 242	28 to 34 <i>n</i> = 374	35 and Older <i>n</i> = 156
It was the first job I held after leaving graduate management school.	52%	44%	23%
I held this job while in graduate management school and continued working at this job.	18%	29%	55%
I had an internship/work project with the employer and continued working for this employer.	12%	14%	4%
I have not had a job since leaving graduate management school.	14%	8%	12%
I was self-employed or a small business owner.	4%	5%	6%
Total	100%	100%	100%
* $\chi^2 = 76.660$; <i>df</i> = 8; <i>p</i> ≤ .05			

Respondents Not Working after Graduation

Alumni in the class of 2007 who have not had a job since graduation (11%) were asked to specify their reasons for not working. Overall, two-thirds of the alumni from the class of 2007 who have not had a job since graduation report that they are unable to find a job they want. Additionally, 14% of the alumni have recently moved, 13% are continuing their education, and 13% took some time off after graduation before searching for a job. In comparison, 65% of the class of 2006 who were not working when surveyed in September 2006 were unable to find a job they want, 13% recently moved, and 10% were continuing their education at the time of their first alumni survey—September 2006.

Primary Reasons Not Working (Class of 2007)	
	Percentage of Response <i>n</i> = 94
Unable to find a job you want	59%
Have recently moved	14%
Continuing your education	13%
Took time off/recently graduated	13%
Family reasons	10%
Currently involved in an internship or work project	9%
Health reasons	1%
Military obligations	1%
Other	7%
Percentages may add to more than 100% due to multiple selections.	

Number of Job Offers

Alumni in the class of 2007 who either continued working for an employer with whom they had an internship or who began a new job after graduation were asked to report the number of job offers they received.

On average, the class of 2007 received 2.5 job offers per alumnus—a significantly greater number of offers compared with the classes of 2002 and 2003.

On average, men (2.6) received slightly, yet significantly more job offers than women (2.3). However, the distribution of job offers by gender is not statistically different.

Alumni ages 28 to 34 (2.6) received slightly more job offers, on average, compared with older alumni (2.0), but the distribution of job offers by age is not statistically different. Alumni ages 27 and younger received 2.5 job offers on average.

Statistically, there are no differences by the alumni citizenship or U.S subgroup in the number of job offers received. There are too few alumni in the class of 2007 from part-time and executive programs to perform additional analysis about those whose first job after graduation was either new or attained through an internship.

Number of Job Offers (Class of 2007)	
	Percentage <i>n</i> = 412
One	27%
Two	27%
Three	25%
Four or more	21%
Total	100%
Mean	2.5
Median	2.0

Number of Job Offers, by Graduation Year								
	2000 <i>n</i> = 329	2001 <i>n</i> = 584	2002 <i>n</i> = 530	2003 <i>n</i> = 774	2004 <i>n</i> = 737	2005 <i>n</i> = 570	2006 <i>n</i> = 525	2007 <i>n</i> = 412
One	27%	38%	51%	40%	37%	34%	23%	27%
Two	27%	26%	25%	27%	27%	28%	28%	27%
Three	16%	18%	18%	20%	21%	22%	23%	25%
Four or more	29%	18%	7%	13%	14%	16%	26%	21%
Total	100%	100%	100%	100%	100%	100%	100%	100%
Mean*	2.8	2.3	1.9	2.2	2.3	2.3	2.7	2.5

Data for the classes of 2000, 2001, 2002, 2003, 2004, 2005, and 2006 are taken from past alumni surveys.
*Comparison of means with Bonferroni corrections, $p \leq .05$.

Method of Finding First Job

Alumni in the class of 2007 who started a new job after graduation were asked to state the method they used to find their first job after graduation. About a third of the alumni in the class found their first job through their network of contacts (37%) or through an on-campus interview (36%). Additionally, 17% found their job using an Internet search, and one in eight (12%) received their job through a job fair, forum, or conference.

Alumni ages 35 and older who began a new job after graduation are less likely than younger alumni to have attained their job through an on-campus interview. This is the only statistically significant difference by alumni age.

Statistically, there are no differences in the methods used to find a first job after graduation by alumni gender, citizenship, or U.S. subgroup.

Method of Finding First Job (Class of 2007)	
	Percentage <i>n</i> = 326
Your network of contacts	37%
On-campus interview	36%
Internet search	17%
Job fair/forum/conference	12%
Job advertisement	8%
Job agency/recruiter/headhunter	7%
Cold call to the company	4%
Percentages may add to more than 100% due to multiple selections.	

Timing of First Job after Graduation

Class of 2007 alumni who continued working for an employer, had an internship, or began a new job were asked to specify when they began working for the employer. Overall, two-thirds of the alumni began working at their first job in 2007. The timing of the first job appears to be primarily driven by the description of that first job. The vast majority (91%) of alumni who continued working for an employer began their job in 2006 or earlier, whereas those who continued with an internship or began a new job started in 2007. On average, those who continued working for an employer began their job in 2002.

Not surprisingly, graduates of part-time (80%) and executive (85%) programs are significantly more likely than graduates of full-time programs (9%) to have started their first post-graduation job in 2006 or earlier. A third (34%) of the graduates from full-time programs began their job in the second quarter of 2007 and half began in the third quarter of 2007.

Similarly, older alumni are significantly more likely than younger alumni to have begun their job in 2006 or earlier. Younger alumni are more likely than older alumni to have started their job in the third quarter of 2007. Furthermore, alumni ages 27 and younger are more likely than older alumni to have started their job in the second quarter of 2007. Statistically, there are no differences in the timing of the first job by alumni gender, citizenship, or U.S. subgroup.

Timing of First Job (Class of 2007)*				
	Overall <i>n</i> = 651	Continued Working <i>n</i> = 238	Internship <i>n</i> = 87	New Job <i>n</i> = 326
4 th Qtr. 2007	2%	0%	5%	2%
3 rd Qtr. 2007	34%	2%	46%	55%
2 nd Qtr. 2007	24%	5%	33%	36%
1 st Qtr. 2007	4%	2%	5%	5%
2006 and earlier	36%	91%	11%	3%
Total	100%	100%	100%	100%
* $\chi^2 = 498.514$; <i>df</i> = 8; <i>p</i> ≤ .05				

Right Decision in Choice of First Job

Alumni in the class of 2007 who either continued working for an employer with whom they had an internship or started a new job after graduation were asked to indicate whether the job they took was the kind of job they were looking for. Two-thirds (65%) of the alumni report they definitely made the right decision in their choice of jobs. Another 31% feel they somewhat made the right decision. Only 4% feel they made the wrong decision in their choice of jobs.

The class of 2007, in addition to the classes of 2000 and 2004 through 2006, are significantly more likely than the classes of 2001 and 2002 to feel they definitely made the right decision in their choice of jobs. Alumni from the United States (70%) are significantly more likely than alumni from Asia (47%) to feel they definitely made the right decision in their choice of jobs.

There are no statistical differences by program type, gender, age, or U.S. subgroup in alumni perceptions of their decision about job choice.

Right Decision in Choice of First Job (Class of 2007)	
	Percentage <i>n</i> = 412
Yes, definitely	65%
Yes, somewhat	31%
No	4%
Total	100%

Right Decision in Choice of First Job, by Graduation Year*								
	2000 <i>n</i> = 329	2001 <i>n</i> = 584	2002 <i>n</i> = 530	2003 <i>n</i> = 774	2004 <i>n</i> = 737	2005 <i>n</i> = 570	2006 <i>n</i> = 525	2007 <i>n</i> = 412
Yes, definitely	64%	52%	45%	55%	61%	62%	65%	65%
Yes, somewhat	29%	39%	45%	38%	34%	33%	33%	31%
No	6%	9%	10%	7%	5%	5%	2%	4%
Total	100%	100%	100%	100%	100%	100%	100%	100%
Data for the classes of 2000, 2001, 2002, 2003, 2004, 2005, and 2006 are taken from past alumni surveys. * $\chi^2 = 94.757$; <i>df</i> = 14; <i>p</i> ≤ .05								

Graduate Business Degree Essential for First Job

Alumni in the class of 2007 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.” More than half (55%) of the alumni in the class of 2007 feel that they could not have obtained their job without having first obtained a graduate business degree. Not surprisingly, alumni who obtained their first job through an on-campus interview are more likely than other alumni to feel that their graduate business degree was instrumental in obtaining their first job.

The classes of 2001 through 2003 are less likely than all other graduating classes to consider a graduate business degree essential in obtaining their first job after graduation. On average, men are significantly more likely than women to consider a graduate business degree an essential element in their ability to obtain their first job after graduation. Alumni ages 28 to 34 are more likely than younger and older alumni to consider a graduate business degree an essential element in their ability to obtain their first job after graduation, on average. Statistically, there are no differences in the perception that a graduate business degree was essential in obtaining their first job by alumni program type, citizenship, or U.S. subgroup.

Graduate Business Degree Essential for First Job (Class of 2007)	
	Percentage <i>n</i> = 412
Strongly agree	55%
Somewhat agree	23%
Neither agree nor disagree	8%
Somewhat disagree	7%
Strongly disagree	7%
Total	100%

Graduate Business Degree Essential for First Job, by Graduation Year*		
	n	Mean
2000	332	.98
2001	607	.57
2002	564	.46
2003	1085	.62
2004	1432	1.12
2005	1095	1.23
2006	1093	1.15
2007	772	1.12

Data for the classes of 2000, 2001, 2002, 2003, 2004, 2005, and 2006 are taken from past alumni surveys.
Scale: 2 = Strongly agree; 1 = Somewhat agree; 0 = Neither; -1 = Somewhat disagree; -2 = Strongly disagree
*Comparison of means with Bonferroni corrections, $p \leq .05$.

Salary and Other Compensation

Alumni who either had an internship that led to their first job or began a new job after graduation were asked to report their starting salary and other first-year compensation. On average, the graduating class of 2007 earned \$79,162 plus \$16,450 in additional compensation for their first job after graduation. Statistically, the class of 2007 earned significantly more than the previous graduating classes in their first job after graduation, including the classes of 2001 through 2004.

There are too few alumni from executive programs who continued working in an internship or began to work a new job after graduation to evaluate statistical differences. There is no significant difference in the average starting salary of graduates among full-time or part-time programs.

Men report significantly higher starting salaries and additional compensation compared with women. On average, men's starting salaries are 12% greater than women's starting salaries. When accounting for age of the alumni, men and women ages 28 and older earned statistically the same amount, but among the alumni ages 27 and younger, men (\$67,944) earn significantly more than women (\$60,120). Overall, older alumni report higher starting salaries compared with younger alumni, and alumni ages 28 to 34 report higher additional compensation compared with all other alumni. European alumni report significantly higher earnings compared with alumni from Asia and the United States.

Alumni who received their first job through an on-campus interview (\$85,927) earn significantly more than all other alumni (\$74,460), on average. On the other hand, alumni who obtained their job through an Internet search (\$68,328) earn significantly less than all other alumni (\$80,804), on average.

Starting Salary and Other First-Year Compensation (Class of 2007)		
	Starting Salary <i>n</i> = 413	Other Compensation <i>n</i> = 413
Lower 95% confidence interval	\$76,490	\$14,305
Mean	\$79,162	\$16,450
Upper 95% confidence interval	\$81,833	\$18,596

Starting Salary, by Graduation Year		
	<i>n</i>	Starting Salary*
2000	211	\$76,366
2001	263	\$72,081
2002	262	\$66,904
2003	335	\$71,112
2004	722	\$70,667
2005	562	\$77,970
2006	506	\$78,095
2007	403	\$79,162
*Comparison of means with Bonferroni corrections, $p \leq .05$.		

Starting Salary, by Gender			
	<i>n</i>	Starting Salary*	Other Compensation**
Men	291	\$81,580	\$18,597
Women	112	\$72,878	\$10,873
*t = 2.895, df = 401, $p \leq .05$.			
**t = 3.207, df = 401, $p \leq .05$.			

Starting Salary, by Age			
	<i>n</i>	Starting Salary*	Other Compensation*
27 and younger	150	\$65,231	\$12,185
28 to 34	212	\$88,012	\$19,961
35 and older	41	\$84,361	\$13,903
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Starting Salary, by Citizenship			
	<i>n</i>	Starting Salary*	Other Compensation
Asia	58	\$71,209	\$10,784
United States	235	\$77,697	\$16,775
Canada	24	\$76,060	\$9,315
Latin America	24	\$88,146	\$25,521
Europe	54	\$92,244	\$21,441
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Starting Salary, by Method of Finding Job		
	<i>n</i>	Starting Salary*
On-campus interview	115	\$85,927
Job advertisement	27	\$79,800
Network of contacts	118	\$76,894
Job fair/forum	36	\$78,890
Internet search	56	\$68,328
*Comparison of means with Bonferroni corrections, $p \leq .05$.		

Current Job

This section of the report examines current employment status of all respondents at the time of the survey. Included in the analysis are employer characteristics, job characteristics, job satisfaction, promotions and satisfaction with career progress, skills and abilities used on the job, and salary and other compensation. Characteristics of self-employed respondents are also detailed in this section.

Current Employment Status

Alumni were asked to indicate their current employment status at the time of the survey. The vast majority of alumni are employed—88% are employed for an organization and 7% are self-employed. Additionally, 70% of the alumni working for organizations are still working for the same organization with whom they were first employed after graduation. Only 5% of the alumni were not working at the time of the survey.

Alumni from the class of 2007 are the least likely of the alumni, except those from the class of 2000, to be employed at the time of the survey. Not surprisingly, there is a significant correlation (Pearson $r = .395$; $p \leq .05$) between the year of graduation and whether the alumni is working for the employer with whom they were first employed after graduation—94% of the class of 2007 are working for the same employer compared with 80% of the class of 2006, 67% of the class of 2005, 55% of the class of 2004, 45% of the class of 2003, 49% of the class of 2002, 38% of the class of 2001, and 38% of the class of 2000.

Graduates of part-time (78%) and executive (82%) programs are more likely than graduates of full-time (65%) programs to be employed with the same employer they first had after graduation. Alumni of executive programs (11%) are nearly twice as likely as alumni from full-time (6%) and part-time (6%) programs to be self-employed, whereas alumni from full-time programs are significantly more likely than other graduates not be employed at the time of the survey.

Men are about twice as likely as women to be self-employed. Women are more likely than men not to be working at the time of the survey. However, men and women are equally likely to be employed with the same employer they worked for after graduation.

Alumni ages 28 to 34 are more likely than other alumni to be working for an employer, and alumni ages 35 and older are significantly more likely than younger alumni to be self-employed. Alumni 27 and younger (11%) are slightly more than twice as likely as older alumni to not be working at the time of the survey, but, among those who are working, younger alumni are more likely than older alumni to be with the same employer they had after graduation.

There are no statistical differences in the current employment status of alumni by citizenship or U.S. subgroup. However, whites (73%) are more likely than Asian Americans (59%) to still be working for the employer with whom they had their first job.

Current Employment Status	
	Percentage <i>n</i> = 2,856
Employed	88%
Self-employed	7%
Not currently employed	5%
Total	100%

Current Employment Status, by Graduation Year*								
	2000 <i>n</i> = 103	2001 <i>n</i> = 151	2002 <i>n</i> = 138	2003 <i>n</i> = 206	2004 <i>n</i> = 390	2005 <i>n</i> = 463	2006 <i>n</i> = 626	2007 <i>n</i> = 772
Employed	83%	89%	89%	91%	90%	92%	89%	83%
Self-employed	9%	9%	8%	8%	8%	6%	7%	4%
Not currently employed	8%	3%	3%	0%	2%	2%	4%	12%
Total	100%	100%	100%	100%	100%	100%	100%	100%
* $\chi^2 = 111.05$; <i>df</i> = 14; <i>p</i> ≤ .05								

Current Employment Status, by Program Type*			
	Full-Time <i>n</i> = 1,923	Part-Time <i>n</i> = 639	Executive <i>n</i> = 246
Employed	88%	91%	87%
Self-employed	6%	6%	11%
Not currently employed	7%	3%	2%
Total	100%	100%	100%
* $\chi^2 = 27.965$; <i>df</i> = 4; <i>p</i> ≤ .05			

Current Employment Status, by Gender*		
	Male <i>n</i> = 2,040	Female <i>n</i> = 809
Employed	88%	87%
Self-employed	7%	4%
Not currently employed	4%	9%
Total	100%	100%
* $\chi^2 = 31.844$; <i>df</i> = 2; <i>p</i> ≤ .05		

Current Employment Status, by Current Age*			
	27 and Younger <i>n</i> = 367	28 to 34 <i>n</i> = 1,507	35 and Older <i>n</i> = 974
Employed	84%	90%	86%
Self-employed	5%	5%	9%
Not currently employed	11%	5%	5%
Total	100%	100%	100%
* $\chi^2 = 43.247$; <i>df</i> = 4; <i>p</i> ≤ .05			

Respondents Currently Not Working

Alumni who are not working were asked to report the reasons why they are not working. Three-fifths (60%) of those not working indicate they are not working because they are unable to find a job they want. Additionally, 17% report they have recently moved, 15% state family reasons, and 15% are continuing their education.

As reported in the previous section, women are less likely than men to be employed at the time of the survey. Women (23%) are more than three times as likely than men (7%) to report they are not working because of family reasons. Considering that women are more likely to take a leave of absence from the workplace for family reasons, such as having a child, it is important to note that in April 2005, 80% of alumni indicate that having a graduate business degree would make it easier to return to the workforce after an absence¹. Women (24%) are also more likely than men (9%) to state that they had recently moved.

Primary Reasons Not Working	
	Percentage <i>n</i> = 144
Unable to find a job you want	60%
Have recently moved	17%
Family reasons	15%
Continuing your education	15%
Currently involved in an internship or work project	6%
Health reasons	1%
Military obligations	1%

¹ GMAC® (2005) MBA Alumni Perspectives Survey. Graduate Management Admission Council®.

Length of Time in Current Job

On average, alumni have been employed with their current employer for three years. However, about a third of alumni have been with their current employer for less than a year and a third has been working for their employer from one year to less than three years. Additionally, about one in five (21%) alumni have been with their employer from three to less than seven years, and 13% have been working for the same employer for seven years or longer.

Not surprisingly, alumni who have been out of school for a longer length of time have been employed with their current employer for a longer length of time.

Graduates of executive programs have worked with their current employer longer than all other employed respondents, and graduates of part-time programs have worked for their employer longer than graduates of full-time programs.

Men (3.1 years) are slightly, yet significantly more likely than women (2.8 years) to have worked for a longer length of time with their current employer.

Not surprisingly, older alumni have been employed with their current employer for a longer length of time compared with younger alumni. On average, alumni ages 35 and older have worked for their current employer for 4.5 years. Alumni ages 28 to 34 have worked with their current employer for 2.4 years, and alumni 27 and younger have worked with their current employer for 1.3 years, on average.

There are no statistical differences in the length of time alumni have been in their current job by citizenship or U.S. subgroup.

Length of Time in Current Job	
	Percentage <i>n</i> = 2,493
Less than 1 year	34%
1 year, but less than 3 years	32%
3 years, but less than 7 years	21%
7 years or longer	13%
Total	100%
Mean	3.0

Length of Time in Current Job, by Graduation Year								
	2000 <i>n</i> = 86	2001 <i>n</i> = 134	2002 <i>n</i> = 123	2003 <i>n</i> = 188	2004 <i>n</i> = 349	2005 <i>n</i> = 426	2006 <i>n</i> = 554	2007 <i>n</i> = 629
Less than 1 year	23%	20%	20%	21%	20%	21%	28%	66%
1 year, but less than 3 years	21%	22%	25%	29%	35%	55%	46%	9%
3 years, but less than 7 years	26%	44%	39%	41%	33%	10%	14%	14%
7 years or longer	30%	13%	15%	9%	12%	14%	13%	10%
Total	100%	100%	100%	100%	100%	100%	100%	100%
Mean*	4.7	4.7	4.3	3.2	3.4	3.0	2.8	2.0

*Comparison of means with Bonferroni corrections, $p \leq .05$.

Current Employment Status, by Program Type			
	Full-Time <i>n</i> = 1,671	Part-Time <i>n</i> = 576	Executive <i>n</i> = 211
Less than 1 year	41%	20%	18%
1 year, but less than 3 years	37%	22%	21%
3 years, but less than 7 years	19%	28%	24%
7 years or longer	3%	30%	37%
Total	100%	100%	100%
Mean*	1.9	5.1	5.7

*Comparison of means with Bonferroni corrections, $p \leq .05$.

Employer Characteristics

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

Location of Employment

Employed alumni were asked to indicate whether they are working inside or outside their country of citizenship. Overall, the majority (81%) are working within their country of citizenship. Among the alumni working outside their country of citizenship, more than half (52%) are working in the United States or Canada, 30% are working in Europe, and 14% are working in Asia. The top five countries in which alumni working outside their country of citizenship are employed include the United States (44%), the United Kingdom (13%), Canada (8%), Singapore (4%), and Switzerland (3%). Additionally, about 2% of the alumni are working in each of the following locations: Australia, China, Germany, Hong Kong, Japan, the Netherlands, and Spain.

Graduates of full-time programs are the most likely of the alumni to report working outside their country of citizenship, but graduates of executive programs are more likely than graduates of part-time programs to be working outside their country of citizenship.

Men (20%) are slightly, yet significantly more likely than women (15%) to report working outside their country of citizenship.

Alumni ages 28 to 34 (21%) are significantly more likely than younger alumni (14%) to be working outside their country of citizenship.

Alumni from Asia, Latin America, and Europe are more likely than alumni from the United States and Canada to work outside their country of citizenship. However, alumni from Canada are more likely than alumni from the United States to work outside their country of citizenship, and alumni from Asia are more likely than European alumni to work outside their country of citizenship.

A third (34%) of all Asian alumni works in the United States and 7% work in Europe. About one in ten (11%) Canadian alumni works within the United States. Among Latin American alumni, 26% work in the United States, 10% work in Canada, and 6% work in the United Kingdom. One in five (20%) of the European alumni work with the European Union, but not in their country of citizenship, 13% work in the United States, and 5% work in Asia.

Statistically, there are no differences by graduation year in the percentage of alumni working outside their country of citizenship.

Location of Employment	
	Percentage <i>n</i> = 2,464
Work in country of citizenship	81%
Work outside country of citizenship	19%
Total	100%

Regions of the World (Alumni Working Outside Country of Citizenship)	
	Percentage <i>n</i> = 2,464
United States and Canada	52%
Europe	30%
Asia	14%
Middle East and Africa	3%
Latin America	1%
Total	100%

Regions of the World, by Program Type*			
	Full-Time <i>n</i> = 1,664	Part-Time <i>n</i> = 565	Executive <i>n</i> = 201
Work in country of citizenship	77%	93%	88%
Work outside country of citizenship	23%	7%	12%
Total	100%	100%	100%
* $\chi^2 = 81.529$; <i>df</i> = 2; <i>p</i> ≤ .05			

Regions of the World, by Citizenship*					
	Asia <i>n</i> = 284	United States <i>n</i> = 1,543	Canada <i>n</i> = 151	Latin America <i>n</i> = 114	Europe <i>n</i> = 320
Work in country of citizenship	46%	96%	83%	46%	58%
Work outside country of citizenship	54%	4%	17%	54%	42%
Total	100%	100%	100%	100%	100%
* $\chi^2 = 671.360$; <i>df</i> = 4; <i>p</i> ≤ .05					

Scope of Organization

Alumni were asked to indicate whether their current employing organization has a primarily local, regional, national, or multinational focus. About three-fifths (63%) report a multinational focus for their current organization and 22% state their organization has a national focus. Additionally, 9% have a regional focus, and only 5% have a local focus.

Graduates of part-time programs are significantly more likely than graduates of full-time and executive programs to work for an organization with a local or regional focus. On the other hand, graduates of full-time and executive programs are more likely than graduates of part-time programs to work for an organization with a multinational focus.

Alumni ages 28 to 34 are more likely than younger alumni to work for an organization with a multinational focus.

Alumni from Asia, the United States, and Canada are more likely than European alumni to work for a regional organization. European alumni, on the other hand, are more likely than alumni from Asia, the United States, and Canada to work for a multinational organization. Alumni from the United States are more likely than European alumni to work for a national organization, and alumni from Latin America are more likely than alumni from the United States to work for a multinational organization.

Statistically, there are no differences in the scope of the organization in which alumni are employed by graduation year, gender, and U.S. subgroup.

Scope of Organization	
	Percentage <i>n</i> = 2,464
Local	5%
Regional	9%
National	22%
Multinational	63%
Total	100%

Scope of Organization, by Program Type *			
	Full-Time <i>n</i> = 1,664	Part-Time <i>n</i> = 565	Executive <i>n</i> = 201
Local	5%	8%	4%
Regional	8%	13%	8%
National	21%	24%	22%
Multinational	66%	55%	66%
Total	100%	100%	100%
* χ^2 = 31.450; df = 6; <i>p</i> ≤ .05			

Scope of Organization, by Current Age *			
	27 and Younger <i>n</i> = 303	28 to 34 <i>n</i> = 1,346	35 and Older <i>n</i> = 811
Local	5%	5%	7%
Regional	13%	9%	9%
National	25%	22%	21%
Multinational	57%	65%	63%
Total	100%	100%	100%
* χ^2 = 13.101; df = 6; <i>p</i> ≤ .05			

Regions of the World, by Citizenship *					
	Asia <i>n</i> = 284	United States <i>n</i> = 1,543	Canada <i>n</i> = 151	Latin America <i>n</i> = 114	Europe <i>n</i> = 320
Local	5%	6%	3%	4%	3%
Regional	10%	11%	13%	4%	4%
National	21%	23%	23%	17%	16%
Multinational	64%	60%	61%	75%	77%
Total	100%	100%	100%	100%	100%
* χ^2 = 50.917; df = 12; <i>p</i> ≤ .05					

Size of Organization

Alumni were asked to specify the number of individuals employed at all locations of their organization and at the location in which they are employed. Not surprisingly, there is a statistically significant correlation (Pearson's $r = .354$, $p \leq .05$) between the size of the organization and the scope of the organization—larger organizations tend to be multinational and smaller organizations tend to be local in scope.

Overall, one in five (20%) alumni work for an organization with fewer than 250 employees, 18% work for an organization with 250 to 2,499 employees, and 28% work for an organization with 2,500 to 24,999 employees. About a third (34%) of the alumni works for an organization with 25,000 or more employees. However, 44% of the alumni work at a location with fewer than 250 employees.

Graduates of full-time and executive programs are more likely than graduates of part-time programs to work for an organization with 25,000 employees or more, which is not surprising considering these alumni are more likely to work for a multinational organization.

There is no significant difference by citizenship in the overall size of the organization for which alumni are employed. Yet, alumni from the United States, Canada, and Europe are more likely than alumni from Asia to work at a location with fewer than 250 employees. Also, alumni from Asia are more likely than Canadian alumni to work at a location with 2,500 to 24,999 employees.

Statistically, there are no differences in the size of the organization for which alumni are employed by graduation year, gender, age, or U.S. subgroup.

Size of Organization		
	All Locations <i>n</i> = 2,433	At Alumni's Location <i>n</i> = 2,448
Fewer than 250	20%	44%
250 to 2,499	18%	35%
2,500 to 24,999	28%	20%
25,000 or more	34%	2%
Total	100%	100%
Do not know excluded from the analysis.		

Industry

Alumni were asked to identify the industry for which they are currently employed. About a fifth of the alumni work in the finance/accounting (21%) or products/services (21%) industries. Another 15% work in the consulting industry, 14% in the technology industry, and 9% work in the nonprofit/government industry. In addition, 8% work in manufacturing, 8% work in healthcare, and 4% work in the energy/utilities industry.

Graduates of full-time programs are more likely than graduates of part-time programs to work in consulting, and full-time graduates are more likely than all other graduates to work in the

finance/accounting industry. Graduates of part-time and executive programs are more likely than graduates of full-time programs to work in manufacturing. Executive graduates are more likely than full-time graduates to work in technology, and part-time graduates are more likely than full-time graduates to work in the nonprofit/government industry.

Men are more likely than women to work in the following industries: energy/utilities, finance/accounting, technology, and manufacturing. Women are more likely than men to work in the healthcare, nonprofit/government, and products/services industries.

Alumni ages 28 to 34 are more likely than older alumni to work in consulting, and alumni ages 34 and younger are more likely than older alumni to work in finance/accounting. Additionally, alumni ages 28 to 34 are less likely than all other alumni to work in nonprofit/government. Alumni ages 35 and older are more likely than younger alumni to work in the manufacturing industry and more likely than alumni ages 28 to 34 to work in technology.

European alumni are more likely than alumni from the United States to work in the consulting industry. Alumni from the United States are more likely than Canadian alumni to work in manufacturing. Additionally, alumni from the United States and Canada are more likely than alumni from Asia and Europe to work in the nonprofit/government industry.

Statistically, there are no differences in the industry in which alumni are employed by graduation year and U.S. subgroup.

Industry	
	Percentage <i>n</i> = 2,460
Finance/Accounting	21%
Products/Services	21%
Consulting	15%
Technology	14%
Nonprofit/Government	9%
Manufacturing	8%
Healthcare	8%
Energy/Utilities	4%
Total	100%

Industry, by Program Type*			
	Full-Time <i>n</i> = 1,655	Part-Time <i>n</i> = 562	Executive <i>n</i> = 201
Finance/Accounting	23%	18%	14%
Products/Services	22%	20%	18%
Consulting	17%	10%	12%
Technology	12%	16%	20%
Nonprofit/Government	7%	12%	8%
Manufacturing	7%	10%	14%
Healthcare	7%	9%	9%
Energy/Utilities	4%	4%	4%
Total	100%	100%	100%
* $\chi^2 = 68.862$; <i>df</i> = 14; <i>p</i> ≤ .05			

Industry, by Gender*		
	Male <i>n</i> = 1,761	Female <i>n</i> = 689
Finance/Accounting	23%	18%
Products/Services	20%	25%
Consulting	16%	13%
Technology	15%	10%
Nonprofit/Government	6%	15%
Manufacturing	9%	6%
Healthcare	7%	10%
Energy/Utilities	5%	3%
Total	100%	100%
* $\chi^2 = 75.360$; <i>df</i> = 7; <i>p</i> ≤ .05		

Industry, by Current Age*			
	27 and Younger <i>n</i> = 302	28 to 34 <i>n</i> = 1,340	35 and Older <i>n</i> = 807
Finance/Accounting	24%	24%	17%
Products/Services	24%	21%	22%
Consulting	15%	17%	11%
Technology	9%	14%	15%
Nonprofit/Government	11%	7%	10%
Manufacturing	6%	6%	12%
Healthcare	6%	8%	8%
Energy/Utilities	4%	4%	5%
Total	100%	100%	100%
* $\chi^2 = 69.659$; <i>df</i> = 14; <i>p</i> ≤ .05			

Industry, by Citizenship*					
	Asia n = 278	United States n = 1,538	Canada n = 151	Latin America n = 114	Europe n = 320
Finance/Accounting	26%	20%	21%	21%	25%
Products/Services	18%	22%	19%	28%	21%
Consulting	16%	13%	18%	19%	20%
Technology	17%	13%	16%	10%	11%
Nonprofit/Government	3%	10%	12%	4%	5%
Manufacturing	8%	9%	2%	7%	8%
Healthcare	7%	9%	4%	4%	7%
Energy/Utilities	5%	4%	8%	6%	3%
Total	100%	100%	100%	100%	100%
* $\chi^2 = 80.264$; df =28; p \leq .05					

Current Job

This section of the report explores the job characteristics, including job function, job level, supervisory status, and budgetary authority, among alumni who are working.

Job Function

Slightly more than a quarter (27%) of alumni have finance/accounting positions and 22% have marketing/sales positions. Nearly one in five (17%) have consulting positions, 13% have general management positions, and 12% have operations/logistic positions. Additionally, 7% have IT/MIS positions, and 2% work in human resource job functions.

Graduates of full-time programs are more likely than graduates of part-time programs to have a consulting position, and full-time graduates are more likely than all other alumni to have finance/accounting positions. Graduates of part-time and executive programs are more likely than graduates of full-time programs to have positions in operations/logistics. Graduates of executive programs are more likely than graduates of full-time programs to have general management positions. Additionally, graduates of part-time programs are more likely than other alumni to have IT/MIS positions.

Men are more likely than women to have the following job positions: consulting, finance/accounting, and IT/MIS. Women are more likely than men to have marketing/sales and human resource positions.

Alumni ages 34 and younger are more likely than older alumni to have finance/accounting positions, and consulting positions are more likely to be held by alumni ages 28 to 34 compared with older alumni. Alumni ages 35 and older are more likely than alumni ages 28 to 34 to have positions in operations/logistics, but alumni ages 35 and older are more likely than younger alumni are to have general management positions.

European alumni are more likely than alumni from the United States to have consulting positions—the only significant difference by citizenship. Statistically, there are no differences in alumni job function by graduation year and U.S. subgroup.

Job Function	
	Percentage <i>n</i> = 2,419
Finance/Accounting	27%
Marketing/Sales	22%
Consulting	17%
General Management	13%
Operations/Logistics	12%
IT/MIS	7%
Human Resources	2%
Total	100%

Job Function, by Program Type*			
	Full-Time <i>n</i> = 1,631	Part-Time <i>n</i> = 559	Executive <i>n</i> = 196
Finance/Accounting	30%	22%	21%
Marketing/Sales	24%	20%	21%
Consulting	19%	11%	16%
General Management	12%	13%	19%
Operations/Logistics	9%	18%	16%
IT/MIS	5%	13%	5%
Human Resources	2%	3%	2%
Total	100%	100%	100%
* $\chi^2 = 118.115$; <i>df</i> = 12; <i>p</i> ≤ .05			

Job Function, by Gender*		
	Male <i>n</i> = 1,737	Female <i>n</i> = 680
Finance/Accounting	29%	24%
Marketing/Sales	19%	31%
Consulting	18%	14%
General Management	13%	11%
Operations/Logistics	12%	11%
IT/MIS	8%	4%
Human Resources	2%	5%
Total	100%	100%
* $\chi^2 = 70.143$; <i>df</i> = 6; <i>p</i> ≤ .05		

Job Function, by Current Age *			
	27 and Younger <i>n</i> = 296	28 to 34 <i>n</i> = 1,324	35 and Older <i>n</i> = 796
Finance/Accounting	33%	30%	21%
Marketing/Sales	21%	23%	21%
Consulting	15%	19%	14%
General Management	10%	11%	18%
Operations/Logistics	11%	9%	16%
IT/MIS	8%	6%	7%
Human Resources	2%	2%	3%
Total	100%	100%	100%
* $\chi^2 = 72.095$; <i>df</i> = 12; <i>p</i> ≤ .05			

Job Function, by Citizenship *					
	Asia <i>n</i> = 281	United States <i>n</i> = 1,511	Canada <i>n</i> = 147	Latin America <i>n</i> = 112	Europe <i>n</i> = 328
Finance/Accounting	28%	27%	20%	34%	28%
Marketing/Sales	22%	24%	23%	13%	20%
Consulting	19%	14%	22%	23%	23%
General Management	10%	13%	14%	13%	15%
Operations/Logistics	10%	13%	9%	9%	9%
IT/MIS	8%	7%	8%	4%	4%
Human Resources	2%	3%	4%	3%	2%
Total	100%	100%	100%	100%	100%
* $\chi^2 = 48.031$; <i>df</i> =24; <i>p</i> ≤ .05					

Job Level

Alumni were asked to report the number of levels between their current job position and the CEO/head of the organization. Overall, 6% of the alumni report that the question is not applicable because they work for a professional firm with managing partners. Among these alumni, 2% are managing partners, 13% are senior partners, 17% are junior partners, 38% are managers or senior managers, and 30% have four or more levels between their position and the managing partners. Among the alumni employed for organizations with a CEO or head of the organization, 1% is the CEO or head of the organization. Another 13% report directly to the CEO, 38% are two to three levels below the CEO or head of the organization, 34% have four to six levels between them, and 9% have seven or more levels between their current position and the CEO.

Two-thirds (66%) of alumni that report directly to the CEO are employed in organization with fewer than 250 employees. A fifth (21%) of these alumni are employed in organizations that have between 250 and 2,499 employees, 8% work for organization with between 2,500 and 24,999 employees, and 5% work with organizations that have 25,000 or more employees. Among the

alumni who have four or more levels between their position and the CEO, 58% work for organization with 25,000 or more employees, and 29% work for an organization with between 2,499 and 24,999 employees.

Older alumni are more likely to have higher-level positions within their organization compared with younger alumni.

Graduates of executive programs (19%) are more likely than graduates of part-time programs (11%) to report directly to the CEO—the only statistically significant difference by program type.

Women (12%) are more likely than men (8%) to have seven or more levels between their position and the CEO—the only statistically significant difference by gender.

European alumni are more likely than alumni from the United States to report to the CEO directly—the only statistically significant difference by citizenship.

Statistically, there are no differences by graduation year and U.S. subgroup in alumni job level.

Job Level	
	Percentage <i>n</i> = 2,326
CEO	1%
One level, I report to the CEO	14%
Two to three levels	40%
Four to six levels	36%
Seven or more levels	9%
Total	100%
Excludes alumni working for professional firms	

Job Level, by Current Age*			
	27 and Younger <i>n</i> = 282	28 to 34 <i>n</i> = 1,246	35 and Older <i>n</i> = 794
CEO	0%	<1%	2%
One level, I report to the CEO	13%	12%	18%
Two to three levels	32%	41%	42%
Four to six levels	38%	38%	33%
Seven or more levels	17%	9%	6%
Total	100%	100%	100%
* $\chi^2 = 71.001$; <i>df</i> = 8; <i>p</i> ≤ .05			

Number of Direct Reports

Alumni were asked to specify the number of employees who report directly to them. Forty-seven percent of alumni report having direct reports, with eight direct reports per each alumnus, on average. About one in five (21%) alumni have one to three direct reports (mean = 2), 16% have four to ten direct reports (mean = 6), 6% have eleven to thirty direct reports (mean = 18), and 4% have more than thirty direct reports (mean = 140). Recent graduates are more likely to have fewer direct reports compared with graduates who completed their business degrees earlier, but graduates of executive programs have significantly more direct reports compared with all other alumni.

Men have significantly more direct reports compared with women, and women (59%) are slightly, yet significantly more likely than men (51%) to indicate they have no direct reports in their current position. Older alumni tend to have a greater number of direct reports compared with younger alumni.

Alumni in the manufacturing industry (mean = 18) have significantly more direct reports compared with alumni in the consulting (mean = 4) or finance/accounting (mean = 4) industries. Alumni in general management (mean = 27) and operations/logistics (mean = 13) positions have significantly more direct reports compared with alumni in all other job functions. Statistically, there are no differences in the number of direct report by citizenship or U.S. subgroup.

Number of Direct Reports	
	Percentage <i>n</i> = 2,470
No direct reports	53%
One to three	21%
Four to ten	16%
Eleven to thirty	6%
More than thirty	4%
Total	100%
Mean	7.8

Number of Direct Reports, by Graduation Year*								
	2000 <i>n</i> = 84	2001 <i>n</i> = 129	2002 <i>n</i> = 122	2003 <i>n</i> = 183	2004 <i>n</i> = 345	2005 <i>n</i> = 421	2006 <i>n</i> = 548	2007 <i>n</i> = 635
No direct reports	44%	36%	38%	43%	47%	50%	57%	65%
One to three	25%	18%	25%	26%	25%	23%	23%	15%
Four to ten	14%	30%	26%	19%	17%	18%	12%	11%
Eleven to thirty	11%	11%	5%	7%	6%	6%	5%	6%
More than thirty	6%	5%	7%	6%	5%	3%	3%	3%
Total	100%	100%	100%	100%	100%	100%	100%	100%
Mean	6.0	6.7	14.5	7.1	10.3	11.4	5.9	5.2
* $\chi^2 = 116.165$; <i>df</i> = 28; <i>p</i> ≤ .05								

Number of Direct Reports, by Program Type*			
	Full-Time <i>n</i> = 1,666	Part-Time <i>n</i> = 567	Executive <i>n</i> = 203
No direct reports	58%	47%	32%
One to three	22%	21%	17%
Four to ten	14%	18%	25%
Eleven to thirty	4%	9%	15%
More than thirty	2%	5%	11%
Total	100%	100%	100%
Mean**	5.3	8.2	27.0
* $\chi^2 = 135.463$; <i>df</i> = 8; <i>p</i> ≤ .05 **Comparison of means with Bonferroni corrections, <i>p</i> ≤ .05.			

Number of Direct Reports, by Gender*		
	Male <i>n</i> = 1,771	Female <i>n</i> = 696
No direct reports	51%	59%
One to three	20%	23%
Four to ten	18%	11%
Eleven to thirty	7%	4%
More than thirty	4%	2%
Total	100%	100%
Mean	8.6	5.9
* $\chi^2 = 34.107$; <i>df</i> = 4; <i>p</i> ≤ .05		

Number of Direct Reports, by Current Age*			
	27 and Younger <i>n</i> = 304	28 to 34 <i>n</i> = 1,348	35 and Older <i>n</i> = 814
No direct reports	75%	56%	40%
One to three	16%	24%	18%
Four to ten	5%	13%	25%
Eleven to thirty	3%	5%	10%
More than thirty	1%	2%	8%
Total	100%	100%	100%
Mean**	2.0	4.0	16.4
* $\chi^2 = 215.742$; <i>df</i> = 8; <i>p</i> ≤ .05 **Comparison of means with Bonferroni corrections, <i>p</i> ≤ .05.			

Budget Responsibility

Alumni were asked to indicate whether they have budgetary responsibilities in their current job, and, if so, the size of the budget they currently manage. Overall, 38% of alumni have budgetary responsibilities in their current job, with each of these alumni responsible for managing a budget of nearly \$31 million.

Not surprisingly, the longer an alumni has been out of school, the more likely he or she is to have budget responsibility. Graduates from the class of 2001 are more likely than graduates from the classes of 2004 through 2007 to have budgetary responsibility. However, among alumni with budgetary responsibility, there is no difference in the size of the budget by graduation year.

Graduates of executive programs (62%) are more likely than other graduates to have budgetary responsibilities, and graduates of part-time programs (44%) are more likely than graduates of full-time programs (33%) to have budgetary responsibilities. However, among alumni with budgetary responsibility, there is no difference in the size of the budget by program type.

Older alumni are more likely to have budgetary responsibility; 52% of alumni ages 35 and older have budgetary responsibilities compared with 33% of alumni ages 28 to 34 and 24% of alumni ages 27 and younger. However, among alumni with budgetary responsibility, there is no difference in the size of the budget by age.

Alumni employed in the energy/utilities (45%), healthcare (50%), technology (42%), manufacturing (50%), nonprofit/government (48%), and products/services (49%) industries are more likely than alumni employed in the consulting (20%) and finance/accounting (23%) industries to have budgetary responsibilities. However, among alumni with budgetary responsibility, there is no difference in the size of the budget by industry.

Graduates employed in general management positions (65%) are more likely than all other alumni to have budgetary responsibilities. Additionally, graduates employed in marketing/sales positions (49%) are more likely than those employed in consulting (22%), finance/accounting (27%), and IT/MIS (32%) positions to have budgetary responsibilities. Furthermore, graduates in operations/logistics positions (43%) are more likely than those employed in consulting and finance/accounting positions to have budgetary responsibilities. Among those with budgetary responsibilities, alumni employed in finance/accounting positions report a significantly higher budget (\$78,579,217) compared with all other alumni with budgetary responsibilities.

Statistically, there are no differences by gender, citizenship, or U.S. subgroup in the percentage of alumni with budgetary responsibility or in the size of the budget managed.

Budgetary Responsibility	
	Percentage <i>n</i> = 2,470
Yes	38%
No	62%
Total	100%
Size of Budget (US\$)	<i>n</i> = 916
Lower 95% confidence interval	\$24,190,988
Mean	\$30,632,192
Upper 95% confidence interval	\$37,073,395

Number of Direct Reports, by Graduation Year*								
	2000 <i>n</i> = 84	2001 <i>n</i> = 129	2002 <i>n</i> = 122	2003 <i>n</i> = 183	2004 <i>n</i> = 345	2005 <i>n</i> = 421	2006 <i>n</i> = 548	2007 <i>n</i> = 635
Percentage with budgetary responsibility	44%	55%	46%	45%	38%	39%	34%	34%
<i>n</i>	36	70	55	77	130	160	182	204
Mean	\$22,444,028	\$39,720,257	\$25,854,909	\$38,956,221	\$28,243,982	\$24,972,413	\$33,339,220	\$30,947,420
* $\chi^2 = 32.879$; <i>df</i> = 7; <i>p</i> ≤ .05								

Job Satisfaction

This section of the report explores alumni satisfaction with their current job, including whether they made the right decision in taking their current job, whether their current job measures up to what they expected when they first sought the job, whether they would take the same job knowing what they know now, and whether they would recommend their current job.

Right Decision in Job Choice

Alumni were asked to specify whether the job they took was the kind of job they were looking for. Nearly three-fifths (58%) of the alumni report they definitely made the right decision in their choice of jobs, and 37% report they somewhat made the right decision. Only 4% report they did not make the right decision in their choice of jobs.

The class of 2007 (65%) is more likely than the class of 2001 (49%) to feel they definitely made the right decision in their choice of jobs—the only significant difference by graduation year.

Alumni from the United States and Europe are more likely than alumni from Asia to feel they definitely made the right decision in their current job.

Statistically, there are no differences in alumni perceptions about the decision to take their current job by program type, gender, age, U.S. subgroup, industry, and job function.

Right Decision in Job Choice	
	Percentage <i>n</i> = 2,284
Yes, definitely	58%
Yes, somewhat	37%
No	4%
Total	100%

Job Function, by Citizenship*					
	Asia <i>n</i> = 265	United States <i>n</i> = 1,420	Canada <i>n</i> = 140	Latin America <i>n</i> = 112	Europe <i>n</i> = 295
Yes, definitely	48%	61%	51%	58%	61%
Yes, somewhat	47%	35%	42%	38%	36%
No	5%	4%	6%	4%	2%
Total	100%	100%	100%	100%	100%
* $\chi^2 = 21.771$; <i>df</i> =8; <i>p</i> ≤ .05					

Does Job Measure Up

Alumni were asked to state whether their current job measures up to the sort of job they wanted when they took it. About half report that their current job is very much like the job they wanted and 41% state that it is somewhat like the job they wanted. Only 8% state that their job is not very much like the one they wanted when they took it.

Graduates of full-time and executive programs are more likely than graduates of part-time programs to consider their job very much like the one they wanted, whereas graduates of part-time programs are more likely than other graduates to state their current job is somewhat like or not very much like to one they wanted. Yet, there is no significant difference in this area among those who started a new job by program type. Among those who still work for the employer they were with after graduation, graduate of full-time and executive programs are more likely than graduates of part-time programs to consider their job very much like the one they wanted.

Men are slightly, yet significantly, more likely than women to consider their current job very much like the one they wanted, and women are more likely than men to feel their current job is not very much like the one they wanted.

Graduates in consulting positions (54%) are more likely than those in IT/MIS positions (40%) to feel their current job is very much like the one they wanted. Additionally, graduates in finance/accounting positions (55%) are more likely than those in marketing/sales (49%) and IT/MIS positions to feel their current job is very much like the one they wanted.

Statistically, there are no differences by graduation year, age, citizenship, and U.S. subgroup in alumni perceptions as to whether their current job measures up to the job they wanted.

Does Job Measure Up To the Sort of Job You Wanted When You Took It?	
	Percentage <i>n</i> = 2,483
Very much	51%
Somewhat	41%
Not very much	8%
Total	100%

Does Job Measure Up To the Sort of Job You Wanted When You Took It?, by Program Type*			
	Full-Time <i>n</i> = 1,673	Part-Time <i>n</i> = 571	Executive <i>n</i> = 204
Very much	53%	43%	53%
Somewhat	40%	46%	40%
Not very much	7%	11%	6%
Total	100%	100%	100%
* $\chi^2 = 19.318$; <i>df</i> = 4; <i>p</i> ≤ .05			

Does Job Measure Up To the Sort of Job You Wanted When You Took It?, by Gender*		
	Male <i>n</i> = 1,780	Female <i>n</i> = 700
Very much	52%	46%
Somewhat	40%	44%
Not very much	7%	10%
Total	100%	100%
* $\chi^2 = 9.359$; <i>df</i> = 2; <i>p</i> ≤ .05		

Reflection of Job Choice

Alumni were asked to specify whether—knowing what they now know—they would take their current job if they had to decide all over again. More than two-thirds (69%) would take the same job without hesitation, but more than a quarter (27%) would have second thoughts about taking the same job and 4% would definitely not take the same job.

Graduates from the class of 2007 are more likely than those who graduated in 2005 and 2006 to report they would decide to take the same job without hesitation.

Men are more likely than women to decide to take their job without hesitation, and women are more likely than men to have second thoughts about taking the same job.

Alumni ages 28 to 34 are less likely than younger and older alumni to report that they would definitely not take the same job. Statistically, there are no differences in the reflection of job choice by program type, citizenship, and U.S. subgroup.

Reflection of Job Choice	
	Percentage <i>n</i> = 2,485
I would decide without hesitation to take the same job	69%
I would have second thoughts	27%
I would decide definitely not to take the same job	4%
Total	100%

Reflection of Job Choice, by Graduation Year*								
	2000 <i>n</i> = 84	2001 <i>n</i> = 130	2002 <i>n</i> = 122	2003 <i>n</i> = 185	2004 <i>n</i> = 347	2005 <i>n</i> = 422	2006 <i>n</i> = 550	2007 <i>n</i> = 642
I would decide without hesitation to take the same job	64%	61%	73%	74%	73%	65%	64%	74%
I would have second thoughts	33%	36%	25%	24%	26%	32%	31%	21%
I would decide definitely not to take the same job	2%	3%	2%	2%	1%	3%	5%	5%
Total	100%	100%	100%	100%	100%	100%	100%	100%
* $\chi^2 = 43.449$; <i>df</i> = 14; <i>p</i> ≤ .05								

Reflection of Job Choice, by Gender*		
	Male <i>n</i> = 1,781	Female <i>n</i> = 701
I would decide without hesitation to take the same job	71%	65%
I would have second thoughts	26%	31%
I would decide definitely not to take the same job	3%	4%
Total	100%	100%
* $\chi^2 = 8.930$; <i>df</i> = 2; <i>p</i> ≤ .05		

Reflection of Job Choice, by Current Age*			
	27 and Younger <i>n</i> = 308	28 to 34 <i>n</i> = 1,355	35 and Older <i>n</i> = 818
I would decide without hesitation to take the same job	71%	70%	67%
I would have second thoughts	23%	28%	28%
I would decide definitely not to take the same job	6%	3%	5%
Total	100%	100%	100%
* $\chi^2 = 12.376$; <i>df</i> = 4; <i>p</i> ≤ .05			

Job Recommendation

Alumni were asked to indicate whether they would recommend a similar job with their employer to a good friend. Nearly three-quarters (73%) would strongly recommend the job, but about a quarter (24%) would have some doubts about recommending a job. Only 3% would strongly advise against a similar job with their employer to a good friend.

Graduates of the class of 2007 (78%) are more likely than graduates from the class of 2001 (63%) to strongly recommend a job. Conversely, graduates from the class of 2000 and 2001 are more likely than those in the class of 2007 to have doubts about recommending a job.

Graduates of full-time programs are more likely than graduates of part-time programs to report they would strongly recommend a similar job to a good friend. On the other hand, graduates of part-time programs are more likely than those from full-time programs to have doubts or strongly advise against the same sort of job with their employer.

Men are more likely than women to report they would strongly recommend a job to a good friend. On the other hand, women are more likely than men to have doubts or to strongly advise against the same sort of job with their employer.

Alumni ages 34 and younger are more likely than older alumni to strongly recommend a job with their employer. Similarly, alumni ages 35 and older are more likely than younger alumni to have doubts or to strongly advise against the same sort of job with their employer.

Alumni in consulting and finance/accounting positions are more likely than those in IT/MIS to strongly recommend a job. Alumni in operations/logistics and IT/MIS are more likely than those in consulting to strongly advise against a job.

Statistically, there are no differences for job recommendation by citizenship.

Job Recommendation	
	Percentage <i>n</i> = 2,485
Strongly recommend	73%
Have doubts about recommending	24%
Strongly advise against	3%
Total	100%

Job Recommendation, by Graduation Year*								
	2000 <i>n</i> = 84	2001 <i>n</i> = 130	2002 <i>n</i> = 122	2003 <i>n</i> = 185	2004 <i>n</i> = 347	2005 <i>n</i> = 422	2006 <i>n</i> = 550	2007 <i>n</i> = 642
Strongly recommend	63%	63%	70%	77%	74%	71%	70%	78%
Have doubts about recommending	35%	32%	26%	22%	25%	25%	26%	19%
Strongly advise against	2%	5%	3%	2%	1%	4%	3%	4%
Total	100%	100%	100%	100%	100%	100%	100%	100%
* $\chi^2 = 31.603$; <i>df</i> = 14; <i>p</i> ≤ .05								

Job Recommendation, by Program Type*			
	Full-Time <i>n</i> = 1,674	Part-Time <i>n</i> = 572	Executive <i>n</i> = 204
Strongly recommend	75%	66%	74%
Have doubts about recommending	23%	28%	23%
Strongly advise against	2%	6%	3%
Total	100%	100%	100%
* $\chi^2 = 28.215$; <i>df</i> = 4; <i>p</i> ≤ .05			

Job Recommendation, by Gender*		
	Male <i>n</i> = 1,781	Female <i>n</i> = 701
Strongly recommend	75%	66%
Have doubts about recommending	22%	29%
Strongly advise against	3%	4%
Total	100%	100%
* $\chi^2 = 21.146$; <i>df</i> = 2; <i>p</i> ≤ .05		

Job Recommendation, by Current Age*			
	27 and Younger n = 308	28 to 34 n = 1,355	35 and Older n = 818
Strongly recommend	77%	75%	68%
Have doubts about recommending	21%	23%	28%
Strongly advise against	2%	3%	4%
Total	100%	100%	100%
* $\chi^2 = 18.261$; df = 4; $p \leq .05$			

Job Recommendation, by Graduation Year*							
	M n = 542	O n = 280	C n = 404	GM n = 309	FA n = 663	HR n = 59	IT n = 162
Strongly recommend	74%	68%	77%	68%	77%	68%	62%
Have doubts about recommending	22%	28%	23%	28%	21%	31%	33%
Strongly advise against	4%	5%	1%	4%	2%	2%	5%
Total	100%	100%	100%	100%	100%	100%	100%
* $\chi^2 = 35.997$; df = 12; $p \leq .05$ M = marketing/sales; O = operations/logistics; C = consulting; GM = general management; FA = finance/accounting; HR = human resources; IT = IT/MIS							

Career Advancement

This section of the report explores alumni career advancement in terms of promotions and satisfaction with their career progression.

Promotions

Alumni were asked to indicate whether they received a promotion on their current job, and, if so, the number of promotions they have received and the number involving a change in job title and a pay raise. Overall, 46% of the alumni have received a promotion since they began working in their current job. On average, alumni have received two promotions with their company, including 1.7 promotions with a change in job title and two that involved a pay raise.

Not surprisingly, the more time that has passed since graduation, the more likely the alumni have received a promotion. However, among alumni who have received a promotion, there are no statistically significant differences in the average number of promotions received by graduation year.

Graduates of part-time and executive programs are significantly more likely than graduates of full-time programs to have received a promotion, which is not surprising considering they have been working at the company longer. Graduates of executive programs received statistically more promotions at their company and a greater number of promotions that involved a change in job title than all other graduates. Additionally, graduates of part-time programs received statistically more promotions at their company and a greater number of promotions that involved a change in job title

than graduates of full-time programs. Graduates of executive and part-time programs received more promotions that involved a pay raise compared with graduates of full-time programs.

Alumni ages 28 and older are more likely than younger alumni to have received a promotion. Additionally, alumni ages 35 and older have received significantly more promotions at their company and more promotions that involved a change in job title and pay raise than younger alumni.

Alumni working in the manufacturing industry (56%) are more likely than those working in the consulting industry (40%) to have received a promotion. However, among alumni who have received a promotion, there are no statistically significant differences in the average number of promotions received by industry of employment.

Alumni with general management positions (54%) are more likely than those with marketing/sales positions (42%) to have received a promotion, and alumni in general management positions received significantly more promotions involving a change in job title compared with alumni in consulting or finance/accounting positions. Alumni in operations/logistics positions received significantly more promotion at their company compared with alumni in consulting or finance/accounting positions, and alumni working in operations/logistics positions received more promotions involving a change in job title compared with alumni in finance/accounting positions. Furthermore, alumni in operations/logistics positions received more pay raises compared with alumni in marketing/sales and finance/accounting positions. There are no statistical differences in the percentage of alumni who received a promotion or in the number of promotions received by gender, citizenship, and U.S. subgroup.

Promotions	
	Percentage <i>n</i> = 2,488
Received promotion	46%
<i>How many promotions (mean)...</i> have you had at this company	<i>n</i> = 1,148 2.0
involved a change in job title	1.7
involved a pay raise	2.0

Promotions, by Graduation Year								
	2000 <i>n</i> = 84	2001 <i>n</i> = 131	2002 <i>n</i> = 122	2003 <i>n</i> = 186	2004 <i>n</i> = 347	2005 <i>n</i> = 423	2006 <i>n</i> = 550	2007 <i>n</i> = 642
Received promotion*	60%	63%	61%	66%	60%	54%	42%	24%
<i>How many promotions (mean)...</i> have you had at this company	<i>n</i> = 50 2.4	<i>n</i> = 81 1.9	<i>n</i> = 74 2.2	<i>n</i> = 122 1.8	<i>n</i> = 207 1.8	<i>n</i> = 228 1.9	<i>n</i> = 231 2.0	<i>n</i> = 153 2.2
involved a change in job title	2.2	1.9	2.0	1.5	1.6	1.7	1.8	1.7
involved a pay raise	2.1	2.2	2.1	1.8	1.8	1.9	1.9	2.2
* $\chi^2 = 227.693$; <i>df</i> = 7; <i>p</i> ≤ .05								

Promotions, by Program Type			
	Full-Time <i>n</i> = 1,675	Part-Time <i>n</i> = 573	Executive <i>n</i> = 205
Received promotion*	42%	56%	58%
<i>How many promotions (mean)...</i>	<i>n</i> = 697	<i>n</i> = 318	<i>n</i> = 117
have you had at this company**	1.6	2.5	2.9
involved a change in job title**	1.4	2.2	2.8
involved a pay raise**	1.5	2.6	3.0
* $\chi^2 = 45.509$; <i>df</i> = 2; <i>p</i> ≤ .05			
**Comparison of means with Bonferroni corrections, <i>p</i> ≤ .05.			

Promotions, by Current Age			
	27 and Younger <i>n</i> = 308	28 to 34 <i>n</i> = 1,356	35 and Older <i>n</i> = 820
Received promotion*	26%	47%	52%
<i>How many promotions (mean)...</i>	<i>n</i> = 80	<i>n</i> = 640	<i>n</i> = 426
have you had at this company**	1.7	1.8	2.3
involved a change in job title**	1.1	1.6	2.1
involved a pay raise**	1.7	1.8	2.3
* $\chi^2 = 63.090$; <i>df</i> = 2; <i>p</i> ≤ .05			
**Comparison of means with Bonferroni corrections, <i>p</i> ≤ .05.			

Satisfaction with Career Progression

Alumni were asked to rate their satisfaction level with their career progression since leaving graduate business school. Overall, 58% of the alumni are extremely or very satisfied with their career progression since leaving graduate business school. However, 30% are somewhat satisfied, 10% are not very satisfied, and 3% are not at all satisfied with their career progression.

Graduates from the class of 2003 report a greater level of satisfaction with their career progression compared with graduates from the class of 2001—the only statistically significant difference by graduation year.

Graduates of full-time and executive programs report a greater level of satisfaction with their career progression compared with graduates of part-time programs.

Men report a slightly, yet significantly higher level of satisfaction than women.

Alumni ages 34 and younger report a higher level of satisfaction with their career progression compared with older alumni.

Alumni from the United States and Latin America report a higher level of satisfaction with their career progression compared with alumni from Asia.

Alumni working in the consulting industry report higher levels of satisfaction with their career progression compared with those working in the technology industry—the only statistically significant difference by industry of employment.

Graduates employed in consulting, general management, and finance/accounting positions report higher levels of satisfaction with their career progression compared with alumni working in operations/logistics and IT/MIS positions.

Statistically, there are no differences in the level of satisfaction with career progression by U.S. subgroup.

Satisfaction with Career Progression	
	Percentage <i>n</i> = 2,488
Extremely satisfied	19%
Very satisfied	39%
Somewhat satisfied	30%
Not very satisfied	10%
Not at all satisfied	3%
Total	100%
Mean	3.6
Standard deviation	.98
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied	

Satisfaction with Career Progression, by Graduation Year*								
	2000 <i>n</i> = 84	2001 <i>n</i> = 131	2002 <i>n</i> = 122	2003 <i>n</i> = 186	2004 <i>n</i> = 347	2005 <i>n</i> = 423	2006 <i>n</i> = 550	2007 <i>n</i> = 642
Mean	3.5	3.4	3.6	3.8	3.7	3.6	3.5	3.7
Standard deviation	.96	.91	.91	.85	.92	.93	1.03	1.05
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied								
*Comparison of means with Bonferroni corrections, $p \leq .05$.								

Satisfaction with Career Progression, by Program Type*			
	Full-Time <i>n</i> = 1,675	Part-Time <i>n</i> = 573	Executive <i>n</i> = 205
Mean	3.7	3.3	3.6
Standard deviation	.95	1.00	1.02
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied			
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Satisfaction with Career Progression, by Gender*		
	Male <i>n</i> = 1,783	Female <i>n</i> = 702
Mean	3.6	3.5
Standard deviation	.98	.97
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied		
*Comparison of means with Bonferroni corrections, $p \leq .05$.		

Satisfaction with Career Progression, by Current Age*			
	27 and Younger <i>n</i> = 308	28 to 34 <i>n</i> = 1,356	35 and Older <i>n</i> = 820
Mean	3.7	3.7	3.5
Standard deviation	.92	.96	1.08
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied			
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Satisfaction with Career Progression, by Citizenship*					
	Asia <i>n</i> = 286	United States <i>n</i> = 1,561	Canada <i>n</i> = 151	Latin America <i>n</i> = 115	Europe <i>n</i> = 323
Mean	3.4	3.6	3.5	3.8	3.6
Standard deviation	1.00	.99	.89	.93	.96
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied					
*Comparison of means with Bonferroni corrections, $p \leq .05$.					

Skills and Abilities Used in Current Job

Alumni were asked to indicate the extent to which they are using various knowledge, skills, and abilities (KSAs) in their current job. The top five KSAs alumni use in their current job are interpersonal skills, managing the decision-making processes, knowledge of general business functions, generative thinking, and managing the task environment.

Statistically, there are only two differences in the skills and abilities used by alumni in their current job by graduation year. Graduates in 2007 are more likely than those who graduated in 2000 to manage tools and technology. Graduates in the class of 2003 are more likely than those who graduated in 2007 to manage the decision-making process.

Graduates of executive programs are more likely than all other graduates to use the following KSAs:

- Managing human capital
- Managing the decision making processes

- Knowledge of human behavior and society
- Strategic and systems skills

Additionally, graduates of executive programs are more likely than graduates of full-time programs to manage administrative activities in their current job and more likely than graduates of part-time programs to manage strategy and innovation and foundation skills.

Part-time and executive graduates are more likely than full-time graduates to manage tools and technology; use knowledge of technology, design, and production; and use operations skills.

Graduates of full-time programs use generative thinking and knowledge of general business functions more often compared with graduates of part-time programs.

Men are more likely than women to use the following KSAs on their current job:

- Managing tools and technology
- Managing strategy and innovations
- Knowledge of technology, design, and production
- Strategic and systems skills

Women are more likely than men to use the following KSAs:

- Managing administrative activities
- Managing the task environment
- Knowledge of human behavior and society
- Knowledge of media communication and delivery
- Interpersonal skills

Older alumni are more likely than younger alumni to manage human capital in their current job. Alumni ages 28 and older are more likely than alumni ages 27 and younger to manage the decision-making processes and manage strategy and innovation. Alumni ages 35 and older are more likely than younger alumni to use operation skills; they are also more likely than alumni ages 28 to 34 to use knowledge of technology, design, and production and more likely than alumni 27 and younger to use strategic and systems skills. Alumni 27 and younger are more likely than alumni 35 and older to use foundation skills. Additionally, alumni 28 to 34 are more likely than older alumni to use generative thinking in their current job.

Graduates from the United States are more likely than those from Latin America to manage tools and technology and use knowledge of technology, design, and production. Alumni from Asia, Canada, and Europe are also more likely than those from Latin America to use knowledge of technology, design, and production in their current job.

Graduates from the United States are more likely than those from Asia to use knowledge of human behavior and society and interpersonal skills and are more likely than those from Asia, Latin America, and Europe to manage the task environment and use foundations skills in their current

job. Graduates from the United States are also more likely than European graduates to manage administrative activities. Canadian graduates are more likely than graduates from Latin America to use foundation skills.

Statistically, there are no differences in KSAs used on the job by U.S. subgroup.

Skills and Abilities Used in Current Job						
	<i>n</i> = 2,471					
	Mean	A great deal	A good amount	Some	A little	Not at all
Interpersonal skills	4.5	65%	25%	7%	2%	1%
Managing decision-making processes	4.0	39%	35%	16%	7%	3%
Knowledge of general business functions	4.0	36%	38%	18%	6%	2%
Generative thinking	3.9	36%	35%	20%	7%	3%
Managing the task environment	3.9	36%	35%	19%	7%	3%
Strategic and systems skills	3.7	28%	34%	22%	11%	5%
Foundation skills	3.7	26%	33%	26%	10%	5%
Managing strategy and innovation	3.6	29%	29%	23%	13%	6%
Knowledge of human behavior and society	3.6	25%	32%	24%	13%	6%
Managing administrative activities	3.5	22%	30%	27%	16%	5%
Managing human capital	3.3	22%	25%	24%	18%	11%
Knowledge of technology, design, and production	3.2	21%	23%	23%	21%	12%
Managing tools and technology	3.2	20%	26%	24%	16%	13%
Operations skills	3.2	18%	26%	27%	19%	10%
Knowledge of media communications and delivery	3.0	16%	21%	24%	23%	16%
Mean Scale: 5 = a great deal; 4 = a good amount; 3 = some; 2 = a little; 1 = not at all						

Skills and Abilities Used in Current Job, by Program Type			
	Full-Time <i>n</i> = 1,666	Part-Time <i>n</i> = 568	Executive <i>n</i> = 203
Interpersonal skills	4.5	4.4	4.6
Managing decision-making processes*	4.0	4.0	4.3
Knowledge of general business functions*	4.0	3.8	4.2
Generative thinking*	4.0	3.8	3.9
Managing the task environment	3.9	3.9	4.0
Strategic and systems skills*	3.7	3.6	3.9
Foundation skills*	3.7	3.6	3.8
Managing strategy and innovation*	3.6	3.5	3.8
Knowledge of human behavior and society*	3.6	3.5	3.8
Managing administrative activities*	3.4	3.5	3.6
Managing human capital*	3.2	3.3	3.8
Knowledge of technology, design, and production*	3.1	3.4	3.4
Managing tools and technology*	3.1	3.4	3.4
Operations skills*	3.1	3.3	3.5
Knowledge of media communications and delivery	3.0	3.0	2.9
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied			
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Skills and Abilities Used in Current Job, by Gender		
	Male <i>n</i> = 1,772	Female <i>n</i> = 696
Interpersonal skills*	4.5	4.6
Managing decision-making processes	4.0	4.0
Knowledge of general business functions	4.0	3.9
Generative thinking	4.0	3.9
Managing the task environment*	3.9	4.0
Strategic and systems skills*	3.7	3.6
Foundation skills	3.6	3.7
Managing strategy and innovation*	3.6	3.5
Knowledge of human behavior and society*	3.6	3.7
Managing administrative activities*	3.4	3.6
Managing human capital	3.3	3.2
Knowledge of technology, design, and production*	3.3	3.0
Managing tools and technology*	3.3	3.0
Operations skills	3.2	3.1
Knowledge of media communications and delivery*	2.9	3.1
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied		
*Comparison of means with Bonferroni corrections, $p \leq .05$.		

Skills and Abilities Used in Current Job, by Current Age			
	27 and Younger <i>n</i> = 304	28 to 34 <i>n</i> = 1,348	35 and Older <i>n</i> = 815
Interpersonal skills	4.4	4.5	4.5
Managing decision-making processes*	3.8	4.0	4.0
Knowledge of general business functions	3.9	4.0	4.0
Generative thinking*	3.9	4.0	3.9
Managing the task environment	3.9	4.0	3.9
Strategic and systems skills*	3.5	3.7	3.7
Foundation skills*	3.8	3.7	3.6
Managing strategy and innovation*	3.4	3.6	3.6
Knowledge of human behavior and society	3.5	3.6	3.6
Managing administrative activities	3.4	3.4	3.6
Managing human capital*	3.0	3.3	3.5
Knowledge of technology, design, and production*	3.3	3.1	3.3
Managing tools and technology	3.4	3.2	3.3
Operations skills*	3.2	3.1	3.4
Knowledge of media communications and delivery	3.1	3.0	2.9
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied			
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Skills and Abilities Used in Current Job, by Citizenship					
	Asia <i>n</i> = 284	United States <i>n</i> = 1,550	Canada <i>n</i> = 151	Latin America <i>n</i> = 114	Europe <i>n</i> = 320
Interpersonal skills*	4.3	4.6	4.5	4.4	4.5
Managing decision-making processes	3.9	4.0	4.0	4.0	4.0
Knowledge of general business functions	3.9	4.0	4.0	4.1	4.0
Generative thinking	3.8	4.0	4.0	3.9	4.0
Managing the task environment*	3.8	4.0	3.9	3.6	3.7
Strategic and systems skills	3.7	3.7	3.6	3.6	3.7
Foundation skills*	3.5	3.8	3.7	3.3	3.5
Managing strategy and innovation	3.5	3.6	3.6	3.6	3.7
Knowledge of human behavior and society*	3.4	3.7	3.5	3.4	3.5
Managing administrative activities*	3.3	3.5	3.5	3.6	3.2
Managing human capital	3.2	3.3	3.5	3.2	3.3
Knowledge of technology, design, and production*	3.2	3.2	3.3	2.7	3.2
Managing tools and technology*	3.2	3.3	3.3	2.8	3.2
Operations skills	3.3	3.2	3.1	3.1	3.1
Knowledge of media communications and delivery	2.8	3.1	3.0	2.8	2.9
Mean Scale: 5 = extremely satisfied; 4 = very satisfied; 3 = somewhat satisfied; 2 = not very satisfied; 1 = not at all satisfied					
*Comparison of means with Bonferroni corrections, $p \leq .05$.					

Salary and Other Compensation on Current Job

Alumni were asked to specify their current annual salary and any additional annual compensation they receive in their current job. On average, alumni of the 2000-2007 graduating classes report a base salary of \$90,943 per year plus an \$24,412 in additional compensation.

Not surprisingly, the more time that has elapsed since graduation, the greater the annual salary and other compensation reported.

Graduates of executive programs earn significantly greater annual salaries compared with all other graduates, and graduates of full-time programs earn significantly more than graduates of part-time programs. Graduates of full-time and executive programs also receive a significantly greater amount in additional compensation compared with graduates of part-time programs. However, these differences observed for full-time program alumni only hold among alumni who have been employed with their organization for one year or longer.

Men from the classes of 2004 through 2007 earn significantly more than do the women. However, among these respondents, men are older than women—a statistically significant difference in age, which accounts for some of the difference in salary. On the other hand, for the classes of 2001 through 2003, there was no significant difference in the salaries by gender. The mean salaries of men and women were quite similar in those years.

Older alumni earn significantly more than younger alumni, and alumni ages 28 and older receive significantly more in additional compensation compared with alumni 27 and younger.

European alumni earn significantly more than alumni from Asia, the United States, and Canada. Additionally, European alumni receive significantly more in additional compensation compared with alumni from Asia and the United States. However, there is no statistically significant difference in annual salary by citizenship among those alumni who have been working for one or more years with the same organization. The difference in annual salary is therefore based on alumni who have been with their organization for less than one year.

Graduates employed in the nonprofit/government industry earn significantly less than graduates in all other industries. Additionally, graduates in consulting and energy/utilities earn significantly more than graduates in the products/services industry.

Graduates working in consulting and general management positions earn significantly more than graduates working in marketing/sales, operations/logistics, finance/accounting, and human resource positions.

Current Annual Salary and Other Compensation (U.S. Dollars)		
	Annual Salary <i>n</i> = 2,488	Other Compensation <i>n</i> = 2,488
Lower 95% confidence interval	\$89,359	\$21,981
Mean	\$90,943	\$24,412
Upper 95% confidence interval	\$92,527	\$26,843

Current Average Annual Salary and Other Compensation (U.S. Dollars), by Graduation Year			
	<i>n</i>	Annual Salary*	Other Compensation*
2000	84	\$113,994	\$50,634
2001	131	\$103,987	\$28,002
2002	122	\$105,530	\$47,444
2003	186	\$101,762	\$46,721
2004	347	\$95,568	\$24,861
2005	423	\$94,416	\$26,134
2006	550	\$86,852	\$17,177
2007	642	\$78,029	\$14,331

*Comparison of means with Bonferroni corrections, $p \leq .05$.

Current Average Annual Salary and Other Compensation (U.S. Dollars), by Program Type			
	<i>n</i>	Annual Salary*	Other Compensation*
Full-Time	1,675	\$90,058	\$26,412
Part-Time	573	\$84,693	\$15,110
Executive	205	\$117,808	\$36,594

*Comparison of means with Bonferroni corrections, $p \leq .05$.

Current Average Annual Salary and Other Compensation (U.S. Dollars), by Gender			
	<i>n</i>	Annual Salary*	Other Compensation*
Male	1,783	\$95,657	\$29,088
Female	702	\$78,923	\$12,629

*Comparison of means with Bonferroni corrections, $p \leq .05$.

Current Average Annual Salary and Other Compensation (U.S. Dollars), by Current Age			
	<i>n</i>	Annual Salary*	Other Compensation*
27 and younger	308	\$62,937	\$9,709
28 to 34	1,356	\$88,893	\$25,179
35 and older	820	\$104,927	\$28,776
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Current Average Annual Salary and Other Compensation (U.S. Dollars), by Citizenship			
	<i>n</i>	Annual Salary*	Other Compensation*
Asia	286	\$84,823	\$19,966
United States	1,561	\$90,542	\$22,089
Canada	151	\$87,577	\$23,571
Latin America	115	\$91,470	\$36,490
Europe	323	\$101,005	\$35,281
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Current Average Annual Salary and Other Compensation (U.S. Dollars), by Industry			
	<i>n</i>	Annual Salary*	Other Compensation*
Consulting	364	\$98,858	\$19,461
Energy/Utilities	109	\$98,793	\$39,088
Finance/Accounting	526	\$92,228	\$52,763
Healthcare	189	\$93,034	\$12,524
Technology	333	\$93,778	\$18,554
Manufacturing	198	\$93,715	\$16,124
Nonprofit/Government	212	\$70,401	\$3,205
Products/Services	522	\$85,854	\$14,921
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Current Average Annual Salary and Other Compensation (U.S. Dollars), by Job Function			
	<i>n</i>	Annual Salary*	Other Compensation*
Marketing/Sales	542	\$88,551	\$22,009
Operations/Logistics	280	\$86,539	\$12,785
Consulting	404	\$97,780	\$17,461
General Management	309	\$99,747	\$27,842
Finance/Accounting	663	\$87,914	\$38,056
Human Resources	59	\$72,592	\$11,632
IT/MIS	162	\$89,951	\$10,999

*Comparison of means with Bonferroni corrections, $p \leq .05$.

Self-Employed Respondents

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. There are 187 self-employed alumni who participated in the current survey.

Industry

Self-employed alumni were asked to identify the industry in which they have developed their business enterprise. About a third (32%) of the self-employed alumni have consulting businesses and another third (32%) are in the products/services industry. Another 11% are in the finance/accounting industry, 10% are in the technology industry, and 5% have healthcare companies. An additional 3% of the self-employed have businesses in the energy/utilities, manufacturing, or nonprofit industries.

Industry	
	Percentage <i>n</i> = 183
Consulting	32%
Products/Services	32%
Finance/Accounting	11%
Technology	10%
Healthcare	5%
Energy/Utility	3%
Manufacturing	3%
Nonprofit/Government	3%
Total	100%

Number of Employees

Self-employed alumni were asked to indicate the number of individuals their business employs. On average, self-employed alumni employ 14 individuals in their businesses. About one in five (22%) have between one and three employees, and 26% have between four and ten employees. Additionally, 8% of the businesses have between eleven and thirty employees, and 8% have more than 30 employees. However, slightly more than a third (36%) of the self-employed alumni do not have employees at this time.

Number of Employees	
	Percentage <i>n</i> = 185
No employees	36%
1 to 3 employees	22%
4 to 10 employees	26%
11 to 30 employees	8%
31 or more employees	8%
Total	100%
Mean	14

Skills Used in Business

Self-employed alumni were asked to specify the knowledge, skills, and abilities (KSAs) they use in their current business. The top five KSAs self-employed alumni use include interpersonal skills, managing the decision-making process, knowledge of general business functions, generative thinking, and managing strategy and innovation. The only difference in the top five compared with all other alumni is managing strategy and innovation. Among other employed alumni, managing the task environment is the skill listed fifth in terms of usage. However, self-employed alumni report that they use all of the KSAs more often than other employed alumni, with the exception of knowledge of technology, design, and production and interpersonal skills.

Skills and Abilities Used Among the Self-Employed						
	<i>n</i> = 185					
	Mean	A great deal	A good amount	Some	A little	Not at all
Interpersonal skills	4.5	63%	26%	9%	2%	0%
Managing decision-making processes	4.3	52%	29%	14%	3%	1%
Knowledge of general business functions	4.3	51%	35%	11%	2%	1%
Generative thinking	4.2	50%	29%	14%	4%	3%
Managing strategy and innovation	4.2	46%	33%	15%	5%	1%
Strategic and systems skills	4.2	45%	33%	16%	4%	2%
Managing the task environment	4.2	45%	30%	20%	4%	0%
Knowledge of human behavior and society	4.0	37%	34%	21%	5%	2%
Managing administrative activities	3.9	39%	30%	20%	10%	2%
Foundation skills	3.9	36%	36%	17%	8%	3%
Operations skills	3.7	30%	36%	19%	9%	6%
Managing human capital	3.6	34%	24%	21%	16%	5%
Managing tools and technology	3.6	30%	26%	23%	11%	10%
Knowledge of media communications and delivery	3.3	26%	21%	23%	22%	8%
Knowledge of technology, design, and production	3.3	24%	26%	18%	21%	11%
Mean Scale: 5 = a great deal; 4 = a good amount; 3 = some; 2 = a little; 1 = not at all						

The Graduate Business Program

This section of the report examines survey respondents' retrospective perceptions of their decisions to pursue a graduate business degree, their satisfaction with the graduate business program from which they graduated, their association with their school, their participation in alumni activities, and the skills and abilities in which they wish they had received more education or training.

Right Decisions in Educational Choices

Alumni were asked to indicate whether—knowing what they now know—they made the right decision in pursuing their degree, in the school they attended, the type of program they enrolled, and the area in which they concentrated their studies. The vast majority of alumni report they definitely made the right decision in pursuing their graduate business degree and the type of program in which they enrolled. Fewer alumni, although still more than half, indicate they definitely made the right decision in the school they chose to attend and the area in which they concentrated their studies.

Graduates from the classes of 2000, 2002, 2003, and 2005 are more likely than those from the class of 2001 to feel they made the right decision in the school they chose to attend—the only statistically significant difference by graduation year.

Graduates of executive programs are more likely to report they made the right decision in pursuing their degree, the school they chose, and the area in which they concentrated compared with all other alumni. Graduates of executive and full-time programs are more likely to report they made the right decision in the type of program in which they enrolled compared with part-time graduates. In addition, full-time graduates are more likely than part-time graduates to feel they made the right decision in their area of concentration.

Men are slightly, yet significantly more likely than women to indicate that they made the right decision in pursuing a graduate business degree and in the area in which they concentrated their studies.

Alumni ages 28 and older are more likely than younger alumni to feel they made the right decision in the school they chose to attend—the only statistically significant difference by age.

European alumni are more likely than alumni from the United States to indicate that they made the right decision in the area in which they concentrated their studies—the only statistically significant difference by citizenship.

Statistically, there are no differences in alumni perceptions of their educational decisions by U.S. subgroup.

Right Decisions in Educational Choices					
	<i>n</i> = 2,856				
Knowing what you know now, would you say you made the right decision in...	Mean	Definitely yes	Probably yes	Probably no	Definitely no
Pursuing your graduate business degree	1.8	81%	17%	2%	<1%
The school you chose to attend	1.4	58%	35%	6%	1%
The type of program in which you enrolled	1.7	81%	16%	2%	1%
The area in which you concentrated your studies	1.4	58%	34%	6%	1%
Mean scale: 2 = definitely yes; 1 = probably yes; -1 = probably no; -2 = definitely no					

Right Decisions in Educational Choices, by Program Type *			
	Full-Time <i>n</i> = 1,923	Part-Time <i>n</i> = 639	Executive <i>n</i> = 246
Pursuing your graduate business degree	1.8	1.7	1.9
The school you chose to attend	1.4	1.4	1.6
The type of program in which you enrolled	1.8	1.6	1.8
The area in which you concentrated your studies	1.4	1.3	1.6
Mean scale: 2 = definitely yes; 1 = probably yes; -1 = probably no; -2 = definitely no			
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Best Aspects of Educational Experience

Alumni were asked to describe the best aspect of their graduate business program experience. The verbatim comments were coded into categories that are analyzed in this section. About a third (36%) of the alumni indicated that the students, alumni, and networking experience were the best aspect of the experience and 31% report that the curriculum was the best. Additionally, 18% of alumni indicate that the knowledge, skills, and abilities learned in their program was the best and 16% consider the faculty the best aspect of their experience. Nearly one in ten (9%) of the alumni state that the diversity of the student body was the best aspect of their experience, and 5% consider the international exposure they received the best.

Graduates of full-time and executive programs are more likely than graduates of part-time programs to report that the students, alumni, and networking opportunities were the best part of the experience. Graduates of part-time programs are more likely than graduates of full-time programs to report that the knowledge, skills, and abilities learned in their program was the best aspect. Graduates of full-time programs are twice as likely as graduates of part-time and executive programs to consider the diversity of the student body the best aspect of their experience—a statistically significant difference.

Older alumni are more likely than younger alumni to indicate that the knowledge, skills, and abilities learned was the best aspect—the only significant difference in the top five aspects by age.

Asian alumni are less likely than alumni from the United States, Canada, and Europe to report that their fellow students/alumni and networking opportunities were the best part of the experience. Additionally, alumni from Latin America are less likely than alumni from the United States to report

that their fellow students/alumni and networking opportunities were the best part of the experience. Asian and European alumni are more likely than alumni from the United States and Latin America to state that the knowledge, skills, and abilities learned were the best aspect. Asian, Latin American, and European alumni are more likely than alumni from Canada and the United States to consider the diversity of the program the best aspect of the experience.

There are no significant differences in the top five aspects of the experience by gender.

Top 10 Aspects of Educational Experience	
	Percentage <i>n</i> = 2,765
Students/Alumni/Networking opportunities	36%
Curriculum	31%
Knowledge/Skills/Abilities learned	18%
Faculty	16%
The diverse student body	9%
International exposure/Study abroad	5%
Career opportunities/Advancement	4%
School staff/Resources/Facilities	4%
Career services	4%
Small class sizes	3%

Top 5 Aspects of Educational Experience, by Program Type			
	Full-Time <i>n</i> = 1,860	Part-Time <i>n</i> = 620	Executive <i>n</i> = 240
Students/Alumni/Networking opportunities *	37%	32%	43%
Curriculum	31%	32%	32%
Knowledge/Skills/Abilities learned*	16%	22%	18%
Faculty	16%	16%	18%
The diverse student body*	10%	5%	5%
*Test of the difference of two proportions, $p \leq .05$.			

Top 5 Aspects of Educational Experience, by Citizenship					
	Asia <i>n</i> = 316	United States <i>n</i> = 1,727	Canada <i>n</i> = 168	Latin America <i>n</i> = 120	Europe <i>n</i> = 369
Students/Alumni/Networking opportunities*	28%	38%	38%	29%	39%
Curriculum	33%	31%	32%	24%	32%
Knowledge/Skills/Abilities learned*	23%	16%	20%	13%	22%
Faculty	13%	17%	13%	13%	14%
The diverse student body*	18%	5%	8%	20%	15%

*Test of the difference of two proportions, $p \leq .05$.

Areas of Program in Need of Improvement

Alumni were asked to state the aspects of their graduate business program that need improvement. The verbatim comments were coded into categories that are analyzed in this section. Slightly more than a quarter (27%) of the alumni feel that the career services office is in need of improvement and 15% think the curriculum requires improvement. One in ten (10%) feel that specific courses need improvement—including finance (2%), marketing (2%), accounting (1%), ethics (1%), entrepreneurship (1%), human resources (1%), strategy (1%), and IT/MIS (1%) courses. Additionally, 9% feel the faculty needs improvement, and 6% feel that networking and alumni connections need to be developed and strengthened.

Graduates of full-time programs are more likely than other graduates to feel that the career service office requires improvement, whereas graduates of part-time and executive program are more likely than graduates of full-time programs to feel that the curriculum needs improvement. Executive program graduates are more likely than other graduates to feel that specific courses need improvement. Graduates of part-time programs are more likely than graduates of full-time programs to feel there is a need to improve some of the faculty on staff.

Men (11%) are more likely than women (7%) to feel there is a need to improve specific courses in the program—the only significant difference by gender in the top five aspects selected for improvement.

Because the older alumni tend to continue working for a previous organization after graduation, it is not surprising that alumni ages 35 and older (23%) are less likely than younger alumni to feel that there is a need to improve the career services office. Older alumni are instead more likely than younger alumni to report that specific courses are in need of improvement.

Canadian alumni (19%) are more likely than alumni from Latin America (9%) to indicate that the curriculum needs improvement. Asian (32%) and Latin American (35%) alumni are more likely than alumni from the United States to feel that career services need improvement. Alumni from Latin America (14%) are twice as likely as alumni from Asia (7%) to feel specific courses are in need of improvement.

Statistically, there are no differences in the areas considered in need of improvement by U.S. subgroup.

Top 10 Areas in Need of Improvement	
	Percentage <i>n</i> = 2,505
Career services	27%
Curriculum	15%
Specific courses	10%
Faculty	9%
Networking/Alumni connections	6%
Class availability/Breadth of available courses	5%
Quality of students/Admission requirements	5%
Reputation of school/Lack of visibility	5%
Need to bridge the gap between theory and practice	4%
Need additional training for development of skills	3%

Top 5 Areas in Need of Improvement, by Program Type			
	Full-Time <i>n</i> = 1,696	Part-Time <i>n</i> = 561	Executive <i>n</i> = 207
Career services*	33%	15%	14%
Curriculum*	13%	18%	21%
Specific courses*	9%	8%	20%
Faculty*	8%	12%	11%
Networking/Alumni connections	6%	6%	4%
*Test of the difference of two proportions, $p \leq .05$.			

Current Affiliation with Graduate Business School

Alumni were asked to specify the level of affiliation they have with their graduate business school today. A quarter of the alumni state they have a strong affiliation with their graduate business school today and about two-fifths report a moderate affiliation. About one-third of the alumni consider their affiliation to be weak or nonexistent.

Not surprisingly, the most recent graduating class—the graduating class of 2007—is more likely than all other classes to indicate a strong affiliation with their graduate business school. Additionally, the class of 2003 and 2006 are more likely than the class of 2001 to indicate a strong affiliation.

Graduates of part-time programs are less likely than all other graduates to indicate a strong affiliation and are more likely to report a weak affiliation with their graduate business school compared with the other graduates.

Women (7%) are slightly, yet significantly more likely than men (4%) to report they do not have an affiliation with their graduate business school.

Alumni ages 27 and younger (29%) and those ages 28 to 34 (27%) are slightly, yet significantly more likely than alumni ages 35 and older (20%) to indicate a strong affiliation.

European alumni (31%) are more likely than alumni from the United States (23%) to indicate a strong affiliation. Instead, alumni from the United States (32%) are more likely than Canadian (20%) and European (21%) alumni to have a weak affiliation with their graduate business school.

Statistically, there are no differences in the level of affiliation with the graduate business school by U.S. subgroup.

Current Level of Affiliation	
	Percentage <i>n</i> = 2,856
Strong affiliation	25%
Moderate affiliation	42%
Weak affiliation	29%
No affiliation	5%
Total	100%

Current Level of Affiliation, by Graduation Year*								
	2000 <i>n</i> = 103	2001 <i>n</i> = 151	2002 <i>n</i> = 138	2003 <i>n</i> = 206	2004 <i>n</i> = 390	2005 <i>n</i> = 463	2006 <i>n</i> = 626	2007 <i>n</i> = 772
Strong affiliation	17%	12%	20%	26%	21%	20%	24%	34%
Moderate affiliation	37%	37%	38%	44%	41%	44%	41%	43%
Weak affiliation	41%	43%	37%	25%	32%	31%	30%	19%
No affiliation	6%	8%	6%	5%	7%	5%	5%	4%
Total	100%	100%	100%	100%	100%	100%	100%	100%
* $\chi^2 = 107.812$; <i>df</i> = 21; <i>p</i> ≤ .05								

Current Level of Affiliation, by Program Type*			
	Full-Time <i>n</i> = 1,923	Part-Time <i>n</i> = 639	Executive <i>n</i> = 246
Strong affiliation	29%	12%	26%
Moderate affiliation	42%	38%	45%
Weak affiliation	25%	42%	23%
No affiliation	4%	8%	6%
Total	100%	100%	100%
* $\chi^2 = 124.091$; <i>df</i> = 6; <i>p</i> ≤ .05			

Business School Contacts

Amount of Business School Contacts

Alumni were asked to indicate the amount of contact they receive from their graduate business school. Overall, 18% are contacted very often, 52% are contacted often, and 28% are contacted not very often. Two percent state they are never contacted by their graduate business school. Not surprisingly, alumni reporting a stronger affiliation with their graduate business school have a greater amount of contact.

The class of 2003 (28%) are more likely than the class of 2007 (15%) and 2005 (17%) to report being contacted very often by their graduate business school.

Graduates of full-time and executive programs are more likely than graduates of part-time programs to be contacted very often, and graduates of part-time programs are the most likely of the graduates to report that they are contacted not very often.

Older alumni, those ages 28 to 34 (19%) and alumni ages 35 and older (19%), are more likely than younger alumni (13%) to be contacted very often by their graduate business school.

Alumni from the United States (29%) are more likely than European alumni (22%) to report they are not contacted very often by their graduate business school, which may account for the lower level of affiliation experienced among alumni from the United States.

Statistically, there are no differences in the amount of school contact received among the alumni by gender and U.S. subgroup.

Amount of School Contact	
	Percentage <i>n</i> = 2,856
Very often	18%
Often	52%
Not very often	28%
Never	2%
Total	100%

Amount of School Contact, by Current Level of Affiliation *				
	Strong <i>n</i> = 706	Moderate <i>n</i> = 1,187	Weak <i>n</i> = 820	None <i>n</i> = 143
Very often	38%	17%	6%	3%
Often	54%	59%	43%	30%
Not very often	8%	22%	48%	54%
Never	<1%	2%	3%	13%
Total	100%	100%	100%	100%
* $\chi^2 = 630.601$; <i>df</i> = 9; <i>p</i> ≤ .05				

Amount of School Contact, by Program Type *			
	Full-Time <i>n</i> = 1,923	Part-Time <i>n</i> = 639	Executive <i>n</i> = 246
Very often	19%	14%	25%
Often	52%	50%	54%
Not very often	26%	34%	20%
Never	2%	2%	2%
Total	100%	100%	100%
* $\chi^2 = 33.340$; <i>df</i> = 6; <i>p</i> ≤ .05			

Satisfaction with the Amount of Contact

Alumni were asked to specify their level of satisfaction with the amount of contact they receive from their graduate business school. Overall, only 4% of the alumni state that the amount of contact is too much, while 16% indicate that they are not contacted enough by their graduate business school. Four-fifths of the alumni state they received just the right amount of contact.

Alumni who are contacted more often by their graduate business school are more likely to feel that they are contacted too much. However, only 8% of alumni contacted very often feel that the amount of contact is too much—the vast majority of these alumni feel the amount of contact is just right.

Women are twice as likely as men to indicate they receive too much contact from the graduate business school. However, only 6% of women state that the amount of contact is too much, 80% indicate it is just right, and 14% indicate that it is not enough.

Asian alumni (25%) are more likely than alumni from the United States (14%) and Europe (14%) to indicate that they do not receive enough contact from their graduate business school. Meanwhile, alumni from the United States (81%) and Europe (84%) are more likely than Asian alumni (73%) to indicate that the amount of contact they receive is just right.

Statistically, there are no differences by graduation year, program type, age, and U.S. subgroup in alumni satisfaction with the amount of contact they receive.

Satisfaction with Amount of Contact	
	Percentage <i>n</i> = 2,790
Too much	4%
Just right	80%
Not enough	16%
Total	100%

Satisfaction with Amount of Contact, by Amount of School Contact *			
	Very Often <i>n</i> = 525	Often <i>n</i> = 1,478	Not Very Often <i>n</i> = 787
Too much	8%	4%	2%
Just right	90%	90%	56%
Not enough	2%	6%	43%
Total	100%	100%	100%
* $\chi^2 = 644.320$; <i>df</i> = 4; <i>p</i> ≤ .05			

Participation in Alumni Activities

Alumni were asked to indicate the frequency with which they participate in various alumni activities. Overall, alumni are the most likely to participate in the following activities, in rank order:

- attend alumni or social events,
- give financial donations,
- recruit new hires from their business school,
- meet prospective applicants as a part of business school recruiting activities, and
- interview applicants for their graduate business school's admissions office.

Alumni contacted more often by their graduate business school are more likely than other graduates to participate in each of the listed activities.

Graduates in the class of 2000 are more likely than those who graduated in 2006 and 2007 to give financial donations to their school. The class of 2007 is more likely than the class of 2001 and the classes of 2004 through 2006 to attend alumni events. Additionally, the class of 2007 is more likely than the class of 2001 to recruit new hires and more likely than the class of 2001 and 2006 to meet with prospective applicants.

Graduates of full-time and executive programs are more likely than graduates of part-time programs to give financial donations, interview applicants for the admissions office, and meet with prospective students. Graduates of executive programs are more likely than all other graduates to attend alumni events, but graduates of full-time programs are more likely than graduates of part-time programs to attend such events. Additionally, graduates of full-time programs are more likely than other

graduates to recruit new hires, and graduates of executive programs are more likely than those who graduated from part-time programs to recruit new hires.

Men are more likely than women to interview applicants for their admission office and recruit new hires from their business school—the only significant differences by gender.

Alumni ages 28 and older are more likely than younger alumni to give financial donations to their school. However, alumni 34 and younger are more likely than older alumni to recruit new hires. Alumni ages 28 to 34 are more likely than all other alumni to interview applicants for their admissions office and are more likely than older alumni to meet with prospective students.

Alumni from the United States are more likely than all other alumni to give financial donations to their school. However, alumni from Asia, Latin America, and Europe are more likely than alumni from the United States to interview applicants and meet with prospective students. Furthermore, alumni from Asia and Europe are more likely than alumni from the United States to attend alumni events.

Asian Americans are more likely than whites to have participated in each of the listed activities.

Participation in Alumni Activities					
	<i>n</i> = 2,856				
	Mean	Frequently	Occasionally	Rarely	Never
Attend alumni/social events	2.3	11%	34%	31%	24%
Give financial donations	2.0	11%	24%	24%	42%
Recruit new hires	1.9	10%	20%	23%	47%
Meet prospective applicants	1.7	7%	16%	19%	57%
Interview applicants	1.4	3%	10%	14%	73%
Mean scale: 4 = frequently; 3 = occasionally; 2 = rarely; 1 = never					

Participation in Alumni Activities, by Amount of School Contact				
	Very Often <i>n</i> = 525	Often <i>n</i> = 1,478	Not Very Often <i>n</i> = 787	Never <i>n</i> = 66
Attend alumni/social events*	2.8	2.4	1.8	1.6
Give financial donations*	2.5	2.1	1.6	1.3
Recruit new hires*	2.3	2.0	1.6	1.5
Meet prospective applicants*	2.2	1.8	1.4	1.1
Interview applicants*	1.8	1.5	1.2	1.1
Mean scale: 4 = frequently; 3 = occasionally; 2 = rarely; 1 = never				
* Comparison of means with Bonferroni corrections, $p \leq .05$.				

Participation in Alumni Activities, by Graduation Year								
	2000 <i>n</i> = 103	2001 <i>n</i> = 151	2002 <i>n</i> = 138	2003 <i>n</i> = 206	2004 <i>n</i> = 390	2005 <i>n</i> = 463	2006 <i>n</i> = 626	2007 <i>n</i> = 772
Attend alumni/social events*	2.2	2.2	2.2	2.3	2.3	2.2	2.3	2.5
Give financial donations*	2.4	2.0	2.2	2.2	2.0	2.1	2.0	2.0
Recruit new hires*	1.8	1.7	1.8	1.9	1.9	1.9	1.9	2.0
Meet prospective applicants*	1.7	1.5	1.7	1.7	1.7	1.8	1.7	1.8
Interview applicants*	1.5	1.4	1.5	1.6	1.5	1.4	1.4	1.4
Mean scale: 4 = frequently; 3 = occasionally; 2 = rarely; 1 = never								
*Comparison of means with Bonferroni corrections, $p \leq .05$.								

Participation in Alumni Activities, by Program Type			
	Full-Time <i>n</i> = 1,923	Part-Time <i>n</i> = 639	Executive <i>n</i> = 246
Attend alumni/social events*	2.4	2.0	2.6
Give financial donations*	2.1	1.7	2.2
Recruit new hires*	2.0	1.6	1.8
Meet prospective applicants*	1.9	1.3	1.8
Interview applicants*	1.5	1.2	1.4
Mean scale: 4 = frequently; 3 = occasionally; 2 = rarely; 1 = never			
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Participation in Alumni Activities, by Current Age			
	27 and Younger <i>n</i> = 367	28 to 34 <i>n</i> = 1,507	35 and Older <i>n</i> = 974
Attend alumni/social events*	2.2	2.4	2.3
Give financial donations*	1.9	2.1	2.1
Recruit new hires*	2.0	2.0	1.8
Meet prospective applicants*	1.7	1.8	1.6
Interview applicants*	1.4	1.5	1.4
Mean scale: 4 = frequently; 3 = occasionally; 2 = rarely; 1 = never			
*Comparison of means with Bonferroni corrections, $p \leq .05$.			

Participation in Alumni Activities, by Citizenship					
	Asia <i>n</i> = 326	United States <i>n</i> = 1,773	Canada <i>n</i> = 179	Latin America <i>n</i> = 124	Europe <i>n</i> = 386
Attend alumni/social events*	2.5	2.2	2.3	2.3	2.5
Give financial donations*	1.9	2.2	1.9	1.8	1.8
Recruit new hires*	2.0	1.9	2.0	1.9	1.8
Meet prospective applicants*	2.1	1.6	1.6	2.0	1.8
Interview applicants*	1.6	1.4	1.4	1.7	1.5
Mean scale: 4 = frequently; 3 = occasionally; 2 = rarely; 1 = never					
*Comparison of means with Bonferroni corrections, $p \leq .05$.					

Retrospective Educational Needs of Graduate Business Alumni

Alumni were asked to specify the knowledge, skills, and abilities in which they wish they had received additional education or training during their graduate business education. The top five educational needs alumni selected include:

- additional training in managing human capital,
- managing the decision-making process,
- managing strategy and innovation,
- interpersonal skills, and
- strategic and systems skills.
- About one in seven alumni report that they do not need additional education or training.

Graduates in 2007 are more likely than those who graduated in 2005 to wish they had received additional education in the knowledge of technology, design, and production. Additionally, the class of 2007 is more likely than graduates in 2002 to wish they had received additional training in managing tools and technology. These are the only significant differences for retrospective educational needs by graduation year.

Graduates of executive programs (19%) are less likely than full-time (24%) and part-time (27%) graduates to wish they had received additional training in managing the decision-making process. Part-time graduates (30%) are more likely than full-time graduates (23%) to wish they had received additional training in managing strategy and innovation. Graduates of full-time (14%) and part-time programs (15%) are about twice as likely as graduates from executive programs (7%) to wish they had received additional education in the knowledge of technology, design, and production. These are the only significant differences for retrospective educational needs by program type.

Women are more likely than men to wish they had received additional education in the following areas:

- Knowledge of technology, design, and production
- Knowledge of media communications and delivery

Men are more likely than women to wish they had received additional education in the following areas:

- Knowledge of general business functions
- Interpersonal skills

Alumni ages 27 and younger are more likely than older alumni to wish they had received additional education in the knowledge of technology, design, and production; knowledge of general business function; operations skills; and foundation skills. These are the only significant differences by age for retrospective educational needs.

Asian alumni are more likely than other alumni to wish they had received additional training in managing the decision-making process, knowledge of human behavior and society, knowledge of media communication and delivery, strategic and system skills, and foundation skills. Asian (34%), Latin American (29%), and European (32%) alumni are about twice as likely as alumni from the United States (15%) to wish they had received additional education in interpersonal skills. Additionally, Asian (21%), Latin American (23%), and European (22%) alumni are more likely than alumni from the United States (13%) to wish they had received additional education in generative thinking. However, alumni from the United States (17%) are more likely than Asian alumni (7%) to report that they do not need additional training or education.

Statistically, there are no differences in the retrospective educational needs of alumni by U.S. subgroup.

Retrospective Educational Needs	
	Percentage <i>n</i> = 2,823
Managing human capital	29%
Managing decision-making processes	25%
Managing strategy and innovation	25%
Interpersonal skills	21%
Strategic and systems skills	20%
Knowledge of human behavior and society	18%
Generative thinking	16%
Knowledge of media communications and delivery	15%
Operations skills	15%
Managing tools and technology	14%
Knowledge of technology, design, and production	14%
Knowledge of general business functions	14%
Managing the task environment	13%
Managing administrative activities	10%
Foundation skills	8%
None of the above areas	15%

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, and 2007.

On September 5, 2007, an e-mail was sent to the 18,659 members of the sample inviting them to participate in the research study. A reminder e-mail was sent on September 19 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 5 to October 3. As an incentive for participation in the survey, GMAC[®] offered to place them in a drawing for one US\$500 and four US\$100 AMEX[®] gift checks.

Of the 18,659 contacts initiated for the September 2007 MBA Alumni Perspective Survey, 2,856 people responded—a 15% response rate.

Response Rates			
	Sample	Respondents	Response Rate
Overall	18,659	2,856	15%
Graduation Year			
2000	815	103	13%
2001	1,791	151	8%
2002	1,495	145	10%
2003	1,884	206	11%
2004	2,937	390	13%
2005	3,380	463	14%
2006	3,673	626	17%
2007	2,684	772	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 2007 MBA Alumni Perspectives Survey and the sample from which they are drawn—the respondents to the Global MBA[®] Graduate Surveys from 2000 to 2007—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 US 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 at the time the GMAT[®] exam is taken and graduation from a graduate business program.

Year of Graduation		
	Respondents <i>n</i> = 2,856	Global MBA [®] Graduate Survey Sample <i>n</i> = 37,599
2000	4%	7%
2001	5%	12%
2002	5%	13%
2003	7%	11%
2004	14%	11%
2005	16%	16%
2006	22%	16%
2007	27%	15%
Total	100%	100%

Program Type			
	Respondents <i>n</i> = 2,856	Global MBA [®] Graduate Survey Sample <i>n</i> = 37,268	2007 GMAT [®] Test Taker Population <i>n</i> = 169,601
Full-time	67%	69%	59%
Part-time	22%	24%	28%
Executive	9%	6%	5%
Other	2%	1%	8%
Total	100%	100%	100%

Gender of Respondent			
	Respondents <i>n</i> = 2,808	Global MBA® Graduate Survey Sample <i>n</i> = 37,550	2007 GMAT® Test Taker Population <i>n</i> = 186,151
Male	72%	67%	61%
Female	28%	33%	39%
Total	100%	100%	100%

Current Age		
	Respondents <i>n</i> = 2,848	Global MBA® Graduate Survey Sample <i>n</i> = 37,510
27 and younger	13%	10%
28 to 34	53%	53%
35 and older	34%	38%
Total	100%	100%

Country of Citizenship			
	Respondents <i>n</i> = 2,856	Global MBA® Graduate Survey Sample <i>n</i> = 37,510	2007 GMAT® Test Taker Population <i>n</i> = 186,151
United States	62%	60%	56%
Europe	14%	10%	9%
Asia	11%	17%	25%
Canada	6%	6%	3%
Latin America and the Caribbean	4%	5%	3%
Other	2%	3%	5%
Total	100%	100%	100%

U.S. Subgroup			
	Respondents <i>n</i> = 1,665	Global MBA® Graduate Survey Sample <i>n</i> = 20,658	2007 GMAT® Test Taker Population <i>n</i> = 103,992
White	85%	83%	75%
Asian American	8%	9%	11%
African American	4%	4%	9%
Hispanic	3%	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 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 in order to make the final analysis more robust. In this preliminary analysis, variations to all topical questions were cross tabulated with each classification question. This made it possible to determine which classification questions offered the most promise in the interpretation of survey responses. 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.

Industry and Industry Groups			
Consulting		High Technology (continued)	
	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	Manufacturing	
Energy/Utilities			Aerospace and defense
	Energy and utilities		Automotive
	Mining		Other manufacturing
	Utilities	Nonprofit or government	
	Other energy and utilities		Education or educational services
Finance			Government, nonmilitary
	Accounting	Products and services	
	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
Healthcare			Customer services
	Biotechnology		Engineering
	Healthcare		Food, beverage, and tobacco
	Health insurance		Hotel, gaming, leisure, and travel
	Health managed care (provider)		Marketing services
	Pharmaceutical		Real estate and rental, leasing
	Other healthcare or pharmaceutical		Restaurant and food services
High Technology			Retail, wholesale
	Engineering		Other products and services
	Information technology or services	Other industry	

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

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

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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