

**MBA ALUMNI PERSPECTIVES SURVEY
COMPREHENSIVE REPORT
SEPTEMBER 2004**

BY

**GRADUATE MANAGEMENT ADMISSION COUNCIL®
(GMAC®)**

Graduate
.....
Management
.....
Admission
.....
Council®

Creating Access to Graduate Business EducationSM

TABLE OF CONTENTS

I. BACKGROUND	2
SURVEY SAMPLE	2
II. WHO ARE THESE ALUMNI?	3
CHARACTERISTICS OF THE RESPONDENTS	3
CHARACTERISTICS OF THE RESPONDENTS BY GENDER	4
CHARACTERISTICS OF THE RESPONDENTS BY COUNTRY OF CITIZENSHIP	5
CHARACTERISTICS OF THE RESPONDENTS BY U.S. SUBGROUP	7
CHARACTERISTICS OF THE RESPONDENTS BY PROGRAM TYPE	8
III. FIRST JOB AFTER GRADUATION	10
EMPLOYMENT STATUS AFTER GRADUATION	10
RESPONDENTS NOT WORKING AFTER GRADUATION	13
TIMING OF FIRST JOB AFTER GRADUATION	14
NUMBER OF JOB OFFERS	15
RIGHT DECISION IN CHOICE OF FIRST JOB	17
MBA DEGREE ESSENTIAL FOR FIRST JOB	18
SALARY AND OTHER COMPENSATION	20
IV. CURRENT JOB	24
CURRENT EMPLOYMENT STATUS	24
EMPLOYER CHARACTERISTICS	29
SATISFACTION WITH EMPLOYER	35
JOB FUNCTION	38
SATISFACTION WITH JOB	40
SKILLS AND ABILITIES USED IN CURRENT JOB	48
PROMOTIONS	57
SALARY AND OTHER COMPENSATION FOR CURRENT JOB	62
SELF-EMPLOYED RESPONDENTS	68
V. THE MBA PROGRAM	69
RIGHT DECISIONS IN EDUCATIONAL CHOICES	69
SATISFACTION WITH GRADUATE MANAGEMENT EDUCATION	70
RETROSPECTIVE EDUCATIONAL NEEDS OF MBA ALUMNI	74
PARTICIPATION IN ALUMNI ACTIVITIES	79

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

I. Background

The MBA Alumni Perspectives Surveys are biannual follow-up studies of past participants of the Global MBA[®] Graduate Surveys. Each year, about three-quarters of the students surveyed express interest in participating in longitudinal studies tracking their career decisions and job satisfaction. The research objectives of this study are to—

- 1) understand first and/or current job characteristics;
- 2) track changes in responsibility, promotions, and salary;
- 3) assess the performance of graduate management education; and
- 4) monitor the educational needs of alumni.

The September 2004 Wave Study include alumni from the classes of 2000, 2001, 2002, 2003, and 2004. This report presents the overall findings, and significant findings by graduation year, gender, citizenship, race/ethnicity, and type of program.

Survey Sample

The survey sample for this report include the respondents who agreed to further follow-up in the Global MBA[®] Graduate Surveys administered among the MBA classes of 2000, 2001, 2002, 2003, and 2004.

On August 25, 2004, an e-mail was sent to the 13,126 members of the sample as a heads-up about the research project. On September 1, 2004, the invitation e-mail was sent to the sample. A reminder e-mail was sent on September 15 to the 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 1 to September 30. As an incentive for people to participate in the survey, we offered to place them in a drawing for one U.S. \$500 and four U.S. \$100 AMEX gift checks.

Of the 13,126 contacts that were initiated for the September 2004 MBA Alumni Perspectives Survey, 1,840 contacts were undeliverable (14%). Of the remaining contacts, 3,392 people responded—a 30% response rate.

Response Rates				
	Sample	Adjusted Sample	Respondents	Adjusted Response Rate
<i>Overall</i>	13,126	11,286	3,392	30%
<i>Graduation Year</i>				
2000	1,416	1,021	260	25%
2001	2,807	2,173	487	22%
2002	2,203	1,838	461	25%
2003	2,728	2,423	640	26%
2004	3,972	3,831	1,544	40%

NOTE: Statistical tests were performed on all contingency tables. A 95 percent confidence interval was used as the cut-off point for significance. Bolded items represent items in the contingency table that affect the statistic of the table.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

II. Who Are These Alumni?

This section of the report presents the demographic characteristics of the survey respondents. The analysis of these characteristics acquaints the reader to the respondents of the September 2004 MBA Alumni Perspectives Survey. By carrying forward these analyses throughout the remainder of the report, a more robust picture of MBA graduates' employment situation and their satisfaction with MBA programs develops.

Characteristics of the Respondents

Who responded to the September 2004 MBA Alumni Perspectives survey? Overall, 43% of respondents graduated in 2004, 22% graduated in 2003, 12% graduated in 2002, 15% graduated in 2001, and 8% graduated in 2000.

Year of Graduation	
Graduation Year	(n = 3,392)
1999 or earlier	<1%
2000	8%
2001	15%
2002	12%
2003	22%
2004	43%
Total	100%

Males outnumber females by a margin of two-and-a-third to one.

Gender of Respondent	
Gender	(n = 3,362)
Male	70%
Female	30%
Total	100%

Citizens of the United States (57%) represent the largest group of respondents, followed by citizens of Asia (14%) and Europe (11%).

Country of Citizenship	
Country of Citizenship (World Region)	(n = 3,321)
United States	57%
Asia	14%
Europe	11%
Canada	7%
Latin America and the Caribbean	6%
Other	5%
Total	100%

Whites (non-Hispanic) comprise 82% of the United States' respondents. The next largest race/ethnic group from the United States is Asian American (7%), African American (5%), and Hispanic (non-white) (4%).

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

U.S. Subgroup	
<i>U.S. Subgroup (Race/Ethnicity)</i>	(n = 1,846)
White (non-Hispanic)	82%
Asian American	7%
African American	5%
Hispanic (non-white)	4%
Multiracial	2%
Native American	<1%
Other	1%
Total	100%

The average respondent is 30 years old.

Age of Respondent	
<i>Age</i>	(n = 3,361)
25 and under	9%
26-27	18%
28-30	35%
31-39	32%
40-49	5%
50 and older	1%
Total	100%
Mean	30

Slightly over three-quarters of respondents graduated from a full-time MBA program.

Program Type	
<i>Program Type</i>	(n = 3,328)
Full-time	76%
Part-time	19%
Executive	5%
Total	100%

Characteristics of the Respondents by Gender

Although the largest groups of males and females are citizens of the United States, there are significantly more women (68%) from the United States than men (57%). Conversely, there are significantly more men from Europe, and Latin America. There is an equal distribution of men and women from Asia and Canada among the respondents.

Country of Citizenship, by Gender		
<i>World Region*</i>	Gender	
	Female (n = 1,021)	Male (n = 2,340)
Asia	14%	15%
United States	68%	57%
Canada	7%	8%
Latin America	3%	8%
Europe	8%	13%
Total	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

More than one-third of women (37%) are 27 years old or younger, compared with 23% of men, meaning that women MBA graduates are significantly younger than their male counterparts are. In addition, 37% of men are age 31-39, which is significantly higher than the percent of women in the same age bracket (27%).

Age of Respondent, by Gender*		
<i>Age</i>	Gender	
	Female (n = 1,021)	Male (n = 2,340)
25 and under	14%	7%
26-27	23%	16%
28-30	35%	36%
31-39	23%	35%
40-49	5%	5%
50 and over	1%	1%
Total	100%	100%
Mean*	30	31

*p ≤ 0.05

Men and women graduated from full-time and part-time MBA programs at the same rate, but men (6%) are significantly more likely than women (2%) to graduate from an executive program.

Program Type, by Gender*		
<i>Program Type</i>	Gender	
	Female (n = 1,009)	Male (n = 2,319)
Full-time	78%	76%
Part-time	20%	18%
Executive	2%	6%
Total	100%	100%

*p ≤ 0.05

There are no significant differences between genders by U.S. subgroup.

Characteristics of the Respondents by Country of Citizenship

The following tables examine the respondents' characteristics by country of citizenship. Asians and Canadians are the least likely to be graduates in 2000. Europeans are the most likely to be graduates in 2003, but least likely to be graduates in 2004.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Graduation Year, by Country of Citizenship*					
Graduation Year	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n = 475)	(n = 1,935)	(n = 237)	(n = 203)	(n = 367)
2000	6%	9%	4%	8%	10%
2001	16%	15%	19%	14%	13%
2002	13%	12%	11%	16%	14%
2003	22%	20%	20%	22%	29%
2004	44%	45%	46%	40%	34%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Citizens of the United States are significantly more likely to be females compared with citizens of Latin America or Europe. Europeans and citizens of Latin America are significantly more likely to be males.

Gender, by Country of Citizenship*					
Gender	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n = 477)	(n = 1,936)	(n = 237)	(n = 203)	(n = 368)
Female	30%	34%	30%	15%	21%
Male	70%	66%	70%	85%	79%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Citizens of Latin America are significantly less likely to be under the age of 25. United States citizens are significantly more likely than Europeans to be ages 26 to 27. Asians and Europeans are significantly more likely than citizens of the United States to be ages 31 to 39. Canadians are the most likely to be 40 to 49 years old.

Age, by Country of Citizenship*					
Age	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n = 476)	(n = 1,936)	(n = 237)	(n = 203)	(n = 368)
25 and under	11%	10%	8%	4%	10%
26-27	19%	20%	14%	14%	12%
28-30	32%	36%	38%	46%	31%
31-39	36%	27%	30%	35%	42%
40-49	3%	6%	10%	1%	6%
50 and over	<1%	1%	0%	0%	0%
Total	100%	100%	100%	100%	100%
Mean*	30	30	31	30	31

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Citizens of Latin America are significantly more likely than United States citizens to have graduated from a full-time program. Conversely, United States citizens are significantly more likely than citizens of Latin America to have graduated from a part-time program. Canadians are the most likely to have graduated from an executive program.

Program Type, by Country of Citizenship*					
Program Type	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n = 477)	(n = 1,910)	(n = 234)	(n = 202)	(n = 368)
Full-time	83%	72%	69%	95%	84%
Part-time	15%	22%	20%	5%	12%
Executive	2%	5%	12%	1%	4%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Characteristics of the Respondents by U.S. Subgroup

The following is an analysis of United States citizens by their race/ethnicity. There are no significant differences by race/ethnicity for year of graduation, and gender. The average age of U.S. respondents by their race/ethnicity is significantly different, but the distribution of ages is not significantly different. Hispanics, with an average age of 29, tend to be the youngest MBA graduates.

Average Age, by U.S. Subgroup*				
Age	Race/Ethnicity			
	Asian Americans	African Americans	White (non-Hispanic)	Hispanic
	(n = 134)	(n = 82)	(n = 1,486)	(n = 70)
Mean	30	31	31	29

*p ≤ 0.05

Hispanics are significantly more likely to have graduated from a full-time program and significantly less likely to have graduated from a part-time program. There are no significant differences between the various U.S. subgroups in the rate of graduation from an executive MBA program.

Program Type, by U.S. Subgroup*				
Program Type	Race/Ethnicity			
	Asian Americans	African Americans	White (non-Hispanic)	Hispanic
	(n = 134)	(n = 82)	(n = 1,486)	(n = 70)
Full-time	77%	77%	70%	89%
Part-time	20%	17%	24%	7%
Executive	3%	6%	6%	4%
Total	100%	100%	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Characteristics of the Respondents by Program Type

Graduates of part-time programs are less likely to be in the classes of 2000 and 2001. Part-time and executive programs have a higher percent of respondents in the class of 2004 than do full-time programs.

Graduation Year, by Program Type*			
Graduation Year	Program Type		
	Full-Time	Part-Time	Executive
	(n = 2,542)	(n = 618)	(n = 164)
2000	9%	6%	4%
2001	15%	12%	18%
2002	13%	12%	9%
2003	23%	19%	16%
2004	40%	51%	54%
Total	100%	100%	100%

*p ≤ 0.05

Executive programs are significantly less likely than other programs to have female graduates and significantly more likely to have male graduates.

Gender, by Program Type*			
Gender	Program Type		
	Full-Time	Part-Time	Executive
	(n = 2,544)	(n = 620)	(n = 164)
Female	31%	33%	14%
Male	69%	67%	86%
Total	100%	100%	100%

*p ≤ 0.05

Full-time programs are significantly less likely than part-time programs to have graduates from the United States. Full-time programs, however, are significantly more likely to have graduates from Latin America. Part-time programs are significantly less likely to have Europeans. Executive programs are significantly less likely to have Asians and citizens of Latin America, but are significantly more likely to have Canadians.

Country of Citizenship, by Program Type*			
World Region	Program Type		
	Full-Time	Part-Time	Executive
	(n = 2,433)	(n = 597)	(n = 157)
Asia	16%	12%	5%
United States	57%	72%	66%
Canada	7%	8%	17%
Latin America	8%	2%	1%
Europe	13%	7%	10%
Total	100%	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Part-time programs are significantly less likely to have respondents who are Hispanic in their graduating classed. Additionally, full-time programs are significantly more likely to have Hispanics among the respondents.

U.S. Subgroup, by Program Type*			
	Program Type		
	Full-Time (n = 2,433)	Part-Time (n = 597)	Executive (n = 157)
Race/Ethnicity			
Asian American	8%	7%	4%
African American	5%	4%	5%
White (non-Hispanic)	82%	89%	87%
Hispanic	5%	1%	3%
Total	100%	100%	100%

*p ≤ 0.05

Full-time programs tend to graduate younger students than part-time and executive programs. Executive programs tend to graduate the oldest students. Part-time programs tend to graduate older students than full-time programs, but younger students than executive programs.

Age, by Program Type*			
	Program Type		
	Full-Time (n = 2,433)	Part-Time (n = 597)	Executive (n = 157)
Age			
25 and under	11%	5%	0%
26-27	20%	12%	3%
28-30	39%	28%	13%
31-39	28%	41%	49%
40-49	2%	13%	27%
50 and over	0%	2%	7%
Total	100%	100%	100%
Mean*	29	33	38

*p ≤ 0.05

III. First Job After Graduation

This section of the report examines the employment status of the respondents at the time of their graduation from the MBA program. Included in the analysis is the timing of their first job after graduation, number of other job offers, whether accepting the job was the right decision, how the job ties into the MBA degree, and the starting salary and other compensation in the first job after graduation.

Employment Status After Graduation

Overall, 85% of respondents were working after graduation. Almost a quarter (24%) are working in a job they held while in graduate management school and 11% continued working for an employer in which they had an internship or work project during graduate management school. Forty-five percent of respondents started their first job after leaving graduate management school and 5% are self-employed or own a small business.

Employment Status After Graduation	
Response	(n =2,456)
I held this job while in graduate management school and continued working at this job after I left graduate management school	24%
I had an internship/work project with the employer and continued working for this employer after I left graduate management school	11%
It was the first job I held after leaving graduate management school	45%
I was self-employed or a small business owner	5%
I have not had a job since leaving graduate management school	15%
Total	100%

The graduating class of 2004 was significantly more likely than the classes of 2000 and 2003 to have held this job, their first job after graduation, while in graduate management school. The class of 2000 was significantly more likely than the other graduating classes to have had an internship/work project with the employer and have continued working for this employer after graduation. The class of 2000 was significantly more likely than the class of 2003 to have obtained their first job after leaving graduate management school. Graduates in the 2003 MBA class were the most likely not to be employed after graduation (33%). As noted in the previous survey, more than half of respondents in the class of 2003 who were not working had graduated during the month the survey was available.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Employment Status After Graduation, by Graduation Year					
Response	Graduation Year				
	2000	2001	2002	2003	2004
	(n =164)	(n = 245)	(n = 239)	(n = 362)	(n = 1,446)
I held this job while in graduate management school and continued working at this job	10%	27%	20%	15%	28%
I had an internship/work project with the employer and continued working for this employer	19%	10%	13%	11%	11%
It was the first job I held after leaving graduate management school	68%	55%	57%	37%	41%
I was self-employed or a small business owner	2%	5%	5%	5%	5%
I have not had a job since leaving graduate management school	1%	3%	5%	33%	16%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

When comparing the employment status after graduation, it should be noted that for all graduating classes before 2004, the data for the analysis was provided in the August 2003 MBA Alumni Perspectives survey.

Considering that graduates in the class of 2004 are more likely to have graduated from a part-time program, it is not surprising that they are the most likely to have worked at the job while in graduate management school. Additionally, considering that the class of 2000 were significantly less likely to have graduated from a part-time program, it is understandable that they were the most likely to have obtained their first job after leaving graduate management school.

Citizens of Latin America are the most likely not to be working after graduation; nearly a quarter of these respondents were not working. United States citizens are the least likely to be not working after graduation. Canadian citizens are significantly more likely to be entrepreneurs and Asians are the least likely to be self-employed or small business owners.

Employment Status After Graduation, by Country of Citizenship*					
Response	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n =302)	(n = 1,472)	(n = 169)	(n = 153)	(n = 248)
I held this job while in graduate management school and continued working at this job	23%	26%	25%	10%	19%
I had an internship/work project with the employer and continued working for this employer	12%	13%	8%	11%	7%
It was the first job I held after leaving graduate management school	45%	45%	37%	52%	44%
I was self-employed or a small business owner	2%	4%	12%	4%	6%
I have not had a job since leaving graduate management school	18%	12%	18%	24%	23%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

As shown above, only 4% of U.S. citizens included in the study are self-employed or small business owners. African-Americans (12%), however, are significantly more likely to be entrepreneurs than any other racial or ethnic group in the United States. Hispanics are the most likely to have obtained their job after graduation from an internship or work project initiated during their MBA education. On the contrary, Hispanics and Asian Americans are the least likely to have worked for their first employer after graduation while they were in school, which is in line with the fact that Hispanics and Asian Americans, to a lesser degree, are significantly more likely to have graduated from a full-time program than other race/ethnic groups.

Employment Status After Graduation, by U.S. Subgroup*				
Response	Race/Ethnicity			
	Asian American (n =94)	African American (n =60)	White (non-Hispanic) (n =1,152)	Hispanic (n =56)
I held this job while in graduate management school and continued working at this job	16%	18%	28%	13%
I had an internship/work project with the employer and continued working for this employer	12%	17%	12%	23%
It was the first job I held after leaving graduate management school	55%	43%	44%	55%
I was self-employed or a small business owner	2%	12%	4%	4%
I have not had a job since leaving graduate management school	15%	10%	11%	5%
Total	100%	100%	100%	100%

*p ≤ 0.05

Graduates of full-time MBA programs have the largest percent of respondents not working among the various types of programs. It makes sense, however, that part-time and executive program graduates are significantly more likely to have held the job while in graduate management school (about three-quarters of these graduates), and less likely than full-time graduates to have continued an internship/work project or to have started the job after graduation. Additionally, respondents of executive programs were significantly more likely to be entrepreneurs.

Employment Status After Graduation, by Program Type*			
Response	Program Type		
	Full-time (n =719)	Part-time (n = 1,719)	Executive (n = 1,719)
I held this job while in graduate management school and continued working at this job	6%	77%	74%
I had an internship/work project with the employer and continued working for this employer	15%	2%	0%
It was the first job I held after leaving graduate management school	56%	11%	10%
I was self-employed or a small business owner	5%	5%	11%
I have not had a job since leaving graduate management school	19%	5%	6%
Total	100%	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Respondents Not Working After Graduation

The U.S. Bureau of Labor Statistics defines employed persons as having “done any work at all as a paid employee.”¹ An unemployed person is defined as someone who was not employed, was available for work, and had made efforts to find employment¹. The Bureau of Labor Statistics defines someone as not in the labor force as a person who is not employed and not searching for work¹.

Sixteen percent of respondents in the class of 2004 selected the choice, “I have not had a job since leaving graduate management school.” Based on this selection, one might infer that the unemployment rate after graduating from an MBA program is 16%, but this percentage is misleading. According to the definitions of the Bureau of Labor Statistics, 63% of the 16% who stated that they have not held a job would be classified as not in the labor force, rather than unemployed. Of the respondents who stated that they have not had a job since leaving graduate management school, 14% graduated in the month of the survey or by the end of the year; 22% recently moved; 10% have family reasons; 6% are continuing their education; and about 1% has military obligations. The unemployment rate would then be reduced to 6%.

Reasons for Unemployment (Class of 2004)	
Reason	(n = 234)
Unable to find the job I want	69%
Recently moved	22%
Graduated in month of survey/by year end	14%
Family reasons	10%
Continuing my education	6%
Currently involved in internship/work project	5%
Health reasons	3%
Military obligations	1%
Other	17%

¹ U.S. Department of Labor, Bureau of Labor Statistics: *BLS Glossary*. Retrieved October 27, 2004, from <http://www.bls.gov/bls/glossary.htm>

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Timing of First Job After Graduation

Respondents who worked for an employer in their first job after graduate school were asked when they began to work for this employer. Overall, 38% of graduates began their first job in June or July, and 35% began in August through December.

When First Job After Graduation Started	
Month	(n =2,011)
January-May	27%
June-July	38%
August-December	35%
Total	100%
Year	
2000 and earlier	24%
2001	11%
2002	13%
2003	15%
2004	38%
Total	100%

The following tables present the timing of the first job by various characteristics. By graduation year, the class of 2001 was most likely to begin their first job in January to May, the class of 2003 was most likely to being in June or July, and the class of 2002 was most likely to begin in August to December.

When First Job After Graduation Started, by Graduation Year*					
Month	Graduation Year				
	2000	2001	2002	2003	2004
	(n =163)	(n = 237)	(n = 227)	(n = 243)	(n = 1,141)
January-May	25%	34%	26%	24%	27%
June-July	36%	30%	33%	47%	40%
August-December	39%	37%	42%	29%	33%
Total	100%	100%	100%	100%	100%
Year					
2000 and earlier	83%	19%	13%	14%	20%
2001	14%	59%	4%	3%	4%
2002	3%	19%	66%	4%	4%
2003	1%	3%	16%	79%	6%
2004	0%	0%	0%	0%	67%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Females are more likely than males to begin their first job in August to December.

Both Canadians and Europeans are significantly more likely to begin their first job in January to May.

Since the vast majority of part-time and executive program graduates worked at their first job during their MBA program, it is not surprising that they are the most likely to begin their first job in 2000 or earlier.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

There are no significant differences in the timing of the first job by U.S. subgroups.

Number of Job Offers

This section of the report presents the number of job offers respondents received after graduation. The number of job offers received is influenced by a variety of factors, such as the number of jobs to which a respondent applied, the type of job the respondent was seeking, or their choice of industry.

Respondents whose first job commenced after graduation or if their first job resulted from an internship/work project were asked how many job offers they received after graduation. Overall, 39% received only one job offer after they graduated, 28% received two offers, 18% received three job offers, and 16% received four or more other offers. On average, these respondents receive 2.3 job offers.

Number of Job Offers (First Job After Graduation)	
Response	(n = 1,610)
One job offer	39%
Two job offers	28%
Three job offers	18%
Four or more other job offers	16%
Total	100%
Mean number of job offers	2.3
Median number of job offers	2.0

Half of the 2002 graduating class received only one job offer. This is a significantly higher percentage than the other graduating classes. The class of 2000 (33%) was the most likely to have received four or more job offers after graduation. The typical number of additional job offers for the class of 2000 was three, compared with one for the class of 2002.

Number of Job Offers, by Graduation Year* (First Job After Graduation)					
Response	Graduation Year				
	2000 (n = 163)	2001 (n = 237)	2002 (n = 227)	2003 (n = 243)	2004 (n = 740)
One job offer	22%	43%	50%	40%	37%
Two job offers	28%	27%	27%	28%	28%
Three job offers	18%	14%	16%	17%	21%
Four or more other job offers	33%	17%	7%	15%	14%
Total	100%	100%	100%	100%	100%
Mean number of other job offers	3.0	2.2	1.9	2.2	2.3
Median number of other job offers	3.0	2.0	1.0	2.0	2.0

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Males (17%) are significantly more likely than females (13%) to receive four or more job offers. Inversely, females (44%) are significantly more likely than males (37%) to receive only one job offer after graduation. On average, females receive 2.1 job offers and males receive 2.3 job offers.

Number of Job Offers, by Gender (First Job After Graduation)		
Response	Gender	
	Female (n =446)	Male (n =1,152)
One job offer	44%	37%
Two job offers	28%	27%
Three job offers	15%	19%
Four or more other job offers	13%	17%
Total	100%	100%
Mean number of job offers	2.1	2.3
Median number of job offers	2.0	2.0

*p ≤ 0.05

Although citizens of Latin America are the most likely to be unemployed after graduation, those respondents in this group who are employed are the most likely to have received more than one job offer. Just 26% of Latin American respondents received only one job offer, compared with 41% of citizens of the United States. One-quarter of Europeans receive four or more job offers after graduation, the largest proportion among the world regions.

Number of Job Offers, by Country of Citizenship* (First Job After Graduation)					
Response	World Region				
	Asia (n =200)	United States (n = 1,005)	Canada (n = 85)	Latin America (n = 99)	Europe (n = 154)
One job offer	37%	41%	35%	26%	29%
Two job offers	27%	27%	26%	34%	27%
Three job offers	24%	17%	20%	22%	19%
Four or more other job offers	13%	15%	19%	17%	25%
Total	100%	100%	100%	100%	100%
Mean number of job offers	2.2	2.2	2.3	2.4	2.8
Median number of job offers	2.0	2.0	2.0	2.0	2.0

*p ≤ 0.05

Of the citizens of the United States, white (non-Hispanic) respondents (44%) are the most likely to receive only one job offer after graduation. Thirty percent of Hispanics receive four or more job offers, which is the largest proportion among the U.S. subgroups. Typically, Hispanics receive three job offers, compared with white (non-Hispanics) who receive two job offers.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Number of Job Offers, by U.S. Subgroup* (First Job After Graduation)				
Response	Race/Ethnicity			
	Asian American (n = 67)	African American (n = 45)	White (non-Hispanic) (n = 770)	Hispanic (n = 46)
One job offer	34%	24%	44%	26%
Two job offers	22%	27%	28%	20%
Three job offers	21%	24%	15%	24%
Four or more other job offers	22%	24%	13%	30%
Total	100%	100%	100%	100%
Mean number of job offers	2.5	2.6	2.1	2.9
Median number of job offers	2.0	2.0	2.0	3.0

*p ≤ 0.05

Employed respondents graduating from part-time programs are the least likely to receive more than one job offer. Slightly more than half (53%) received only one job offer after graduation. Eighteen percent of part-time graduates, compared with 36% of full-time graduates and 33% of executive graduates, receive three or more job offers. These differences are statistically significant.

Number of Job Offers, by Program Type* (First Job After Graduation)			
Response	Program Type		
	Full-time (n = 1,372)	Part-time (n = 173)	Executive (n = 39)
One job offer	37%	53%	36%
Two job offers	27%	30%	31%
Three job offers	19%	12%	18%
Four or more other job offers	17%	6%	15%
Total	100%	100%	100%
Mean number of job offers	2.3	1.7	2.3
Median number of job offers	2.0	1.0	2.0

*p ≤ 0.05

Right Decision in Choice of First Job

Respondents whose first job commenced after graduation or whose first job resulted from an internship/work project were asked whether the job they took is the kind of job they were looking for. Overall, 58% stated their job definitely is the kind of job they were looking for. Only 7% stated that it is not the kind of job they were looking for.

When You Took this Job, Was it the Kind of Job You Were Looking For? (First Job After Graduation)	
Response	(n = 1,610)
Yes, definitely	58%
Yes, somewhat	35%
No	7%
Total	100%

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

The graduating class of 2002 was the least likely to state that it is definitely the kind of job they were looking for. Both the classes of 2001 and 2002 were the most likely to state that it is not the kind of job they were looking for.

When You Took this Job, Was it the Kind of Job You Were Looking For?, by Graduation Year* (First Job After Graduation)					
Response	Graduation Year				
	2000 (n =163)	2001 (n = 237)	2002 (n = 227)	2003 (n = 243)	2004 (n = 740)
Yes, definitely	68%	52%	47%	56%	61%
Yes, somewhat	26%	36%	41%	39%	34%
No	6%	11%	12%	5%	5%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

No significant differences exist between gender, citizenship, U.S. subgroup, or program type.

Intrinsically, the more jobs someone has to choose between, the more likely the job chosen is the one that they were looking for. This is the case among the survey respondents. Half of respondents with only one job offer compared with 72% with four or more other offers state that it is definitely the kind of job they were looking for.

When You Took this Job, Was it the Kind of Job You Were Looking For?, by Number of Additional Job Offers* (First Job After Graduation)				
Response	Number of Other Job Offers			
	One (n =624)	Two (n = 443)	Three (n = 294)	Four or more (n = 249)
Yes, definitely	50%	59%	61%	72%
Yes, somewhat	38%	37%	34%	26%
No	12%	4%	5%	2%
Total	100%	100%	100%	100%

*p ≤ 0.05

MBA Degree Essential for First Job

Respondents whose first job commenced after graduation or whose first job resulted from an internship/work project were asked whether they could have obtained this first job without an MBA degree. Overall, almost half of respondents (49%) strongly agree that they could not have obtained this job without graduate management school training. Another 23% somewhat agree with the statement. However, one in five respondents disagrees with the statement, indicating they believe could have obtained their first job without an MBA degree.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

I Could Not Have Obtained this Job Without My Graduate Management School Training (First Job After Graduation)	
Response	(n =1,610)
Strongly agree	49%
Somewhat agree	23%
Neither agree not disagree	8%
Somewhat disagree	8%
Strongly disagree	12%
Total	100%

*p ≤ 0.05

The class of 2002 was the most likely to strongly disagree and the least likely to strongly agree with the statement, “I could not have obtained this job without my graduate management school training.” The class of 2004 is the most likely to strongly agree that their MBA degree is necessary in obtaining their first job after graduating.

I Could Not Have Obtained this Job Without My Graduate Management School Training, by Graduation Year* (First Job After Graduation)					
Response	Graduation Year				
	2000 (n =163)	2001 (n = 237)	2002 (n = 227)	2003 (n = 243)	2004 (n = 740)
Strongly agree	52%	42%	37%	45%	55%
Somewhat agree	23%	22%	21%	24%	24%
Neither agree not disagree	4%	10%	11%	9%	7%
Somewhat disagree	8%	9%	11%	6%	8%
Strongly disagree	13%	17%	22%	17%	7%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

The graduates of full-time MBA programs strongly agree with the statement, “I could not have obtained this job without my graduate management school training” most often.

I Could Not Have Obtained this Job Without My Graduate Management School Training, by Program Type* (First Job After Graduation)			
Response	Program Type		
	Full-time (n =1,372)	Part-time (n =173)	Executive (n =39)
Strongly agree	53%	21%	23%
Somewhat agree	24%	17%	28%
Neither agree not disagree	7%	13%	18%
Somewhat disagree	8%	11%	8%
Strongly disagree	9%	38%	23%
Total	100%	100%	100%

*p ≤ 0.05

There is only a minor difference between genders (11% of females, compared with 7% of males, somewhat disagree with the statement). Among country of citizenship, 4% of Canadians strongly disagree with the statement, which is significantly lower than the rest of the world regions. There are no significant differences between U.S. subgroups in their agreement or disagreement with

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

the statement, “I could not have obtained this job without my graduate management school training.”

Salary and Other Compensation

Respondents were asked to provide their starting annual salary and other first-year compensation for the job they held after graduating for their MBA program. Respondents were asked to provide this information in U.S. dollars, and a currency conversion calculator is provided in the survey instrument. Overall, the mean starting salary of MBA graduates in their first job after graduation is \$67,240 and \$11,752 is the mean other first-year compensation. The lower 25th percentile is \$50,000, \$70,000 is the 50th percentile, and \$85,000 is the upper 75th percentile for starting salary.

Starting Annual Salary and Other Compensation - U.S. Dollars (First Job After Graduation)		
	Starting Annual Salary	Other First- year Compensation
Statistic	(n = 1,685)	(n = 1,137)
Mean	\$67,240	\$11,752
Lower 25 th percentile	\$50,000	\$0
Median (50 th percentile)	\$70,000	\$6,000
Upper 75 th percentile	\$85,000	\$15,000

Graduates in the class of 2000 (\$74,825) were significantly more likely than the class of 2004 (\$65,313) to have a higher mean starting salary. Both the class of 2000 and 2001 were significantly more likely to have received more other first-year compensation than the class of 2004.

Starting Annual Salary and Other Compensation, by Graduation Year – U.S. Dollars (First Job After Graduation)					
	Graduation Year				
	2000	2001	2002	2003	2004
Starting Annual Salary	(n =127)	(n = 149)	(n = 156)	(n = 147)	(n = 1,106)
Mean*	\$74,825	\$71,470	\$68,030	\$70,064	\$65,313
Lower 25 th percentile	\$60,000	\$50,000	\$50,000	\$51,000	\$45,000
Median (50 th percentile)	\$75,000	\$75,000	\$67,136	\$70,000	\$65,894
Upper 75 th percentile	\$90,000	\$87,000	\$83,800	\$85,000	\$85,000
Other First-Year Compensation					
Mean*	\$16,804	\$16,567	\$12,788	\$13,738	\$10,495
Lower 25 th percentile	\$5,000	\$2,000	\$1,000	\$2,650	\$0
Median (50 th percentile)	\$10,000	\$10,000	\$10,000	\$10,000	\$5,000
Upper 75 th percentile	\$20,000	\$20,000	\$16,000	\$20,000	\$15,000

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

As shown in the following table, males are significantly more likely than females to have a higher starting annual salary and other first-year compensation.

Starting Annual Salary and Other Compensation, by Gender – U.S. Dollars (First Job After Graduation)		
	Gender	
	Female (n = 492)	Male (n = 1,181)
Starting Annual Salary		
Mean*	\$61,196	\$69,754
Lower 25 th percentile	\$42,000	\$50,700
Median (50 th percentile)	\$62,500	\$72,000
Upper 75 th percentile	\$80,000	\$85,000
Other First-Year Compensation		
Mean*	\$8,850	\$12,899
Lower 25 th percentile	\$0	\$0
Median (50 th percentile)	\$4,000	\$8,000
Upper 75 th percentile	\$15,000	\$17,000

*p ≤ 0.05

United States citizens (\$69,313) are significantly more likely than Asians (\$60,589) to have a higher starting annual salary. There are no significant differences in the mean starting salary by U.S. subgroups. However, Hispanics (\$19,236) are significantly more likely to have received more other first-year compensation than white, non-Hispanics (\$11,175).

Starting Annual Salary and Other Compensation, by Country of Citizenship – U.S. Dollars (First Job After Graduation)					
	World Region				
	Asia (n = 197)	United States (n = 1,080)	Canada (n = 104)	Latin America (n = 89)	Europe (n = 147)
Starting Annual Salary					
Mean*	\$60,589	\$69,313	\$62,133	\$66,861	\$65,994
Lower 25 th percentile	\$40,000	\$51,000	\$45,000	\$49,500	\$43,000
Median (50 th percentile)	\$65,000	\$72,000	\$57,335	\$70,000	\$68,000
Upper 75 th percentile	\$85,000	\$82,000	\$75,000	\$84,100	\$85,000
Other First-Year Compensation					
Mean	\$10,314	\$12,148	\$8,182	\$12,473	\$12,413
Lower 25 th percentile	\$0	\$0	\$0	\$2,000	\$0
Median (50 th percentile)	\$5,000	\$6,550	\$3,000	\$10,000	\$7,000
Upper 75 th percentile	\$15,000	\$16,125	\$10,000	\$20,000	\$15,000

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Graduates of part-time programs (\$58,487) starting annual salary is significantly lower than the starting annual salary of full-time program graduates (\$69,438) and executive program graduates (\$73,149). Graduates of full-time programs (\$13,442) received more in other first-year compensation than graduates of part-time programs (\$6,064).

Starting Annual Salary and Other Compensation, by Program Type – U.S. Dollars (First Job After Graduation)			
	Program Type		
	Full-Time (n = 1,219)	Part-Time (n = 352)	Executive (n = 83)
Starting Annual Salary			
Mean*	\$69,438	\$58,487	\$73,149
Lower 25 th percentile	\$53,000	\$38,000	\$43,000
Median (50 th percentile)	\$72,500	\$55,000	\$65,000
Upper 75 th percentile	\$85,000	\$75,000	\$95,500
Other First-Year Compensation			
Mean*	\$13,442	\$6,064	\$10,657
Lower 25 th percentile	\$288	\$0	\$0
Median (50 th percentile)	\$10,000	\$500	\$2,250
Upper 75 th percentile	\$20,000	\$8,000	\$15,000

*p ≤ 0.05

Respondents whose first job was in the consulting industry had an average starting salary that was significantly higher than all other industries except for the energy/utilities industry. The non-profit/government industry had the lowest average starting salary.

Starting Annual Salary and Other Compensation, by Industry – U.S. Dollars (First Job After Graduation)									
Industry	Starting Annual Salary					Other First-year Compensation			
	n	Mean*	Lower 25th Percentile	Median	Upper 75th Percentile	Mean*	Lower 25th Percentile	Median	Upper 75th Percentile
Consulting	201	\$78,252	\$61,000	\$80,000	\$97,500	\$12,884	\$2,000	\$10,000	\$18,000
Finance/ Accounting	284	\$65,300	\$48,000	\$70,000	\$85,000	\$17,424	\$0	\$10,000	\$25,000
Products/ Services	299	\$64,034	\$47,000	\$65,000	\$80,000	\$9,792	\$0	\$6,146	\$15,000
Manufacturing	131	\$68,200	\$54,420	\$70,000	\$81,500	\$11,789	\$0	\$6,150	\$15,000
Technology	190	\$72,205	\$57,602	\$72,750	\$85,000	\$11,123	\$0	\$5,000	\$15,000
Health Care/ Pharmaceuticals	127	\$68,389	\$45,000	\$65,788	\$85,000	\$8,296	\$0	\$3,750	\$15,000
Energy/Utilities	37	\$76,294	\$65,000	\$75,000	\$88,000	\$17,642	\$1,575	\$15,000	\$30,000
Non-profit/ government	81	\$47,270	\$34,250	\$44,000	\$60,000	\$2,710	\$0	\$0	\$1,000

*p ≤ 0.05

As shown in the following table, respondents employed in local organizations had significantly lower starting annual salaries than other types of organizations. The multinational organizations provided the highest average starting annual salary and other first-year compensation, which is statistically significant.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Starting Annual Salary and Other Compensation, by Scope of Organization – U.S. Dollars (First Job After Graduation)									
Scope	Starting Annual Salary					Other First-year Compensation			
	<i>n</i>	Mean*	Lower 25th Percentile	Median	Upper 75th Percentile	Mean*	Lower 25th Percentile	Median	Upper 75th Percentile
Local	97	\$49,631	\$30,000	\$42,000	\$65,000	\$4,828	\$0	\$0	\$6,000
Regional	115	\$61,832	\$40,000	\$56,000	\$75,000	\$8,094	\$0	\$600	\$10,000
National	260	\$63,033	\$45,000	\$65,000	\$80,000	\$10,059	\$0	\$5,000	\$15,000
Multinational	919	\$71,583	\$55,000	\$75,000	\$85,000	\$13,527	\$10	\$9,000	\$20,000

*p ≤ 0.05

Respondents with four or more job offers (\$78,243) had significantly higher average starting annual salaries compared with respondents with fewer job offers. Respondents with only one job offer had a starting annual salary, on average, of \$67,472; those with two job offers had an average starting salary of \$70,455; and respondents who received three job offers reported an average starting salary of \$71,787.

Starting Annual Salary, by Number of Job Offers – U.S. Dollars (First Job After Graduation)									
Number of Job Offers	Starting Annual Salary					Other First-year Compensation			
	<i>n</i>	Mean*	Lower 25th Percentile	Median	Upper 75th Percentile	Mean*	Lower 25th Percentile	Median	Upper 75th Percentile
One	497	\$67,472	\$50,000	\$70,000	\$84,808	\$9,690	\$0	\$5,000	\$14,000
Two	365	\$70,455	\$55,000	\$72,000	\$85,000	\$14,471	\$2,400	\$10,000	\$20,000
Three	241	\$71,787	\$59,250	\$75,000	\$85,000	\$15,115	\$4,125	\$10,000	\$20,000
Four or more	201	\$78,243	\$65,000	\$80,000	\$90,000	\$19,344	\$5,000	\$15,000	\$25,000

*p ≤ 0.05

Respondents who stated that the job they accepted as their first job was definitely the kind of job they were looking for (\$76,434) had significantly higher starting salary and other first-year compensation than respondents who stated it was somewhat like (\$64,248) or not at all like (\$55,723) the job they were looking for.

Starting Annual Salary, by Right Decision in Choosing First Job – U.S. Dollars (First Job After Graduation)									
Right Decision?	Starting Annual Salary					Other First-year Compensation			
	<i>n</i>	Mean*	Lower 25th Percentile	Median	Upper 75th Percentile	Mean*	Lower 25th Percentile	Median	Upper 75th Percentile
Yes, definitely	761	\$76,434	\$64,000	\$79,000	\$88,750	\$16,410	\$3,500	\$10,000	\$20,000
Yes, somewhat	452	\$64,248	\$47,000	\$65,000	\$80,000	\$9,815	\$0	\$5,000	\$15,000
No	91	\$55,723	\$36,250	\$55,000	\$75,000	\$6,253	\$0	\$1,250	\$9,530

*p ≤ 0.05

Furthermore, respondents who strongly agreed that the job they accepted required an MBA had significantly higher starting annual salaries than the other respondents. The starting annual salary for respondents who strongly agreed was \$75,762; somewhat agreed was \$66,778; neither agreed nor disagreed was \$65,776; somewhat disagreed was \$63,820; and strongly disagreed was \$63,137.

IV. Current Job

This section of the report examines the current employment status of the respondents at the time of the survey. Included in the analysis are employer characteristics; satisfaction with employer; job function; satisfaction with job, skills, and abilities used in current job; and promotions, salary and other compensation.

Current Employment Status

Overall, 90% of respondents were employed at the time of the survey, including 84% who work for an employer and 6% who are self-employed or a small business owner. Ten percent of all respondents were not working at the time of the survey.

Current Employment Status	
Response	(n =3,392)
Currently employed	84%
I am currently self-employed or a small business owner	6%
I am not currently working	10%
Total	100%

Of the 10% that were not currently working, 53% can be categorized as unemployed and 47% as not in the labor force.

Respondents from the class of 2004 are significantly more likely not to be working compared with all other graduating classes. Nine percent of the class of 2004 is unemployed and 8% is not currently in the labor force. Respondents who graduated in the class of 2004 were significantly more likely to be unemployed and not in the labor force.

As the following table shows, female respondents are significantly more likely than male respondents not to be in the labor force.

Citizens of the United States are the most likely to be unemployed, and is significantly different compared with all other regions of the world. Citizens of Latin America are significantly more likely to be unemployed compared with the rest of the world regions. Europeans are the most likely not to be in the labor force, and is significantly different than respondents in the rest of the world.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Respondents Not Working, by Various Characteristics		
Characteristics	Unemployed	Not in Labor Force
	(n = 183)	(n = 161)
Total	5%	5%
Graduation Year		
2000	2%	4%
2001	1%	2%
2002	2%	2%
2003	5%	2%
2004	9%	8%
Gender		
Female	6%	7%
Male	5%	4%
World Region		
Asia	7%	6%
United States	4%	4%
Canada	7%	4%
Latin America	12%	4%
Europe	6%	10%
U.S. Subgroup		
Asian American	5%	3%
African American	5%	6%
White (non-Hispanic)	4%	4%
Hispanic	3%	1%
Program Type		
Full-time	6%	6%
Part-time	2%	2%
Executive	3%	1%

Of the respondents who were unemployed or not in the labor force among the class of 2004, 14% recently graduated from their MBA program, 22% recently moved, and 10% had family reasons for not having a job.

Two-thirds of all respondents who are not working stated that they are unable to find the job they want. Almost one in five of the respondents (19%) stated that they are unemployed because they recently moved. Close to one in eight (12%) are unemployed due to family reasons, and 10% stated that they had just graduated. Additionally, 17% of unemployed respondents mention “other” reasons for being unemployed. The main reasons for “other” are—

- Still looking/interviewing (25%);
- Took time off (19%);
- Recently laid-off (14%);
- Starting own business (7%); and
- Visa/immigration issues (7%).

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Reasons Respondent Is Not Working	
Reason	(n = 344)
Unable to find a job I want	66%
Have recently moved	19%
Family reasons	12%
Continuing my education	8%
Currently involved in internship or work project	4%
Health reasons	3%
Military obligations	1%
Other	17%

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

The following tables present the current employment status of respondents by various characteristics. The class of 2000 (9%) has the greatest proportion of self-employed/small business owners. Upon graduation, only 2% of the class of 2000 was self-employed. This indicates that after spending time working for an employer, respondents in the class of 2000 became more entrepreneurial. Members of the class of 2004 (78%) are the least likely to be working for an employer at the time of the survey.

Current Employment Status, by Graduation Year*					
Response	Graduation Year				
	2000	2001	2002	2003	2004
	(n =270)	(n =514)	(n =420)	(n =738)	(n =1,446)
Currently employed	85%	89%	91%	86%	78%
I am currently self-employed or a small business owner	9%	8%	6%	7%	5%
I am currently unemployed	2%	1%	2%	5%	9%
Currently not in the labor force	4%	2%	2%	2%	8%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Males (7%) are significantly more likely than females (5%) to be self-employed or small business owners. Females (7%) are significantly more likely than males (4%) not to be in the labor force.

Current Employment Status, by Gender*		
Response	Gender	
	Female	Male
	(n =1,021)	(n =2,341)
Currently employed	83%	84%
I am currently self-employed or a small business owner	5%	7%
I am currently unemployed	6%	5%
Currently not in the labor force	7%	4%
Total	100%	100%

*p ≤ 0.05

Canadians (12%) are significantly more likely to be self-employed or small business owners than respondents from the rest of the world regions, and Asians (2%) are significantly less likely to be an entrepreneur—the same distinctions as the first job after graduation. Europeans are

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

significantly more likely to be out of the labor force and citizens of Latin America are the most likely to be unemployed.

Current Employment Status, by Country of Citizenship*					
Response	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n =477)	(n =1,936)	(n =237)	(n =203)	(n =368)
Currently employed	84%	87%	80%	76%	76%
I am currently self-employed or a small business owner	4%	6%	9%	8%	8%
I am currently unemployed	7%	4%	7%	12%	6%
Currently not in the labor force	6%	4%	4%	4%	10%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

African Americans are significantly more likely to be self-employed or small business owners.

Current Employment Status, by U.S. Subgroup*				
Response	Race/Ethnicity			
	Asian American	African American	White (non-Hispanic)	Hispanic
	(n =135)	(n =83)	(n =1,508)	(n =71)
Currently employed	87%	74%	88%	92%
I am currently self-employed or a small business owner	4%	16%	5%	4%
I am currently unemployed	5%	5%	4%	3%
Currently not in the labor force	3%	6%	4%	1%
Total	100%	100%	100%	100%

*p ≤ 0.05

Graduates of executive programs are significantly more likely than graduates of other programs to be self-employed or small business owners. Graduates of full-time programs are significantly more likely to be unemployed (6%) or not in the labor force (6%).

Current Employment Status, by Program Type*			
Response	Program Type		
	Full-time	Part-time	Executive
	(n =2,544)	(n =620)	(n =164)
Currently employed	82%	90%	82%
I am currently self-employed or a small business owner	6%	6%	13%
I am currently unemployed	6%	2%	3%
Currently not in the labor force	6%	2%	1%
Total	100%	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Respondents who are employed at the time of the survey are asked whether they are employed with the same employer they worked for after leaving graduate management school. Overall, slightly more than three-quarters of respondents (77%) are currently working for the same employer they worked for after graduation.

Are You Still Working for the Same Employer You Worked for After You Left Graduate Management School?	
Respondents Who Worked for an Employer	(n =2,891)
Yes	77%
No	23%
Total	100%

Statistically significant, but not ground shaking, is the fact that the class of 2004 is the most likely to be employed with the same employer they worked for after graduation. Seven percent of the class of 2004, however, is not employed with the same employer. Also significant is the fact that the classes of 2000 and 2001 were most likely to be employed by a different employer than the one they worked for right out of graduate management school.

Are You Still Working for the Same Employer You Worked for After You Left Graduate Management School?, by Graduation Year*					
Response	Graduation Year				
	2000 (n =248)	2001 (n = 476)	2002 (n = 389)	2003 (n = 635)	2004 (n = 1,140)
Yes	52%	57%	69%	78%	93%
No	48%	43%	31%	22%	7%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Which type of program produces the most loyal MBA graduates? According to the current survey, graduates of part-time programs (86%) are significantly more likely still to be employed with the same employer they worked for after graduation.

Are You Still Working for the Same Employer You Worked for After You Left Graduate Management School?, by Program Type*			
Response	Program Type		
	Full-Time (n =2,134)	Part-Time (n = 560)	Executive (n = 137)
Yes	74%	86%	83%
No	26%	14%	17%
Total	100%	100%	100%

*p ≤ 0.05

There are no significant differences between genders and U.S. subgroups in the percent still employed with the same employer after graduation.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Employer Characteristics

Four out of five employed respondents are working in their country of citizenship.

Employed in County of Citizenship (Graduates Who Work for an Employer)	
Response	(n = 2,834)
Yes	80%
No	20%
Total	100%

Citizens of the United States (97%) are the most likely to be working in their country of citizenship. Over half of the employed respondents from Asia and Latin America are working in a country in which they are not citizens. Europeans (44%), possibly due to the European Union's open labor markets, are also more likely to be employed outside their country of citizenship.

Employed in County of Citizenship, by Country of Citizenship* (Graduates Who Work for an Employer)					
Response	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n =399)	(n =1,677)	(n =190)	(n =155)	(n =280)
Yes	46%	97%	83%	48%	56%
No	54%	3%	17%	52%	44%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

There are no differences in the percent who work in their country of citizenship by graduation year, gender, U.S. subgroup, or program type.

The following table shows the types of organizations respondents employed by an employer work for. Overall, 63% of respondents working for an employer work for a multinational organization. One in five works for a national organization, almost one in ten works for a regional organization, and 8% work for a local organization.

Type of Organization (Graduates Who Work for an Employer)	
Response	(n = 2,834)
Local	8%
Regional	9%
National	20%
Multinational	63%
Total	100%

As the following table shows, Asian respondents are the most likely to work for a local organization and Europeans are the least likely. Europeans (75%), however, are the most likely to work for a multinational organization.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Type of Organization, by Country of Citizenship* (Graduates Who Work for an Employer)					
Response	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n =399)	(n =1,677)	(n =190)	(n =155)	(n =280)
Local	11%	9%	7%	6%	3%
Regional	6%	10%	7%	8%	5%
National	16%	21%	25%	16%	16%
Multinational	67%	61%	61%	71%	75%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Graduates from part-time programs are the most likely to work for local organizations and the least likely to work for multinational organizations.

Type of Organization, by Program Type* (Graduates Who Work for an Employer)			
Response	Program Type		
	Full-Time	Part-Time	Executive
	(n = 2,081)	(n = 558)	(n = 135)
Local	8%	11%	7%
Regional	8%	10%	11%
National	19%	22%	20%
Multinational	65%	57%	62%
Total	100%	100%	100%

*p ≤ 0.05

Slightly more than one-third of respondents working for an employer are employed at an organization with over 25,000 employees at all locations. One in five works at an organization with 5,000 to 24,999 employees. Fifteen percent work for an organization with 1,000 to 2,499 employees, and 30% work for an organization with fewer than 1,000 employees.

Respondents who work for multinational organizations generally work at larger organizations (over 10,000), national organizations tend to have 1,000-4,999 employees, regional organizations have less than 1,000, and local organizations have fewer than 250 employees. There are no significant differences in the number of employees at all locations by year of graduation, gender, world region, U.S. subgroup, or program type.

The majority of employed respondents (63%) working for an employer work at a location with less than 1,000 employees. About two-fifths work at a location with 50-999 employees and slightly more than one-fifth work at a location with fewer than 50 employees. Respondents in the class of 2000 are the least likely to work at a location with less than 50 employees. The class of 2001 are the most likely to work at a location with over 25,000 employees. Citizens of Latin America are the most likely to work at a location with over 25,000 employees. There are no differences in the number of employees at the location where the respondent works between genders or program types.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Number of Employees in Organization (Graduates Who Work for an Employer)		
Response	All Locations (n = 2,788)	Location Where Respondent Works (n = 2,834)
Less than 50	11%	22%
50-999	19%	41%
1,000-4,999	15%	24%
5,000-24,999	20%	10%
Over 25,000	34%	2%
Total	100%	100%

Respondents working for an employer were asked how many reporting levels are between the respondent and the CEO/head of the organization. Less than 1% of respondents are the CEO or head of the organization. About one in eight report directly to the CEO or head of the organization. More than one-third of respondents (36%) have two to three levels between them and the CEO and 35% have four to six levels of reporting between them and the CEO. Seven % of respondents work for a professional firm with managing partners.

How Many Reporting Levels Are There Between You and the CEO/Head of the Organization? (Graduates Who Work for an Employer)	
Number of Levels	(n = 2,834)
None, I am the CEO/head of the organization	<1%
One, I report to the CEO/head of the organization	12%
Two to three	36%
Four to six	35%
Seven to nine	6%
Ten or more	4%
Not applicable, I work for a professional firm with managing partners	7%
Total	100%

The following tables present the number of reporting levels between the respondent and the head of the organization by various characteristics. Respondents from the United States are the least likely to report directly to the CEO/head of the organization. Respondents from Latin America are the most likely to work for a professional firm with managing partners.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

How Many Reporting Levels Are There Between You and the CEO/Head of the Organization, by Country of Citizenship* (Graduates Who Work for an Employer)					
Response	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n =399)	(n =1,677)	(n =190)	(n =155)	(n =280)
None, I am the CEO/head of the organization	1%	1%	1%	0%	1%
One, I report to the CEO/head of the organization	13%	10%	14%	16%	14%
Two to three	38%	34%	38%	40%	40%
Four to six	32%	38%	32%	24%	33%
Seven to nine	5%	8%	5%	5%	4%
Ten or more	4%	4%	3%	3%	2%
Not applicable, I work for a professional firm with managing partners	8%	6%	7%	12%	7%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Full-time program graduates are the most likely to work for a professional firm with managing partners. In addition, respondents from executive programs are more likely to have two to three levels of reporting between them and the head of the organization.

How Many Reporting Levels Are There Between You and the CEO/Head of the Organization, by Program Type* (Graduates Who Work for an Employer)			
Response	Program Type		
	Full-Time	Part-Time	Executive
Number of Levels	(n = 2,081)	(n = 558)	(n = 135)
None, I am the CEO/head of the organization	1%	1%	1%
One, I report to the CEO/head of the organization	12%	12%	14%
Two to three	35%	37%	47%
Four to six	34%	39%	29%
Seven to nine	7%	5%	5%
Ten or more	4%	4%	2%
Not applicable, I work for a professional firm with managing partners	8%	3%	2%
Total	100%	100%	100%

*p ≤ 0.05

Respondents working in the consulting industry (34%) are significantly more likely to be working in a professional firm with managing partners. Respondents in the energy/utilities industry (2.3%) are significantly more likely to be the CEO/head of the organization compared with respondents in other industries.

Respondents at regional firms (2%) are the most likely to be the CEO/head of the organization. Respondents working at a local organization (37%) are significantly more likely to report directly to the CEO/head of the organization. Respondents at multinational firms are significantly more likely to have more reporting levels than other types of organizations.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

There are no significant differences in the number of reporting levels by year of graduation, gender, and U.S subgroup.

Of the respondents who work for a professional firm with managing partners, 3% are a managing partner. Ten percent report directly to a managing partner. The majority of respondents who work for a professional firm with managing partners have three or more levels of reporting, 35% have three levels, and 36% have four or more levels.

How Many Reporting Levels Are There Between You and the Managing Partners (Graduates Who Work for a Professional)	
Number of Levels	(n = 201)
None, I am a managing partner	3%
One	10%
Two	16%
Three	35%
Four or more	36%
Total	100%

Respondents were asked the type of industry they are currently working. Twenty-two percent are working in the products/services industry, 21% in the finance/accounting industry, 13% in consulting, and 13% in manufacturing. Additionally, 8% are working in the health care/pharmaceutical industry, 7% are working for non-profits/government, and 3% in the energy/utilities industry.

Type of Industry (Graduates Who Work for an Employer)	
Industry	(n = 2,834)
Product/Services	22%
Finance/Accounting	21%
Consulting	13%
Technology	13%
Manufacturing	9%
Health Care/Pharmaceuticals	8%
Non-profit/Government	7%
Energy/Utilities	3%
Other	3%
Total	100%

There is not a significant difference between the genders by the top two industries. Males, however, are significantly more likely than females to work in the technology or manufacturing industry. Females, on the other hand, are significantly more likely than males to work in the health care/pharmaceuticals and non-profit/government industries.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Type of Industry, by Gender* (Graduates Who Work for an Employer)		
Industry	Gender	
	Female (n = 850)	Male (n = 1,957)
Product/Services	25%	21%
Finance/Accounting	19%	22%
Consulting	13%	14%
Technology	10%	15%
Manufacturing	6%	10%
Health Care/Pharmaceuticals	11%	7%
Energy/Utilities	2%	3%
Non-profit/Government	10%	6%
Other	4%	3%
Total	100%	100%

*p ≤ 0.05

Europeans are the least likely to work in the product/services industry, but most likely, along with Asian, to work in the finance/accounting industry. MBA graduates who are Asian citizens are the least likely to work in the non-profit/government industry sector.

Type of Industry, by Country of Citizenship* (Graduates Who Work for an Employer)					
Response	World Region				
	Asia (n =399)	United States (n =1,677)	Canada (n =190)	Latin America (n =155)	Europe (n =280)
Product/Services	20%	23%	25%	26%	17%
Finance/Accounting	27%	19%	20%	16%	26%
Consulting	13%	14%	10%	14%	13%
Technology	16%	13%	14%	15%	13%
Manufacturing	9%	9%	7%	8%	11%
Health Care/Pharmaceuticals	6%	9%	7%	6%	8%
Energy/Utilities	3%	3%	3%	5%	5%
Non-profit/Government	4%	8%	11%	7%	5%
Other	3%	3%	4%	3%	2%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Full-time program graduates are the most likely to work in the consulting industry. Part-time graduates are the most likely to work in the health care/pharmaceutical and non-profit/government industry. Graduates of the executive programs are most likely to work in the manufacturing and energy/utilities industries, and least likely to work in the finance/accounting industry.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Type of Industry, by Program Type* (Graduates Who Work for an Employer)			
Industry	Program Type		
	Full-Time	Part-Time	Executive
	(n = 2,081)	(n = 558)	(n = 135)
Product/Services	23%	21%	19%
Finance/Accounting	22%	19%	11%
Consulting	15%	8%	7%
Technology	12%	16%	19%
Manufacturing	8%	10%	17%
Health Care/Pharmaceuticals	7%	10%	10%
Energy/Utilities	3%	2%	7%
Non-profit/Government	7%	11%	7%
Other	3%	3%	3%
Total	100%	100%	100%

*p ≤ 0.05

Satisfaction with Employer

Respondents were asked to rate their satisfaction with various aspects of their employer. The following tables present the frequency distribution for each aspect, as well as the mean score for each aspect on a scale of five (extremely satisfied) to one (not at all satisfied). Overall, among the various employer aspects, the highest mean score is for the ethical standards of the company, followed by company image and reputation, and company stability. The lowest mean score is for the value the employer places on MBA skills.

Satisfaction with Aspects of Your Employer (Graduates Who Work for an Employer)							
Employer Aspects	Mean	(n = 2,834)					Total
		Extremely Satisfied	Very Satisfied	Somewhat Satisfied	Not Very Satisfied	Not at all Satisfied	
Ethical standards of company	4.1	39%	37%	17%	5%	2%	100%
Company image and reputation	4.0	37%	35%	20%	6%	2%	100%
Company stability	3.9	32%	35%	23%	7%	3%	100%
Organizational climate	3.4	20%	31%	30%	13%	7%	100%
Value employer places on MBA skills	3.2	18%	27%	29%	17%	11%	100%

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

The class of 2004 is significantly more satisfied with their employer in every aspect compared with all other graduating classes. The class of 2002 is the least satisfied with the value their employer places on the MBA skills. Interestingly, the class of 2002 is the most likely to have stated that their first job after graduation is not the type of job they were looking for, yet 69% of this class is still employed with their first employer.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Mean Satisfaction with Aspects of Your Employer, by Graduation Year* (Graduates Who Work for an Employer)					
	Graduation Year				
	2000 (n =230)	2001 (n =459)	2002 (n =380)	2003 (n =633)	2004 (n =1,129)
Employer Aspects					
Company stability	3.7	3.8	3.7	3.8	4.0
Value employer places on MBA skills	3.1	3.2	2.9	3.2	3.4
Company image and reputation	3.9	3.9	3.8	3.9	4.1
Ethical standards of company	3.9	4.0	3.8	4.0	4.2
Organizational climate	3.2	3.3	3.1	3.4	3.6

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

The only statistically significant difference between the genders is their rating for the ethical standards of the company, with males (4.1) rating this aspect higher than females (4.0).

Respondents from Latin America are the most satisfied with the ethical standards of their company, the company image and reputation, and the organizational climate, rating these higher than the other world regions. Asian respondents rate company image and reputation the lowest among the world regions, and along with Canadians, rate the ethical standards of the company they work for the lowest among the world regions.

Mean Satisfaction with Aspects of Your Employer, by Country of Citizenship (Graduates Who Work for an Employer)					
	World Region				
	Asia (n =399)	United States (n =1,677)	Canada (n =190)	Latin America (n =155)	Europe (n =280)
Employer Aspects					
Company stability*	3.7	3.9	3.8	4.0	3.8
Value employer places on MBA skills	3.2	3.3	3.3	3.5	3.2
Company image and reputation*	3.8	4.0	3.9	4.2	4.0
Ethical standards of company*	3.9	4.1	3.9	4.3	4.0
Organizational climate*	3.3	3.4	3.4	3.8	3.4

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

Among U.S. subgroups, white (non-Hispanics) rate company stability higher than Asian Americans. In addition, Hispanics rate ethical standards of the company higher than African Americans. There are no other statistical differences between U.S. subgroups.

Graduates of full-time MBA programs are the most satisfied with each aspect of their employer. Part-time graduates are the least satisfied with the ethical standards of their employers.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Mean Satisfaction with Aspects of Your Employer, by Program Type (Graduates Who Work for an Employer)			
Employer Aspects	Program Type		
	Full-Time (n =2,081)	Part-Time (n =558)	Executive (n =135)
Company stability*	3.9	3.7	3.7
Value employer places on MBA skills*	3.4	2.8	3.0
Company image and reputation*	4.1	3.8	3.8
Ethical standards of company*	4.1	3.8	4.0
Organizational climate*	3.5	3.1	3.2

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

The following table presents the mean satisfaction score of employer aspects by the respondents' type of industry. The lowest satisfaction for company image and reputation are among respondents in the technology industry. Consulting employees are the most satisfied with the value the employer places on MBA skills, along with those working in finance/accounting and health care/pharmaceutical industries. Company image and reputation is rated the highest among respondents working in the consulting, finance/accounting, and health care/pharmaceutical industries. The health care/pharmaceutical industry is the most satisfied with the ethical standards of their company. Consulting and finance/accounting employees rate the organizational climate the highest among all the industries.

Mean Satisfaction with Aspects of Your Employer, by Industry Type* (Graduates Who Work for an Employer)					
Industry Type	Employer Aspects				
	Company Stability	Value Employer Places on MBA Skills	Company Image and Reputation	Ethical Standards of Company	Organizational Climate
Consulting	3.8	3.6	4.1	4.1	3.7
Finance/Accounting	4.0	3.3	4.1	4.1	3.6
Product/Services	3.8	3.2	4.0	4.0	3.4
Manufacturing	3.8	3.1	3.9	4.0	3.2
Technology	3.6	3.1	3.8	4.0	3.2
Health Care/ Pharmaceuticals	3.9	3.4	4.2	4.2	3.5
Energy/Utilities	3.6	3.0	3.8	3.9	3.2
Non-profit/Government	4.0	3.0	3.8	4.0	3.3

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

Respondents who work in the operations/logistics field are the least satisfied with their company's stability, the value their employer places on MBA skills, the ethical standards of the company, and the organization climate. Respondents employed in information technology/ MIS are significantly less satisfied with the value employer places on MBA skills and the company image and reputation. The finance/accounting field is significantly more satisfied with the ethical standards of their company compared with respondents in the operations/logistics field.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Mean Satisfaction with Aspects of Your Employer, by Job Function* (Graduates Who Work for an Employer)					
Job Function	Employer Aspects				
	Company Stability	Value Employer Places on MBA Skills	Company Image and Reputation	Ethical Standards of Company	Organizational Climate
Marketing/sales	3.8	3.2	3.9	4.0	3.4
Operations/logistics	3.7	2.9	3.9	3.9	3.1
Consulting	3.8	3.6	4.1	4.1	3.6
General management	3.8	3.2	3.9	4.1	3.4
Finance/accounting	3.9	3.4	4.1	4.1	3.5
Human resources	3.9	3.2	4.1	4.1	3.6
Information technology/MIS	3.8	2.7	3.7	3.9	3.2

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

Job Function

Respondents were asked to describe their current job function. Over one-quarter of respondents (27%) work in the finance/accounting field. Another 23% work in marketing/sales, 15% in consulting, and 10% in operations/logistics.

Job Function (Graduates Who Work for an Employer)	
Job Function	(n = 2,834)
Finance/Accounting	27%
Marketing/Sales	23%
Consulting	15%
Operations/Logistics	10%
General Management	8%
Information Technology/MIS	6%
Human Resources	2%
Other	8%
Total	100%

Females are significantly more likely to work in the marketing/sales and human resource fields than males were. Males are more likely than women to work in the operations/logistics and information technology/MIS fields.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Job Function, by Gender* (Graduates Who Work for an Employer)		
Industry	Gender	
	Female (n = 850)	Male (n = 1,957)
Finance/Accounting	25%	29%
Marketing/Sales	28%	21%
Consulting	13%	15%
Operations/Logistics	8%	11%
General Management	8%	8%
Information Technology/MIS	3%	7%
Human Resources	4%	2%
Other	10%	8%
Total	100%	100%

*p ≤ 0.05

Canadians are the least likely to be in the finance/accounting field and the most likely to be in general management. Asian citizens are the most likely to be in the information technology/MIS.

Job Function, by Country of Citizenship* (Graduates Who Work for an Employer)					
Response	World Region				
	Asia (n = 399)	United States (n = 1,677)	Canada (n = 190)	Latin America (n = 155)	Europe (n = 280)
Finance/Accounting	35%	27%	18%	31%	28%
Marketing/Sales	20%	24%	26%	25%	22%
Consulting	13%	14%	17%	17%	16%
Operations/Logistics	9%	11%	10%	10%	10%
General Management	7%	7%	13%	7%	7%
Information Technology/MIS	8%	5%	4%	6%	4%
Human Resources	2%	3%	2%	1%	2%
Other	5%	9%	10%	5%	11%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

There are no statistical differences in the type of job function by graduation year or U.S. subgroup.

The majority of respondents (60%) working for an employer did not manage other employees. Of those that do, a third of respondents manage between one and ten employees. The mean number of employees respondents manage is 10.

Asian Americans, on average, manage 53 people, compared with the six people who whites (non-Hispanic) manage. This difference is statistically significant. Respondents who graduated from an executive program (45 employees), on average, manage significantly more people than respondents who graduated from a full-time (10 employees) or part-time program (5 employees).

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

How Many People Do You Manage? (Graduates Who Work for an Employer)	
Response	(n = 2,834)
None	60%
1-10	33%
11-50	6%
50 or more	2%
Total	100%
Mean	10
Median	0

Satisfaction with Job

Respondents were asked to rate their satisfaction with various aspects of their job. The following tables present the frequency distribution for each aspect, as well as the mean score for each aspect on a scale of five (extremely satisfied) to one (not at all satisfied). Overall, employed respondents are the most satisfied with job autonomy and the opportunity to learn new things. The aspects of the job respondents are least satisfied with are pay and the opportunity for advancement. As mentioned above, respondents are not very satisfied with the value their employer places on MBA skills. In view of this, it is not surprising that respondents gave “the opportunity to use your skills to the maximum” a low satisfaction score.

Satisfaction with Aspects of Your Job (Graduates Who Work for an Employer)							
Job Aspects	Mean	Extremely Satisfied	Very Satisfied	Somewhat Satisfied	Not Very Satisfied	Not at all Satisfied	Total
Job autonomy	3.8	26%	43%	22%	7%	3%	100%
Opportunity to learn new things	3.8	33%	35%	20%	9%	4%	100%
Challenging/interesting work	3.7	28%	36%	22%	10%	5%	100%
Job security	3.6	20%	39%	29%	8%	4%	100%
Benefits	3.6	21%	37%	28%	10%	4%	100%
Achieving something you personally value	3.5	22%	34%	27%	11%	6%	100%
Opportunity to use your skills to the maximum	3.4	19%	31%	27%	15%	8%	100%
Opportunity for advancement	3.4	19%	31%	28%	14%	8%	100%
Pay	3.3	12%	30%	38%	13%	7%	100%

The class of 2004 rates each aspect of their job significantly higher than the other classes, as they did with their satisfaction with their employer. The class of 2002 is significantly less satisfied with the opportunity to use their skills to the maximum and is significantly less satisfied with the value their employer places on MBA skills. Additionally, the class of 2002 is less satisfied with the following aspects of their job: achieving something you personally value, job autonomy, opportunity for advancement, and job security. Both the class of 2000 and 2004 are more satisfied with their pay than are the other graduating classes.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Mean Satisfaction with Aspects of Your Job, by Graduation Year (Graduates Who Work for an Employer)					
Job Aspects	Graduation Year				
	2000	2001	2002	2003	2004
	(n =230)	(n =459)	(n =380)	(n =633)	(n =1,129)
Opportunity to use your skills to the maximum*	3.4	3.4	3.1	3.2	3.5
Achieving something you personally value*	3.5	3.6	3.3	3.5	3.7
Job autonomy*	3.9	3.9	3.7	3.7	3.9
Challenging and interesting work*	3.8	3.7	3.5	3.6	3.9
Opportunity for advancement*	3.2	3.3	3.1	3.3	3.6
Job security*	3.6	3.6	3.5	3.6	3.7
Opportunity to learn new things*	3.7	3.8	3.6	3.8	4.0
Benefits*	3.5	3.6	3.4	3.5	3.7
Pay*	3.4	3.3	3.1	3.1	3.4

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

Females are slightly but significantly less satisfied than males with regard to the opportunity to use their skills, achieving something you personally value, challenging and interesting work, opportunity for advancement, and pay. There are no aspects of the job with which females are more satisfied than males.

Mean Satisfaction with Aspects of Your Job, by Gender (Graduates Who Work for an Employer)		
Job Aspects	Gender	
	Female	Male
	(n =850)	(n =1,957)
Opportunity to use your skills to the maximum*	3.3	3.4
Achieving something you personally value*	3.5	3.6
Job autonomy	3.5	3.9
Challenging and interesting work*	3.6	3.8
Opportunity for advancement*	3.3	3.4
Job security	3.7	3.6
Opportunity to learn new things	3.8	3.9
Benefits	3.6	3.6
Pay*	3.2	3.3

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

Citizens of Latin America are significantly more satisfied with the following aspects of their job than the other world regions: the opportunity to use their skills, achieving something you personally value, challenging and interesting work, and the opportunity to learn new things. Asians are the least satisfied with their job autonomy, benefits, and pay. Europeans are the least satisfied with their job security.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Mean Satisfaction with Aspects of Your Job, by Country of Citizenship (Graduates Who Work for an Employer)					
Job Aspects	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n =399)	(n =1,677)	(n =190)	(n =155)	(n =280)
Opportunity to use your skills to the maximum*	3.4	3.3	3.4	3.7	3.4
Achieving something you personally value*	3.5	3.6	3.4	3.9	3.5
Job autonomy*	3.6	3.9	3.8	4.0	3.8
Challenging and interesting work*	3.6	3.7	3.7	4.0	3.7
Opportunity for advancement*	3.3	3.4	3.4	3.7	3.3
Job security*	3.5	3.7	3.6	3.7	3.5
Opportunity to learn new things*	3.8	3.8	3.8	4.2	3.8
Benefits*	3.3	3.7	3.5	3.6	3.4
Pay*	3.1	3.3	3.3	3.4	3.3

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied
*p ≤ 0.05

Hispanics are more satisfied than African Americans with the opportunity to use their skills, and Hispanics are more satisfied than Asian Americans with regard to their benefits.

Graduates of full-time programs are significantly more satisfied than graduates of part-time programs in the following job aspects, including opportunity to use their skills, achieving something you personally value, job autonomy, challenging and interesting work, and the opportunity to learn new things. Part-time graduates are significantly less satisfied than graduates of other types of programs with their opportunity for advancement.

Mean Satisfaction with Aspects of Your Job, by Program Type (Graduates Who Work for an Employer)			
Job Aspects	Program Type		
	Full-Time	Part-Time	Executive
	(n =2,081)	(n =558)	(n =135)
Opportunity to use your skills to the maximum*	3.5	3.0	3.3
Achieving something you personally value*	3.6	3.3	3.5
Job autonomy*	3.9	3.7	3.9
Challenging and interesting work*	3.8	3.4	3.6
Opportunity for advancement*	3.5	2.9	3.1
Job security	3.6	3.6	3.5
Opportunity to learn new things*	4.0	3.5	3.6
Benefits	3.6	3.5	3.6
Pay	3.3	3.2	3.3

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied
*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Respondents employed in the consulting industry are significantly more satisfied with the opportunity to use their skills to the maximum, the challenging and interesting work, the opportunity for advancement, and the opportunity to learn new things. Respondents in the health care/pharmaceutical industry are significantly more satisfied with achieving something they personally value. Respondents in the non-profit/government sector are significantly more satisfied with their job security, but significantly less satisfied with their pay.

Mean Satisfaction with Aspects of Your Job, by Industry (Graduates Who Work for an Employer)								
Job Aspects	Industry							
	Consulting	Finance/ Accounting	Products/ Services	Manu- facturing	Tech- nology	Health Care/ Pharm.	Energy/ Utilities	Non-profit/ government
	(n =376)	(n =591)	(n =631)	(n =247)	(n =380)	(n =230)	(n =87)	(n =209)
Opportunity to use your skills to the maximum*	3.7	3.4	3.3	3.2	3.2	3.5	3.3	3.2
Achieving something you personally value*	3.6	3.6	3.5	3.4	3.4	3.8	3.4	3.7
Job autonomy	3.9	3.8	3.8	3.8	3.8	4.0	3.7	3.9
Challenging and interesting work*	4.0	3.7	3.7	3.6	3.6	3.8	3.6	3.5
Opportunity for advancement*	3.7	3.5	3.4	3.5	3.2	3.4	3.3	3.0
Job security*	3.6	3.7	3.6	3.7	3.4	3.7	3.5	3.9
Opportunity to learn new things*	4.1	3.9	3.8	3.8	3.7	3.9	3.7	3.7
Benefits*	3.7	3.7	3.4	3.6	3.5	3.9	3.6	3.6
Pay*	3.5	3.4	3.1	3.3	3.2	3.4	3.4	2.9

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied
*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

There are no significant differences by job function for job security and benefits. Consultants are significantly more likely to be satisfied that they have the opportunity to use their skills to the maximum; have challenging and interesting work; have opportunities for advancement and to learn new things; and better pay. Respondents in general management are significantly more likely to be satisfied with achieving something they personally value compared with operations/logistics. Respondents in operations/logistics are also significantly less likely to be satisfied with achieving something they personally value, job autonomy, and the opportunity to learn new things.

Mean Satisfaction with Aspects of Your Job, by Job Function (Graduates Who Work for an Employer)							
Job Aspects	Job Function						
	Marketing/ sales	Operations/ logistics	Consulting	General management	Finance/ accounting	Human resources	Information technology/MIS
	<i>(n =376)</i>	<i>(n =591)</i>	<i>(n =631)</i>	<i>(n =247)</i>	<i>(n =380)</i>	<i>(n =230)</i>	<i>(n =87)</i>
Opportunity to use your skills to the maximum*	3.3	3.0	3.6	3.5	3.4	3.2	3.3
Achieving something you personally value*	3.5	3.3	3.7	3.8	3.6	3.5	3.4
Job autonomy*	3.8	3.6	4.0	4.0	3.8	3.7	3.8
Challenging and interesting work*	3.7	3.4	4.0	3.8	3.7	3.6	3.6
Opportunity for advancement*	3.3	3.1	3.7	3.4	3.5	3.1	3.2
Job security	3.6	3.6	3.6	3.7	3.7	3.7	3.7
Opportunity to learn new things*	3.8	3.5	4.1	4.0	3.9	3.8	3.7
Benefits	3.6	3.5	3.7	3.6	3.6	3.7	3.7
Pay*	3.2	3.1	3.5	3.4	3.3	3.3	3.3

Almost half of employed respondents (49%) stated that the job they took is very much like the job they wanted. Another 40% stated that their job is somewhat like the job they wanted, and 11% stated that the job was not very much like the job they wanted. Respondents who think the job they took is very much like the one they wanted are significantly more satisfied with every employer and job aspect than respondents who think their job is somewhat like the one they wanted—who in turn are more satisfied than respondents who state that their job is not very much like the job they wanted.

In General, Does Your Job Measure Up to the Sort of Job You Wanted When You Took It? (Graduates Who Work for an Employer)	
Response	(n = 2,834)
Very much like	49%
Somewhat like	40%
Not very much like	11%
Total	100%

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Graduates in the class of 2004 (56%) are significantly more likely than the class of 2002 (42%) and the class of 2003 (44%) to report that their job is very much like the one they wanted. Conversely, the classes of 2002 (16%) and 2003 (13%) are significantly more likely than the class of 2004 (9%) to state that their job is not very much like the one they wanted.

In General, Does Your Job Measure Up to the Sort of Job You Wanted When You Took It?, by Graduation Year* (Graduates Who Work for an Employer)					
Response	Graduation Year				
	2000 (n =230)	2001 (n =459)	2002 (n =380)	2003 (n =633)	2004 (n =1,129)
Very much like	51%	46%	42%	44%	56%
Somewhat like	40%	43%	42%	43%	35%
Not very much like	8%	11%	16%	13%	9%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Compared with graduates of other programs, part-time graduates are significantly more likely to state that the job they took is not very much like the one they wanted. They are also less likely to state that the job was very much like the one they wanted.

In General, Does Your Job Measure Up to the Sort of Job You Wanted When You Took It?, by Program Type* (Graduates Who Work for an Employer)			
Response	Program Type		
	Full-Time (n = 2,081)	Part-Time (n = 558)	Executive (n = 135)
Very much like	52%	41%	50%
Somewhat like	39%	44%	40%
Not very much like	10%	15%	11%
Total	100%	100%	100%

*p ≤ 0.05

There are no significant differences by gender, country of citizenship, and U.S. subgroup.

Employed respondents were asked to reflect on their decision to accept their current job. Overall, 64% would take the same job without hesitation. Almost one-third (31%) would have second thoughts about taking the job. Only 4% would definitely not take the same job.

Reflection of Job Choice (Graduates Who Work for an Employer)	
Response	(n = 2,384)
I would decide without hesitation to take the same job	64%
I would have second thoughts	31%
I would decide definitely not to take the same job	4%
Total	100%

The class of 2004 (69%) is significantly more likely to take the same job without hesitation than the class of 2002 (56%). On the other hand, the class of 2002 is significantly more likely than the class of 2004 to have second thoughts about taking the same job.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Reflection of Job Choice, by Graduation Year* (Graduates Who Work for an Employer)					
Response	Graduation Year				
	2000	2001	2002	2003	2004
	<i>(n =230)</i>	<i>(n =459)</i>	<i>(n =380)</i>	<i>(n =633)</i>	<i>(n =1,129)</i>
I would decide without hesitation to take the same job	69%	62%	56%	60%	69%
I would have second thoughts	25%	33%	39%	34%	28%
I would decide definitely not to take the same job	6%	5%	5%	6%	3%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Citizens of Asia are the least likely to decide without hesitation to take the same job and most likely to have second thoughts about taking the same job again. Citizens of Latin America are the least likely to have second thoughts about taking the same job.

Reflection of Job Choice, by Country of Citizenship* (Graduates Who Work for an Employer)					
Response	World Region				
	Asia	United States	Canada	Latin America	Europe
	<i>(n =399)</i>	<i>(n =1,677)</i>	<i>(n =190)</i>	<i>(n =155)</i>	<i>(n =280)</i>
I would decide without hesitation to take the same job	57%	66%	62%	76%	65%
I would have second thoughts	38%	30%	35%	22%	29%
I would decide definitely not to take the same job	5%	4%	4%	2%	6%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

There are no significant difference by gender, U.S. subgroup, and program type.

Two-thirds of all employed respondents would strongly recommend their current job and employer to a friend. Almost 30% would have doubts about recommending the job and employer. Only 4% would strongly advise a friend against this sort of job.

Recommend Job and Employer to a Friend (Graduates Who Work for an Employer)	
Response	(n = 2,834)
Strongly recommend this job	66%
Have doubts about recommending it	29%
Strongly advise them against this sort of job	4%
Total	100%

Almost three-quarters of the class of 2004 would strongly recommend their job and employer to a friend, which is significantly higher than the class of 2002 (57%). The classes of 2002 (36%) and 2003 (33%) are significantly more likely than the class of 2004 (23%) to have doubts about recommending this job and employer. Additionally, the class of 2002 is significantly more likely to advise their friends away from their current job and employer than the class of 2004.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Recommend Job and Employer to a Friend, by Graduation Year* (Graduates Who Work for an Employer)					
Response	Graduation Year				
	2000 (n =230)	2001 (n =459)	2002 (n =380)	2003 (n =633)	2004 (n =1,129)
Strongly recommend this job	63%	65%	57%	61%	74%
Have doubts about recommending it	31%	32%	36%	33%	23%
Strongly advise them against this sort of job	6%	3%	7%	6%	3%
Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Slightly more than one-third of citizens of Asia (35%) state that they would have doubts recommending their current job or employer to a friend. This is a significantly higher percent than the rest of the world regions.

Part-time graduates are significantly more likely to have doubts and significantly less likely to strongly recommend their current job and employer to friend. There are no differences between full-time and executive program graduates.

Recommend Job and Employer to a Friend, by Program Type* (Graduates Who Work for an Employer)			
Response	Program Type		
	Full-Time (n =2,081)	Part-Time (n =558)	Executive (n =135)
Strongly recommend this job	69%	59%	64%
Have doubts about recommending it	28%	35%	29%
Strongly advise them against this sort of job	4%	6%	7%
Total	100%	100%	100%

*p ≤ 0.05

There are no significant differences by gender and U.S. subgroups.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Skills and Abilities Used in Current Job

Employed respondents were asked to what extent they used the following skills and abilities in their current job. Interpersonal skills are the most used among currently employed respondents, followed by analytical thinking abilities, the ability to integrate information, oral communication skills, and written communication skills. One-third of all employed respondents did not use recruiting, managing, and maintaining staff skills at all, the least-used skill or ability in the list. This is consistent with the fact that, as mentioned previously, 60% of all employed respondents did not manage other people.

Skills and Abilities Used in Current Job (Graduates Who Work for an Employer)							
<i>(n = 2,834)</i>							
Skills/Abilities	Mean	A Great Deal	A Good Amount	Some	A Little	Not at All	Total
Interpersonal skills	4.4	56%	32%	10%	1%	1%	100%
Analytical thinking abilities	4.3	50%	32%	13%	4%	1%	100%
Ability to integrate information	4.3	51%	32%	12%	4%	2%	100%
Oral communication skills	4.3	50%	34%	13%	3%	1%	100%
Written communication skills	4.2	43%	36%	16%	5%	1%	100%
Creative problem solving skills	4.0	38%	37%	17%	6%	2%	100%
Strategic thinking abilities	3.9	36%	33%	20%	8%	4%	100%
Leadership skills	3.7	29%	33%	23%	11%	5%	100%
Technical skills for your specialty	3.7	30%	33%	23%	10%	4%	100%
Managing change	3.7	30%	31%	23%	10%	7%	100%
Networking skills	3.6	25%	31%	27%	12%	5%	100%
Analyzing, organizing, and interpreting statistical data	3.5	28%	26%	23%	14%	8%	100%
Conducting cost/benefit analyses or proposed changes	3.2	18%	26%	25%	17%	15%	100%
Conducting financial analyses/preparing a budget	3.1	22%	22%	22%	17%	17%	100%
Recruiting, managing, maintaining staff	2.5	11%	15%	21%	21%	33%	100%

Scale: 5 = A Great Deal – 1 = Not at all

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

The class of 2000 is significantly more likely to use leadership skills, technical skills for their specialty, and skills involved in recruiting, managing, and maintaining staff. The class of 2001 is significantly more likely to manage change and skills involved in recruiting, managing, and maintaining staff. The class of 2002 is the least likely to use creative problem solving skills and written communication skills. The class of 2003 is significantly less likely to use technical skill for their specialty. The class of 2004 is significantly more likely to use strategic thinking abilities, the ability to integrate information, and networking skills.

Skills and Abilities Used in Current Job, by Graduation Year - Mean Score (Graduates Who Work for an Employer)					
Skill/Ability	Graduation Year				
	2000 (n =230)	2001 (n =459)	2002 (n =380)	2003 (n =633)	2004 (n =1,129)
Leadership skills*	4.0	3.8	3.6	3.5	3.7
Technical skills for your specialty*	3.9	3.8	3.7	3.6	3.8
Analytical thinking abilities*	4.3	4.3	4.2	4.2	4.3
Strategic thinking abilities*	4.0	3.9	3.8	3.8	4.0
Creative problem solving skills*	4.2	4.1	3.9	4.0	4.1
Ability to integrate information from a wide variety of sources*	4.3	4.3	4.2	4.2	4.3
Oral communication skills	4.4	4.3	4.3	4.2	4.3
Written communication skills*	4.3	4.2	4.0	4.1	4.2
Networking skills*	3.6	3.5	3.4	3.5	3.7
Interpersonal skills	4.5	4.5	4.4	4.4	4.4
Analyzing, organizing, and interpreting statistical data*	3.6	3.6	3.4	3.4	3.6
Recruiting, managing, and maintaining staff*	2.8	2.7	2.5	2.4	2.4
Conducting cost/benefit analyses or proposed changes*	3.3	3.3	3.1	3.1	3.2
Conducting financial analyses and preparing a budget*	3.3	3.3	3.1	3.0	3.1
Managing change*	3.8	3.8	3.6	3.6	3.7

Scale: 5 = A Great Deal – 1 = Not at all

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Respondents with five or more years of work experience are significantly more likely to use leadership skills, in addition to the skills involved with recruiting, managing, and maintaining staff. Conversely, respondents with five or more years of experience are statistically but slightly less likely to use analytical thinking abilities, analyzing, organizing, and interpreting statistical data, interpersonal skills, and conducting financial analyses. Respondents with less than one year of work experience are significantly more likely to state that they use strategic thinking abilities; the ability to integrate information; analyzing, organizing, and interpreting statistical data; and networking skills.

Skills and Abilities Used in Current Job, by Years of Work Experience - Mean Score (Graduates Who Work for an Employer)					
Skill/Ability	Years of Work Experience				
	Less than One	One Year	Two Years	Three- Four Years	Five or More Years
	(n =1,129)	(n =549)	(n =318)	(n =428)	(n =414)
Leadership skills*	3.6	3.6	3.6	3.8	3.9
Technical skills for your specialty*	3.8	3.6	3.7	3.8	3.7
Analytical thinking abilities*	4.3	4.1	4.3	4.3	4.1
Strategic thinking abilities*	4.0	3.8	3.8	3.9	3.7
Creative problem solving skills*	4.0	4.0	3.9	4.1	4.0
Ability to integrate information from a wide variety of sources*	4.4	4.2	4.3	4.3	4.1
Oral communication skills	4.3	4.3	4.3	4.3	4.3
Written communication skills	4.2	4.1	4.1	4.2	4.1
Networking skills*	3.8	3.6	3.4	3.5	3.4
Interpersonal skills*	4.4	4.4	4.4	4.4	4.3
Analyzing, organizing, and interpreting statistical data*	3.6	3.5	3.5	3.5	3.3
Recruiting, managing, and maintaining staff*	2.3	2.5	2.5	2.7	2.7
Conducting cost/benefit analyses or proposed changes	3.2	3.1	3.2	3.2	3.0
Conducting financial analyses and preparing a budget*	3.2	3.1	3.2	3.2	2.9
Managing change*	3.6	3.6	3.7	3.7	3.8

Scale: 5 = A Great Deal – 1 = Not at all

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Females are significantly more likely than males to use written communication skills and networking skills. Males, on the other hand, are significantly more likely to use technical skills for their specialty, analytical thinking abilities, conducting cost/benefit analyses, financial analyses; and recruiting, managing and maintaining staff.

Skills and Abilities Used in Current Job, by Gender – Mean Score (Graduates Who Work for an Employer)		
Skill/Ability	Gender	
	Female (n =850)	Male (n =1,955)
Leadership skills	3.7	3.7
Technical skills for your specialty*	3.6	3.8
Analytical thinking abilities*	4.2	4.3
Strategic thinking abilities	3.9	3.9
Creative problem solving skills	4.0	4.0
Ability to integrate information from a wide variety of sources	4.3	4.3
Oral communication skills	4.3	4.3
Written communication skills*	4.3	4.1
Networking skills	3.6	3.6
Interpersonal skills*	4.5	4.4
Analyzing, organizing, and interpreting statistical data*	3.4	3.6
Recruiting, managing, and maintaining staff*	2.4	2.5
Conducting cost/benefit analyses or proposed changes*	2.9	3.3
Conducting financial analyses and preparing a budget*	3.0	3.2
Managing change	3.7	3.7

Scale: 5 = A Great Deal – 1 = Not at all

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Employed respondents from Latin America are significantly more likely than employed citizens of Asia to use leadership skills in their current job. Citizens of the United States are significantly more likely than Asians and Europeans to use written communication skills and interpersonal skills. Asians are significantly more likely than the rest of the world regions to analyze, organize, and interpret statistical data. Asians and citizens of Latin America are significantly more likely than citizens of the United States to conduct cost/benefit analyses, and citizens of Latin America are significantly more likely than citizens of the United States to conduct financial analyses. Europeans are the least likely among the world regions to manage change in their current job.

Skills and Abilities Used in Current Job, by Country of Citizenship – Mean Score (Graduates Who Work for an Employer)					
Skill/Ability	World Region				
	Asia (n =399)	United States (n =1,677)	Canada (n =190)	Latin America (n =155)	Europe (n =280)
Leadership skills*	3.6	3.7	3.7	4.0	3.6
Technical skills for your specialty	3.8	3.7	3.7	3.9	3.6
Analytical thinking abilities	4.3	4.2	4.2	4.4	4.3
Strategic thinking abilities	3.9	3.9	3.9	4.0	3.8
Creative problem solving skills	4.0	4.1	4.0	4.1	3.9
Ability to integrate information from a wide variety of sources	4.2	4.3	4.3	4.4	4.3
Oral communication skills	4.2	4.3	4.3	4.3	4.2
Written communication skills*	4.0	4.2	4.2	4.1	4.0
Networking skills	3.6	3.6	3.5	3.7	3.6
Interpersonal skills*	4.2	4.5	4.4	4.4	4.3
Analyzing, organizing, and interpreting statistical data*	3.7	3.5	3.5	3.6	3.5
Recruiting, managing, and maintaining staff	2.4	2.5	2.6	2.7	2.5
Conducting cost/benefit analyses or proposed changes*	3.4	3.1	3.2	3.5	3.2
Conducting financial analyses and preparing a budget*	3.2	3.1	3.2	3.5	3.3
Managing change*	3.6	3.7	3.6	3.8	3.5

Scale: 5 = A Great Deal – 1 = Not at all

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Hispanics are significantly more likely than African Americans to use analytical thinking abilities and strategic thinking abilities. In addition, Hispanics are significantly more likely than other race/ethnicities to use networking skills in their current job. African Americans, on the contrary, are significantly less likely than others to use technical skills for their specialty and the ability to integrate information in their current job.

Skills and Abilities Used in Current Job, by U.S. Subgroups – Mean Score (Graduates Who Work for an Employer)				
Skill/Ability	Race/Ethnicity			
	Asian American (n =118)	African American (n =61)	White (non- Hispanic) (n =1,320)	Hispanic (n =62)
Leadership skills	3.6	3.5	3.8	3.9
Technical skills for your specialty*	3.9	3.1	3.7	4.0
Analytical thinking abilities*	4.3	3.9	4.2	4.4
Strategic thinking abilities*	4.0	3.6	3.9	4.2
Creative problem solving skills*	3.9	3.8	4.1	4.2
Ability to integrate information from a wide variety of sources*	4.4	3.9	4.3	4.4
Oral communication skills	4.4	4.2	4.3	4.4
Written communication skills	4.1	4.1	4.2	4.4
Networking skills*	3.7	3.6	3.6	4.1
Interpersonal skills	4.4	4.4	4.5	4.6
Analyzing, organizing, and interpreting statistical data	3.6	3.1	3.5	3.5
Recruiting, managing, and maintaining staff	2.6	2.1	2.5	2.6
Conducting cost/benefit analyses or proposed changes	3.1	2.9	3.0	3.3
Conducting financial analyses and preparing a budget	3.2	2.8	3.1	3.5
Managing change	3.8	3.6	3.7	3.8

Scale: 5 = A Great Deal – 1 = Not at all

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Not surprisingly, graduates of executive programs are significantly more likely to use the following skills: leadership skills; oral communication skills; recruiting, managing, and maintaining staff; and managing change. Graduates of full-time programs are significantly more likely than graduates of part-time programs to use interpersonal skills and to analyze, organize, and interpret statistical data. Part-time graduates are the least likely to conduct cost/benefit analyses and financial analyses, as well as integrate information, and analytical thinking abilities.

Skills and Abilities Used in Current Job, by Program Type – Mean Score (Graduates Who Work for an Employer)			
Skill/Ability	Program Type		
	Full-Time (n =2,709)	Part-Time (n =558)	Executive (n =135)
Leadership skills*	3.6	3.8	4.1
Technical skills for your specialty	3.7	3.7	3.7
Analytical thinking abilities*	4.3	4.0	4.3
Strategic thinking abilities*	3.9	3.7	4.0
Creative problem solving skills	4.0	4.0	4.2
Ability to integrate information from a wide variety of sources*	4.3	4.1	4.3
Oral communication skills*	4.3	4.2	4.4
Written communication skills	4.2	4.1	4.1
Networking skills*	3.7	3.3	3.7
Interpersonal skills*	4.4	4.3	4.4
Analyzing, organizing, and interpreting statistical data*	3.6	3.3	3.3
Recruiting, managing, and maintaining staff*	2.4	2.6	3.0
Conducting cost/benefit analyses or proposed changes*	3.2	2.9	3.5
Conducting financial analyses and preparing a budget*	3.2	2.9	3.3
Managing change*	3.6	3.7	4.1

Scale: 5 = A Great Deal – 1 = Not at all

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Respondents in the consulting field are significantly more likely to use the following skills and abilities: analytical thinking; strategic thinking; integrating information; oral and written communication skills; and networking and interpersonal skills. Respondent in the finance/accounting field are the least likely to use leadership skills, and are significantly less likely to use strategic thinking abilities and creative problem solving skills than consultants. In addition, respondents in the finance/accounting field are significantly more likely to conduct financial analyses/prepare a budget, but less likely to conduct cost/benefit analyses.

Skills and Abilities Used in Current Job, by Industry (Graduates Who Work for an Employer)								
Skill/Ability	Industry							
	Consulting	Finance/ Accounting	Products/ Services	Manu- facturing	Tech- nology	Health Care/ Pharm.	Energy/ Utilities	Non-profit/ government
	<i>(n =376)</i>	<i>(n =590)</i>	<i>(n =631)</i>	<i>(n =247)</i>	<i>(n =379)</i>	<i>(n =230)</i>	<i>(n =87)</i>	<i>(n =209)</i>
Leadership skills*	3.9	3.4	3.8	3.9	3.7	3.8	3.7	3.6
Technical skills for your specialty*	3.8	4.0	3.7	3.6	3.8	3.7	3.6	3.4
Analytical thinking abilities*	4.5	4.3	4.2	4.2	4.2	4.2	4.3	4.1
Strategic thinking abilities*	4.1	3.8	3.9	3.9	3.9	4.0	3.9	3.8
Creative problem solving skills*	4.2	3.9	4.0	4.0	4.0	4.1	3.9	3.9
Ability to integrate information *	4.4	4.3	4.2	4.2	4.3	4.2	4.1	4.2
Oral communication skills*	4.5	4.2	4.2	4.3	4.3	4.4	4.1	4.4
Written communication skills*	4.5	4.1	4.0	4.0	4.1	4.2	4.0	4.3
Networking skills*	3.8	3.6	3.5	3.5	3.6	3.6	3.5	3.5
Interpersonal skills*	4.6	4.3	4.4	4.4	4.4	4.5	4.3	4.5
Analyzing, organizing, and interpreting statistical data*	3.6	3.7	3.5	3.4	3.3	3.6	3.2	3.3
Recruiting, managing, and maintaining staff*	2.7	2.3	2.6	2.6	2.4	2.5	2.3	2.6
Conducting cost/benefit analyses or proposed changes*	3.4	2.9	3.2	3.4	3.2	3.2	3.3	2.7
Conducting financial analyses and preparing a budget*	3.2	3.3	3.3	3.1	2.9	3.1	3.4	2.9
Managing change*	3.9	3.4	3.6	3.9	3.7	3.9	3.5	3.6

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Respondents in general management use leadership skills the most often and those in finance/accounting use leadership skills the least. Respondents in finance/accounting and information technology use technical skills more often than respondents in other functional areas, but use oral communication skills less often. Consultants use analytical thinking and strategic thinking abilities, creative problem solving skills, the ability to integrate information, and written communication skills more often than other functional areas. In addition to leadership skills, respondents in general management use strategic thinking abilities; creative problem solving skills; and recruiting, managing, and maintaining staff abilities more often than most other functional areas.

Skills and Abilities Used in Current Job, by Job Function (Graduates Who Work for an Employer)							
Skill/Ability	Job Function						
	Marketing /sales (n =658)	Operations / logistics (n =296)	Consulting (n =413)	General management (n =221)	Finance/ accounting (n =785)	Human resources (n =65)	Information technology/ MIS (n = 156)
Leadership skills*	3.7	3.9	3.9	4.3	3.3	3.6	3.7
Technical skills for your specialty*	3.5	3.7	3.7	3.4	4.0	3.7	4.2
Analytical thinking abilities*	4.1	4.1	4.5	4.2	4.4	3.8	4.3
Strategic thinking abilities*	3.9	3.6	4.3	4.1	3.8	3.6	3.6
Creative problem solving skills*	4.0	4.0	4.3	4.2	3.9	4.0	4.1
Ability to integrate information *	4.2	4.1	4.5	4.3	4.3	4.1	4.1
Oral communication skills*	4.4	4.3	4.5	4.4	4.1	4.5	4.1
Written communication skills*	4.2	3.9	4.4	4.2	4.0	4.2	4.1
Networking skills*	3.7	3.4	3.9	3.8	3.5	3.4	3.3
Interpersonal skills*	4.5	4.3	4.6	4.6	4.2	4.6	4.3
Analyzing, organizing, and interpreting statistical data*	3.4	3.4	3.8	3.3	3.8	3.1	2.9
Recruiting, managing, and maintaining staff*	2.3	2.6	2.6	3.5	2.3	3.4	2.5
Conducting cost/benefit analyses or proposed changes*	3.0	3.2	3.4	3.4	3.3	2.6	3.0
Conducting financial analyses and preparing a budget*	2.8	2.8	3.1	3.5	3.9	2.4	2.4
Managing change*	3.6	3.9	3.9	4.2	3.4	3.8	3.9

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Promotions

Slightly more than one-third of all employed respondents have received a promotion with their current employer. Of the respondents who received a promotion, 54% received one promotion, 21% received two promotions, and a quarter of respondents received three or more promotions. Overall, of the respondents who received a promotion, 92% received a change in title and 90% received a pay raise.

Promotions (Graduates Who Work for an Employer)		
Since you began working on this job, have you received any promotions		(n = 2,834)
Yes		36%
Number of promotions		(n = 1,005)
Number of promotions	1	54%
	2	21%
	3 or more	25%
	Total	100%
Number of promotions that involved a change in job title (collapsed)	0	8%
	1	55%
	2	19%
	3 or more	19%
	Total	100%
Number of promotions that involved a pay raise (collapsed)	0	10%
	1	48%
	2	19%
	3 or more	23%
	Total	100%

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

The rate of promotion increases as more time passes from the time of an alumni's graduation.

Promotions, by Graduation Year (Graduates Who Work for an Employer)						
Since you began working on this job, have you received any promotions?		Graduation Year				
		2000 (n = 230)	2001 (n = 459)	2002 (n = 380)	2003 (n = 633)	2004 (n = 1,129)
Yes*		64%	54%	44%	31%	21%
Number of promotions		(n = 148)	(n = 247)	(n = 168)	(n = 198)	(n = 242)
Number of promotions*	1	49%	50%	60%	69%	44%
	2	28%	24%	17%	14%	23%
	3 or more	23%	26%	23%	18%	33%
	Total	100%	100%	100%	100%	100%
Number of promotions that involved a change in job title (collapsed)*	0	7%	6%	9%	9%	9%
	1	50%	57%	58%	64%	45%
	2	25%	19%	17%	13%	22%
	3 or more	18%	18%	17%	14%	25%
	Total	100%	100%	100%	100%	100%
Number of promotions that involved a pay raise (collapsed)*	0	5%	9%	13%	13%	12%
	1	50%	47%	51%	59%	37%
	2	24%	20%	17%	11%	22%
	3 or more	22%	24%	20%	17%	29%
	Total	100%	100%	100%	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Males are significantly more likely than females to have received a promotion with their current employer. Of the respondents who received a promotion, males are significantly more likely than females to receive three or more promotions and three or more promotions involving a pay raise.

Promotions, by Gender (Graduates Who Work for an Employer)			
Since you began working on this job, have you received any promotions?		Gender	
		Female (n = 850)	Male (n = 1,957)
Yes*		33%	37%
Number of promotions		(n = 276)	(n = 714)
Number of promotions*	1	54%	54%
	2	26%	20%
	3 or more	20%	27%
	Total	100%	100%
Number of promotions that involved a change in job title (collapsed)	0	8%	8%
	1	56%	54%
	2	22%	18%
	3 or more	13%	20%
	Total	100%	100%
Number of promotions that involved a pay raise (collapsed)*	0	8%	11%
	1	52%	48%
	2	23%	17%
	3 or more	18%	24%
	Total	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Canadians are significantly more likely than citizens of Latin America to have received a promotion with their current employer. Of the respondents who received a promotion, citizens of Latin America are significantly more likely than the rest of the world regions to have received one promotion, and it is more likely that the promotion did not involve a change in job title or a pay increase.

Promotions, by Country of Citizenship (Graduates Who Work for an Employer)						
		World Region				
		Asia	United States	Canada	Latin America	Europe
Since you began working on this job, have you received any promotions?		(n =399)	(n =1,677)	(n =190)	(n =155)	(n =280)
Yes*		30%	36%	40%	28%	38%
<hr/>						
Number of promotions		(n =119)	(n =610)	(n =75)	(n =44)	(n =105)
Number of promotions	1	60%	51%	57%	77%	53%
	2	17%	23%	17%	21%	20%
	3 or more	24%	26%	25%	2%	27%
	Total	100%	100%	100%	100%	100%
Number of promotions that involved a change in job title (collapsed)*	0	7%	7%	8%	11%	12%
	1	66%	51%	59%	80%	53%
	2	11%	23%	15%	9%	14%
	3 or more	16%	20%	19%	0%	20%
	Total	100%	100%	100%	100%	100%
Number of promotions that involved a pay raise (collapsed)*	0	13%	9%	8%	18%	13%
	1	51%	47%	52%	61%	51%
	2	13%	21%	16%	18%	12%
	3 or more	22%	23%	24%	2%	24%
	Total	100%	100%	100%	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Whites (non-Hispanic) (38%) are significantly more likely than Asians (25%) to have received a promotion with their current employer.

Interestingly, graduates of full-time programs are the least likely to receive a promotion with their current employer. Of the respondents who receive a promotion, graduates of full-time programs are the most likely to receive only one promotion and most likely to receive a promotion that did not involve a pay raise. Graduates of executive programs are the most likely to receive three or more promotions involving a change in job title and a pay raise. The fact that 48% of graduates of executive programs have been employed with their current employer for five or more years, compared with 48% of full-time program graduates who have been employed for less than one year with their current employer, may account for the differences in promotions by program type.

Promotions, by Program Type (Graduates Who Work for an Employer)				
Since you began working on this job, have you received any promotions?		Program Type		
		Full-Time (n =399)	Part-Time (n =1,677)	Executive (n =190)
Yes*		28%	56%	56%
Number of promotions		(n =590)	(n =313)	(n =76)
Number of promotions*	1	68%	35%	33%
	2	20%	25%	21%
	3 or more	13%	41%	46%
	Total	100%	100%	100%
Number of promotions that involved a change in job title (collapsed)*	0	9%	7%	5%
	1	67%	38%	33%
	2	15%	24%	22%
	3 or more	9%	31%	40%
	Total	100%	100%	100%
Number of promotions that involved a pay raise (collapsed)*	0	13%	7%	3%
	1	61%	31%	34%
	2	16%	24%	20%
	3 or more	11%	37%	43%
	Total	100%	100%	100%

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

As one might expect, the longer a respondent is employed at an organization, the more likely that employee would receive a promotion. Slightly more than three-quarters of respondents who have been employed for five or more years with their current employer have received a promotion, compared with 70% of respondents with three to four years, 53% with two years, 29% with one year, and 6% with less than one year. Additionally, respondents with five or more years are significantly more likely to have received more promotions compared with respondents with fewer years of service. Likewise, respondents with more years of service have increasing number of promotions that involve a change in job title and a pay raise.

Promotions, by Number of Years Employed with Current Employer (Graduates Who Work for an Employer)						
Since you began working on this job, have you received any promotions?		Number of Years				
		Less than One (n =1,128)	One Year (n =549)	Two Years (n =318)	Three to Four Years (n =426)	Five Years or More (n =413)
Yes*		6%	29%	53%	70%	76%
Number of promotions		(n =71)	(n =155)	(n =168)	(n =298)	(n =313)
Number of promotions	1	89%	87%	75%	54%	18%
	2	3%	12%	19%	30%	23%
	3 or more	9%	1%	6%	16%	60%
	Total	100%	100%	100%	100%	100%
Number of promotions that involved a change in job title (collapsed)*	0	18%	11%	13%	7%	3%
	1	72%	81%	71%	60%	24%
	2	3%	8%	12%	26%	25%
	3 or more	7%	1%	4%	7%	49%
	Total	100%	100%	100%	100%	100%
Number of promotions that involved a pay raise (collapsed)*	0	30%	17%	13%	8%	3%
	1	62%	75%	65%	53%	19%
	2	1%	7%	16%	25%	24%
	3 or more	7%	1%	6%	14%	54%
	Total	100%	100%	100%	100%	100%

*p ≤ 0.05

Salary and Other Compensation for Current Job

Respondents were asked to provide their starting annual salary and other first-year compensation for their current job. Overall, the mean starting salary for all currently employed respondents is \$64,512. The mean of their other first-year compensation is \$11,361.

Starting Annual Salary - U.S. Dollars (Graduates Who Work for an Employer)	
Statistic	(n = 2,757)
Minimum	\$1,200
Maximum	\$250,000
Mean	\$64,512
Lower 25 th percentile	\$45,000
Median (50 th percentile)	\$65,000
Upper 75 th percentile	\$83,000

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Other First-Year Compensation - U.S. Dollars (Graduates Who Work for an Employer)	
Statistics	<i>(n = 2,784)</i>
Minimum	\$0
Maximum	\$250,000
Mean	\$11,361
Lower 25 th percentile	\$0
Median (50 th percentile)	\$5,000
Upper 75 th percentile	\$15,000

The classes of 2002 (\$60,835) and 2003 (\$60,776) have significantly lower starting annual salaries for their current job than all other graduating classes. The class of 2000 (\$15,899) have significantly higher other first-year compensation for their current job than the other graduating classes.

Starting Annual Salary, by Graduation Year – U.S. Dollars (Current Job)					
Statistic	Graduation Year				
	2000 (n = 222)	2001 (n = 449)	2002 (n = 369)	2003 (n = 621)	2004 (n = 1,093)
Minimum	\$10,800	\$4,000	\$3,000	\$1,200	\$4,000
Maximum	\$200,000	\$220,000	\$200,000	\$150,000	\$250,000
Mean*	\$70,772	\$66,438	\$60,835	\$60,776	\$65,898
Lower 25 th percentile	\$50,000	\$45,000	\$43,500	\$40,000	\$46,551
Median (50 th percentile)	\$70,000	\$69,000	\$60,000	\$60,000	\$68,000
Upper 75 th percentile	\$87,750	\$85,000	\$80,000	\$80,000	\$85,000

*p ≤ 0.05

Other First-Year Compensation, by Graduation Year – U.S. Dollars (Current Job)					
Statistic	Graduation Year				
	2000 (n = 222)	2001 (n = 448)	2002 (n = 369)	2003 (n = 620)	2004 (n = 1,122)
Minimum	\$0	\$0	\$0	\$0	\$0
Maximum	\$250,000	\$135,000	\$250,000	\$250,000	\$200,000
Mean*	\$15,899	\$12,218	\$10,787	\$10,461	\$10,825
Lower 25 th percentile	\$0	\$0	\$0	\$0	\$0
Median (50 th percentile)	\$6,000	\$5,000	\$4,591	\$4,000	\$5,000
Upper 75 th percentile	\$15,000	\$15,000	\$13,000	\$14,000	\$15,000

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Males (\$66,878) have significantly higher starting annual salaries in their current job than females (\$59,477). Males also have significantly higher other first-year compensation in their current job than females.

Starting Annual Salary, by Gender – U.S. Dollars (Current Job)		
Statistic	Gender	
	Female (n = 830)	Male (n = 1,900)
Minimum	\$3,000	\$1,200
Maximum	\$160,000	\$250,000
Mean*	\$59,477	\$66,878
Lower 25 th percentile	\$40,000	\$48,000
Median (50 th percentile)	\$60,000	\$69,000
Upper 75 th percentile	\$80,000	\$85,000

*p ≤ 0.05

Other First-Year Compensation, by Gender – U.S. Dollars (Current Job)		
Statistic	Gender	
	Female (n = 830)	Male (n = 1,900)
Minimum	\$0	\$0
Maximum	\$240,000	\$250,000
Mean*	\$9,092	\$12,416
Lower 25 th percentile	\$0	\$0
Median (50 th percentile)	\$2,729	\$5,500
Upper 75 th percentile	\$10,000	\$15,000

*p ≤ 0.05

Canadians and Asians have the lowest starting annual salary and other first-year compensation in their current job among the world regions.

Starting Annual Salary, by Country of Citizenship – U.S. Dollars (Current Job)					
Statistic	World Region				
	Asia (n = 386)	United States (n = 1,635)	Canada (n = 185)	Latin America (n = 150)	Europe (n = 272)
Minimum	\$1,200	\$4,000	\$9,000	\$11,815	\$4,000
Maximum	\$150,000	\$250,000	\$160,000	\$200,000	\$200,000
Mean*	\$55,955	\$67,460	\$58,860	\$65,194	\$65,925
Lower 25 th percentile	\$30,000	\$49,000	\$40,000	\$45,000	\$43,775
Median (50 th percentile)	\$57,100	\$70,000	\$55,000	\$68,000	\$63,073
Upper 75 th percentile	\$80,000	\$85,000	\$72,457	\$80,250	\$85,000

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Other First-Year Compensation, by Country of Citizenship – U.S. Dollars (Current Job)					
Statistic	World Region				
	Asia	United States	Canada	Latin America	Europe
	<i>(n =386)</i>	<i>(n =1,635)</i>	<i>(n =185)</i>	<i>(n =150)</i>	<i>(n =272)</i>
Minimum	\$0	\$0	\$0	\$0	\$0
Maximum	\$135,000	\$250,000	\$250,000	\$85,000	\$250,000
Mean*	\$9,389	\$11,453	\$9,866	\$12,994	\$13,775
Lower 25 th percentile	\$0	\$0	\$0	\$0	\$0
Median (50 th percentile)	\$4,000	\$5,000	\$3,000	\$7,000	\$5,500
Upper 75 th percentile	\$12,000	\$15,000	\$10,000	\$20,000	\$18,000

*p ≤ 0.05

Asian Americans' starting annual salary (\$73,651) in their current job is significantly higher than the starting annual salary among whites (non-Hispanics) (\$66,803). There are no differences between other first-year compensation by U.S. subgroups.

Starting Annual Salary, by U.S. Subgroup – U.S. Dollars (Current Job)				
Statistic	Race/Ethnicity			
	Asian American	African American	White (non-Hispanic)	Hispanic
	<i>(n =115)</i>	<i>(n =60)</i>	<i>(n =1,289)</i>	<i>(n =64)</i>
Minimum	\$6,000	\$10,800	\$4,000	\$7,280
Maximum	\$130,000	\$140,000	\$250,000	\$125,000
Mean*	\$73,651	\$67,868	\$66,803	\$70,995
Lower 25 th percentile	\$55,000	\$46,125	\$48,000	\$53,475
Median (50 th percentile)	\$80,000	\$68,500	\$69,000	\$75,000
Upper 75 th percentile	\$90,000	\$85,000	\$84,500	\$85,000

*p ≤ 0.05

Graduates of part-time programs have significantly lower starting annual salaries and other first-year compensation in their current job than the other programs.

Starting Annual Salary, by Program Type– U.S. Dollars (Current Job)			
Statistic	Program Type		
	Full-Time	Part-Time	Executive
	<i>(n =2,038)</i>	<i>(n = 533)</i>	<i>(n =128)</i>
Minimum	\$1,200	\$1,900	\$6,000
Maximum	\$250,000	\$175,000	\$172,000
Mean*	\$67,085	\$55,055	\$66,653
Lower 25 th percentile	\$50,000	\$34,150	\$39,250
Median (50 th percentile)	\$70,000	\$50,000	\$60,000
Upper 75 th percentile	\$85,000	\$73,000	\$86,500

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Other First-Year Compensation, by Program Type– U.S. Dollars (Current Job)			
Statistic	Program Type		
	Full-Time (n =2,038)	Part-Time (n = 533)	Executive (n =128)
Minimum	\$0	\$0	\$0
Maximum	\$250,000	\$95,000	\$200,000
Mean*	\$13,005	\$5,692	\$10,760
Lower 25 th percentile	\$0	\$0	\$0
Median (50 th percentile)	\$7,000	\$0	\$3,000
Upper 75 th percentile	\$16,000	\$6,000	\$10,712

*p ≤ 0.05

The next series of tables present a comparison between starting annual salaries and the current annual salary in the respondents' current job by various characteristics. Overall, there is a 16.5% increase between the starting salary and the current salary of employed respondents.

Salary Change in Current Job	
Statistic	U.S. Dollars
Starting Annual Salary	\$64,512
Current Annual Salary	\$75,142
Percent Change	+16.5%

The class of 2000 has the largest increase in salary (28.8%) and their current annual salary is significantly higher than the other graduating classes for their current job. Males have higher annual salaries for both starting and current salary, and they experience a larger change in the salaries than females. Asia and Canada have significantly lower salaries than the rest of the world regions, but Latin America exhibits the smallest percent change (9.4%). Whites (non-Hispanics) have the largest percent change and Hispanics have the smallest percent change in their salaries. Graduates of executive programs have significantly higher current annual salary and have the largest percent change (45.8%). Respondents who have been in their job for five or more years have the largest increase in their salary (80.9%).

Salary Change in Current Job, by Various Characteristics			
Characteristic	Statistics		
	Starting Annual Salary	Current Annual Salary	Percent Change
<i>Graduation Year</i>			
2000	\$70,772	\$91,179	+28.8%
2001	\$66,438	\$81,669	+22.9%
2002	\$60,835	\$73,808	+21.3%
2003	\$60,776	\$68,209	+12.2%
2004	\$65,898	\$71,391	+8.3%
<i>Gender</i>			
Female	\$59,477	\$67,519	+13.5%
Male	\$66,878	\$78,555	+17.5%
<i>World Region</i>			
Asia	\$55,955	\$62,183	+11.1%
United States	\$67,460	\$79,087	+17.2%
Canada	\$58,860	\$66,332	+12.7%
Latin America	\$65,194	\$71,339	+9.4%
Europe	\$65,925	\$80,363	+21.9%

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Salary Change in Current Job, by Various Characteristics (continued)			
Characteristic	Statistics		
	Starting Annual Salary	Current Annual Salary	Percent Change
<i>U.S. Subgroup</i>			
Asian American	\$73,651	\$81,995	+11.3%
African American	\$67,868	\$76,731	+13.1%
White (non-Hispanic)	\$66,803	\$79,082	+18.4%
Hispanic	\$70,995	\$77,714	+9.5%
<i>Program Type</i>			
Full-time	\$67,085	\$73,620	+9.7%
Part-time	\$55,055	\$74,168	+34.7%
Executive	\$66,653	\$97,197	+45.8%
<i>Number of Years on the Job</i>			
One year	\$67,217	\$71,656	+6.6%
Two years	\$65,474	\$75,231	+14.9%
Three-four years	\$66,882	\$83,453	+24.8%
Five or more years	\$43,194	\$78,129	+80.9%

Respondents currently employed in the consulting industry have significantly higher starting annual salaries than those employed in the non-profit/government sector. Although, respondents in the non-profit/government sector have one of the largest percent gains in salary, they have significantly lower salaries than all other industry sectors. Respondents who work as consultants have the highest starting annual and current annual salaries, compared with all other job functions, although they have the lowest percent change. Respondents working in general management have the largest percent change, followed by operations/logistics and information technology/MIS.

Salary Change in Current Job By Job Characteristics			
Characteristic	Statistics		
	Starting Annual Salary	Current Annual Salary	Percent Change
<i>Type of Industry</i>			
Consulting	\$74,086	\$84,502	+14.1%
Finance/Accounting	\$65,324	\$77,407	+18.5%
Products/Services	\$60,671	\$70,317	+15.9%
Manufacturing	\$63,992	\$76,685	+19.8%
Technology	\$66,659	\$75,855	+13.8%
Health/Pharmaceuticals	\$67,760	\$78,970	+16.5%
Energy/Utilities	\$71,962	\$88,429	+22.9%
Non-profit/Government	\$48,061	\$58,656	+22.0%
<i>Job Function</i>			
Marketing/sales	\$62,482	\$71,362	+14.2%
Operations/logistics	\$60,302	\$73,290	+21.5%
Consulting	\$76,277	\$85,998	+12.7%
General Management	\$65,334	\$81,834	+25.3%
Finance/Accounting	\$64,064	\$74,465	+16.2%
Human Resources	\$57,862	\$67,792	+17.2%
Information Technology/ MIS	\$61,855	\$74,925	+21.1%

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Self-Employed Respondents

Overall, 6% of respondents are self-employed or small business owners. Of these respondents, about one-quarter is involved in the products and services industry, one-quarter are in the consulting field, and 11% are working in the finance/accounting field.

Type of Industry (Graduates Who Are Self-Employed/Small Business Owner)	
Response	(n = 150)
Product/Services	33%
Consulting	26%
Finance/Accounting	11%
Technology	9%
Health Care/Pharmaceuticals	6%
Manufacturing	4%
Non-profit/Government	2%
Energy/Utilities	1%
Other	7%
Total	100%

Self-employed respondents use interpersonal skills the most often in their business pursuits, followed by analytical thinking abilities, strategic thinking abilities, problem –solving skills, and oral communication skills. The least used skill among these respondents—as is the case with employed respondents—is recruiting, managing, and maintaining staff.

Skills and Abilities Used in Current Job (Graduates Who Are Self-Employed/Small Business Owner)							
Skills/Abilities	Mean	A Great Deal	A Good Amount	Some	A Little	Not at All	Total
Interpersonal skills	4.4	61%	24%	11%	3%	0%	100%
Analytical thinking abilities	4.3	54%	31%	12%	2%	1.3%	100%
Strategic thinking abilities	4.3	53%	32%	9%	5%	1%	100%
Creative problem solving skills	4.3	52%	31%	15%	1%	1%	100%
Oral communication skills	4.3	54%	30%	13%	3%	1%	100%
Ability to integrate information from a wide variety of sources	4.2	46%	35%	13%	5%	1%	100%
Written communication skills	4.2	48%	27%	19%	5%	1%	100%
Leadership skills	4.0	46%	25%	17%	7%	5%	100%
Networking skills	3.9	35%	31%	23%	6%	4%	100%
Technical skills for your specialty	3.6	24%	27%	33%	13%	3%	100%
Managing change	3.6	33%	25%	23%	11%	9%	100%
Conducting financial analyses and preparing a budget	3.5	28%	24%	24%	17%	7%	100%
Conducting cost/benefit analyses or proposed changes	3.4	25%	26%	25%	13%	11%	100%
Analyzing, organizing, and interpreting statistical data	3.2	20%	22%	31%	15%	11%	100%
Recruiting, managing, and maintaining staff	2.8	15%	22%	19%	21%	23%	100%

V. The MBA Program

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

Right Decisions in Educational Choices

Respondents were asked to reflect on their decision to pursue an MBA degree, the school and program they chose, and the area in which they concentrated their studies. Three-quarters of all respondents state that they definitely made the right decision in pursuing their MBA degree, and 78% said they definitely made the right choice in choosing the program in which they enrolled. Slightly more than half of respondents state that they definitely made the right decision in the school they chose to attend, and 53% said they definitely made the right decision in the area in which they concentrated their studies.

Did You Make the Right Decision						
<i>(n = 3,392)</i>						
Item	Mean	Definitely Yes	Probably Yes	Probably No	Definitely No	Total
Pursuing your MBA degree	3.7	75%	20%	4%	1%	100%
The school you chose to attend	3.4	52%	37%	9%	2%	100%
The type of program in which you enrolled	3.7	78%	18%	4%	1%	100%
The area in which you concentrated your studies	3.4	53%	38%	8%	1%	100%

Scale: 4 = Definitely Yes – 1 = Definitely No

Graduates in the class of 2004 are significantly more likely than the class of 2001 to report having made the right decision in selecting the area in which they concentrated their studies. Asians are significantly less likely than the other world regions to say they made the right decision with regard to the school they choose to attend. Hispanic Americans are significantly more likely than African Americans to say they chose the right area in which to concentrate their studies.

Graduates of the executive programs are significantly more likely than graduates of other programs to have made the right decision to pursue an MBA and the school they chose to attend. Part-time graduates are significantly less likely to have made the right decision in the type of program they enrolled and the area in which they concentrated their studies.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Did You Make the Right Decision, by Program Type			
Item	Program Type		
	Full-Time	Part-Time	Executive
	(n = 2,544)	(n = 620)	(n = 164)
Pursuing your MBA degree*	3.7	3.7	3.8
The school you chose to attend*	3.4	3.4	3.7
The type of program in which you enrolled*	3.8	3.6	3.8
The area in which you concentrated your studies*	3.5	3.3	3.6

Scale: 4 = Definitely Yes – 1 = Definitely No

*p ≤ 0.05

Satisfaction with Graduate Management Education

Respondents were asked how satisfied they were with various aspects of their graduate management education. Respondents are the most satisfied with the opportunity to improve themselves personally. Satisfaction with the development of management knowledge and technical skills and the credentials you desired are the next highest rated educational aspects. These are followed by an increase in career options. The lowest satisfaction level with their graduate management education is with regard to job security.

Satisfaction with Your Graduate Management Education							
Educational Aspect	(n = 3,392)						Total
	Mean	Extremely Satisfied	Very Satisfied	Somewhat Satisfied	Not Very Satisfied	Not at all Satisfied	
Preparation to get a good job in the business world	3.8	23%	46%	25%	6%	2%	100%
An increase in your career options	4.0	31%	42%	19%	6%	2%	100%
Credentials you desired	4.1	33%	48%	17%	2%	1%	100%
Opportunity to improve yourself personally	4.3	43%	44%	10%	2%	<1%	100%
Opportunity for quicker advancement	3.7	22%	41%	27%	8%	2%	100%
Development of your management knowledge/ technical skills	4.1	28%	52%	18%	2%	<1%	100%
An increase in earning power	3.7	24%	36%	28%	10%	4%	100%
Opportunity to network and to form relationships with long-term value	3.8	27%	36%	28%	8%	2%	100%
Job security	3.4	11%	35%	39%	12%	3%	100%

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

The class of 2000 is the most satisfied that their graduate management education provided preparation to get a good job, an increase in their career options, and an increase in their earning power. The class of 2004 is the most satisfied with the credentials, the development of their management knowledge and technical skills, the opportunity to improve personally, the opportunity for quicker advancement, and the opportunity to network and form relationships with long-term value.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Mean Satisfaction with Your Graduate Management Education, by Graduation Year					
Educational Aspect	Graduation Year				
	2000	2001	2002	2003	2004
	<i>(n = 270)</i>	<i>(n = 514)</i>	<i>(n = 420)</i>	<i>(n = 738)</i>	<i>(n = 1,446)</i>
Preparation to get a good job in the business world*	4.0	3.9	3.7	3.7	3.9
An increase in your career options*	4.1	4.0	3.8	3.8	4.0
Credentials you desired*	4.1	4.1	4.0	4.0	4.2
Opportunity to improve yourself personally*	4.2	4.2	4.2	4.3	4.4
Opportunity for quicker advancement*	3.8	3.7	3.6	3.6	3.8
Development of your management knowledge/ technical skills*	4.0	4.0	4.0	4.0	4.1
An increase in earning power*	4.0	3.8	3.5	3.5	3.7
Opportunity to network and to form relationships with long-term value*	3.7	3.7	3.6	3.7	3.9
Job security	3.4	3.4	3.3	3.3	3.4

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

Males are significantly more satisfied than females with the following aspects of their graduate management education, including the development of their management knowledge and technical skills, an increase in their career options, the opportunity for quicker advancement, and an increase in earning power.

Mean Satisfaction with Your Graduate Management Education, by Gender		
Educational Aspect	Gender	
	Female	Male
	<i>(n = 1,021)</i>	<i>(n = 2,341)</i>
Preparation to get a good job in the business world*	3.8	3.8
An increase in your career options*	3.9	4.0
Credentials you desired	4.1	4.1
Opportunity to improve yourself personally	4.3	4.3
Opportunity for quicker advancement*	3.7	3.8
Development of your management knowledge/ technical skills*	4.0	4.1
An increase in earning power*	3.6	3.7
Opportunity to network and to form relationships with long-term value	3.8	3.8
Job security*	3.3	3.4

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

Citizens of Asia are significantly less satisfied with the following aspects of their graduate management education: Preparation to get a good job, an increase in career options, the credential they desire, the opportunity to improve personally, the opportunity for quicker advancement, the development of their management knowledge and technical skills, and the opportunity to network. Respondents from the United States are significantly more satisfied with their increased earning power, but significantly less satisfied with their job security.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Mean Satisfaction with Your Graduate Management Education, by Country of Citizenship					
Educational Aspect	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n = 477)	(n = 1,936)	(n = 237)	(n = 203)	(n = 368)
Preparation to get a good job in the business world*	3.6	3.9	3.7	3.9	3.8
An increase in your career options*	3.8	4.0	3.9	3.9	3.9
Credentials you desired*	3.8	4.2	4.1	4.1	4.0
Opportunity to improve yourself personally*	4.1	4.3	4.2	4.5	4.3
Opportunity for quicker advancement*	3.5	3.8	3.7	3.8	3.7
Development of your management knowledge/ technical skills*	3.9	4.1	4.0	4.2	4.1
An increase in earning power*	3.5	3.8	3.6	3.7	3.5
Opportunity to network and to form relationships with long-term value*	3.6	3.8	3.8	3.9	3.7
Job security*	3.3	3.4	3.3	3.3	3.2

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

Hispanics are significantly more satisfied than others in all aspects of their graduate management education, except for the development of their management knowledge and technical skills, where there are no significant differences.

Mean Satisfaction with Your Graduate Management Education, by U.S. Subgroup				
Educational Aspect	Race/Ethnicity			
	Asian American	African American	White (non-Hispanic)	Hispanic
	(n = 135)	(n = 83)	(n = 1,508)	(n = 71)
Preparation to get a good job in the business world*	3.8	3.8	3.9	4.3
An increase in your career options*	3.9	3.9	4.0	4.5
Credentials you desired*	4.1	4.1	4.2	4.5
Opportunity to improve yourself personally*	4.2	4.3	4.3	4.5
Opportunity for quicker advancement*	3.8	3.7	3.8	4.1
Development of your management knowledge/ technical skills	3.9	4.1	4.1	4.2
An increase in earning power*	3.7	3.8	3.7	4.2
Opportunity to network and to form relationships with long-term value*	3.8	3.8	3.8	4.2
Job security*	3.4	3.3	3.4	3.8

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

Graduates of part-time programs are the least satisfied with all aspects of their graduate management education.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Mean Satisfaction with Your Graduate Management Education, by Program Type			
	Program Type		
	Full-Time (n = 2,544)	Part-Time (n = 620)	Executive (n = 164)
Educational Aspect			
Preparation to get a good job in the business world*	3.9	3.5	3.8
An increase in your career options*	4.0	3.7	4.0
Credentials you desired*	4.1	4.1	4.2
Opportunity to improve yourself personally*	4.3	4.2	4.5
Opportunity for quicker advancement*	3.8	3.4	3.7
Development of your management knowledge/ technical skills*	4.1	3.9	4.2
An increase in earning power*	3.8	3.3	3.7
Opportunity to network and to form relationships with long-term value*	3.9	3.4	3.9
Job security*	3.4	3.3	3.5

Scale: 5 = Extremely satisfied – 1 = Not at all satisfied

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Retrospective Educational Needs of MBA Alumni

The next series of tables present the areas MBA alumni wish they had received more education or training during their programs of study. Overall, 6% of respondents state that they did not wish they had additional education or training in any of the items listed. About a third of respondents' state that they wish they received more education or training in managing their career (37%) and networking skills (30%). More than a quarter of respondents state that conducting financial analyses/preparing a budget (28%), developing a strategic plan (28%) leadership skills (26%); recruiting, managing, and maintaining staff (26%); and strategic thinking (26%) are areas where they wish they had received additional education or training.

Five percent of respondents state "other" areas in which they wish they had more education or training. The "other" responses include the following:

- Entrepreneurship;
- Getting a job;
- Making a business plan;
- Managing coworkers and supervisors to improve ethics and diversity in the workplace;
- Insight about HR management; and
- Sales.

In Which Areas Do You Wish You Had More Education/Training During Your MBA Program?	
Area	(n = 3,392)
Managing your career	37%
Networking skills	30%
Conducting financial analyses and preparing a budget	28%
Developing a strategic plan	28%
Leadership skills	26%
Recruiting, managing, and maintaining staff	26%
Strategic thinking	26%
Conducting cost/benefit analyses of proposed changes	23%
Managing change	22%
Analyzing, organizing, and interpreting statistical data	21%
Oral communication skills	20%
Stress management	20%
Designing and conducting market research	19%
Developing creative problem-solving skills	19%
Analytical thinking	16%
Interpersonal skills	16%
Technical skills for your specialty	15%
Computer and related technological skills	14%
Integrating information from a wide variety of sources	14%
Written communication skills	13%
Other	5%
None of the above	6%

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

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

There are only a few significant differences when comparing graduating classes' wishes of having received additional education/training. For example, members of the class of 2004 wish they had received more education/training in analyzing, organizing, and interpreting statistical data; computer and related technological skills; technical skills for their specialty; and written communication skills. The class of 2000 wish they had received more leadership skills in their education.

These differences are due in part to the differences in the length of time on the job. For example, less than a quarter of respondents with less than one year on the job wish they had more training in leadership skills, compared with almost one-third of respondents with five or more years on the job. Additionally, respondents with less time on the job are more likely to wish they had received additional technical skills training.

In Which Areas Do You Wish You Had More Education/Training During Your MBA Program?, by Graduation Year					
Area	Graduation Year				
	2000 <i>(n =270)</i>	2001 <i>(n =514)</i>	2002 <i>(n =420)</i>	2003 <i>(n =738)</i>	2004 <i>(n =1,446)</i>
Analytical thinking	15%	15%	14%	15%	16%
Analyzing, organizing, and interpreting statistical data*	17%	21%	19%	20%	24%
Computer and related technological skills*	9%	14%	13%	12%	17%
Conducting cost/benefit analyses of proposed changes	18%	21%	24%	22%	25%
Conducting financial analyses and preparing a budget	25%	29%	30%	26%	30%
Designing and conducting market research	19%	17%	21%	19%	20%
Developing a strategic plan	26%	28%	27%	30%	27%
Developing creative problem-solving skills*	14%	15%	18%	21%	20%
Integrating information from a wide variety of sources	14%	11%	12%	15%	15%
Interpersonal skills	16%	16%	13%	17%	17%
Leadership skills*	32%	29%	24%	27%	24%
Managing change	26%	24%	23%	21%	21%
Managing your career	36%	37%	40%	36%	36%
Networking skills	29%	30%	30%	29%	30%
Oral communication skills	18%	18%	18%	23%	20%
Recruiting, managing, and maintaining staff	28%	23%	29%	27%	26%
Strategic thinking	26%	27%	23%	25%	26%
Stress management	21%	18%	19%	19%	21%
Technical skills for your specialty*	11%	11%	16%	13%	17%
Written communication skills*	9%	13%	8%	12%	15%
Other	6%	5%	5%	5%	5%
None of the above	7%	7%	4%	5%	5%

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

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Females are significantly more likely than males to state that they required more education and training in the following areas: Analyzing, organizing, and interpreting statistical data; computer and related technological skills; conducting cost/benefit analyses; conducting financial analyses and preparing a budget; developing a strategic plan; developing creative problem-solving skills; and technical skills for their specialty.

In Which Areas Do You Wish You Had More Education/Training During Your MBA Program, by Gender		
Area	Gender	
	Female (n =270)	Male (n =514)
Analytical thinking	17%	15%
Analyzing, organizing, and interpreting statistical data*	27%	19%
Computer and related technological skills*	16%	13%
Conducting cost/benefit analyses of proposed changes*	29%	20%
Conducting financial analyses and preparing a budget*	35%	26%
Designing and conducting market research	21%	19%
Developing a strategic plan*	30%	27%
Developing creative problem-solving skills*	22%	18%
Integrating information from a wide variety of sources	15%	14%
Interpersonal skills	15%	17%
Leadership skills	26%	26%
Managing change	24%	22%
Managing your career	36%	37%
Networking skills	29%	30%
Oral communication skills	20%	20%
Recruiting, managing, and maintaining staff	28%	26%
Strategic thinking	26%	26%
Stress management	21%	19%
Technical skills for your specialty*	17%	14%
Written communication skills	13%	13%
Other	4%	5%
None of the above	5%	6%

Responses may add to more than 100% due to multiple selections
*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Citizens of Asia are the most likely to wish they had received additional education/ training during their MBA program. Citizens of the United States are significantly less likely to wish they had received additional training in the most areas of study, including developing a strategic plan; developing creative problem-solving skills; integrating information; interpersonal skills; and leadership skills.

In Which Areas Do You Wish You Had More Education/Training During Your MBA Program, by Country of Citizenship					
Area	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n = 477)	(n = 1,936)	(n = 237)	(n = 203)	(n = 368)
Analytical thinking*	31%	12%	11%	14%	18%
Analyzing, organizing, and interpreting statistical data*	30%	22%	20%	15%	17%
Computer and related technological skills*	17%	15%	11%	12%	10%
Conducting cost/benefit analyses of proposed changes*	24%	25%	19%	15%	20%
Conducting financial analyses and preparing a budget*	32%	29%	27%	18%	27%
Designing and conducting market research*	23%	19%	22%	15%	17%
Developing a strategic plan*	42%	25%	25%	26%	27%
Developing creative problem-solving skills*	33%	14%	16%	17%	25%
Integrating information from a wide variety of sources*	24%	12%	12%	16%	13%
Interpersonal skills*	33%	11%	14%	18%	23%
Leadership skills*	42%	21%	28%	27%	30%
Managing change*	30%	20%	23%	27%	21%
Managing your career	39%	35%	44%	33%	38%
Networking skills*	44%	26%	26%	33%	34%
Oral communication skills*	38%	16%	17%	20%	23%
Recruiting, managing, and maintaining staff*	20%	28%	29%	22%	26%
Strategic thinking*	43%	22%	20%	30%	24%
Stress management*	27%	18%	19%	20%	24%
Technical skills for your specialty*	20%	14%	12%	15%	13%
Written communication skills*	28%	8%	10%	20%	14%
Other	4%	5%	6%	3%	7%
None of the above	2%	7%	7%	5%	5%

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

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Asian Americans are significantly more likely to wish they had received additional education/training in the following areas: analytical thinking; analyzing, organizing, and interpreting statistical data; interpersonal skills; leadership skills; oral communication skills; and strategic thinking. Hispanics are significantly more likely to wish they had received more education/training in stress management.

In Which Areas Do You Wish You Had More Education/Training During Your MBA Program?, by U.S. Subgroup				
Area	Race/Ethnicity			
	Asian American (n = 135)	African American (n = 83)	White (non- Hispanic) (n = 1,508)	Hispanic (n = 71)
Analytical thinking*	22%	10%	11%	13%
Analyzing, organizing, and interpreting statistical data*	29%	20%	21%	13%
Computer and related technological skills	16%	14%	15%	11%
Conducting cost/benefit analyses of proposed changes*	22%	34%	25%	24%
Conducting financial analyses and preparing a budget	35%	36%	28%	15%
Designing and conducting market research	16%	23%	18%	24%
Developing a strategic plan	31%	22%	25%	30%
Developing creative problem-solving skills	20%	12%	14%	8%
Integrating information from a wide variety of sources	17%	14%	11%	11%
Interpersonal skills*	17%	8%	10%	14%
Leadership skills*	31%	14%	20%	25%
Managing change	22%	22%	20%	13%
Managing your career	35%	35%	35%	38%
Networking skills	24%	30%	25%	30%
Oral communication skills*	25%	13%	14%	14%
Recruiting, managing, and maintaining staff	27%	24%	29%	30%
Strategic thinking*	31%	18%	21%	24%
Stress management*	14%	25%	16%	27%
Technical skills for your specialty	12%	14%	14%	14%
Written communication skills	12%	10%	7%	11%
Other	6%	4%	5%	0%
None of the above	7%	4%	7%	3%

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

*p ≤ 0.05

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Graduates of part-time programs are significantly more likely to wish they had received additional education/training in conducting cost/benefit analyses; developing creative problem-solving skills; leadership skills; managing their career; networking skills; recruiting, managing, and maintaining staff; and strategic thinking.

In Which Areas Do You Wish You Had More Education/Training During Your MBA Program?, by Program Type			
Area	Program Type		
	Full-Time (n =2,544)	Part-Time (n =620)	Executive (n =164)
Analytical thinking	15%	17%	15%
Analyzing, organizing, and interpreting statistical data*	22%	21%	13%
Computer and related technological skills*	15%	14%	7%
Conducting cost/benefit analyses of proposed changes*	21%	29%	28%
Conducting financial analyses and preparing a budget	27%	32%	28%
Designing and conducting market research	19%	19%	21%
Developing a strategic plan	27%	32%	25%
Developing creative problem-solving skills*	18%	22%	13%
Integrating information from a wide variety of sources	14%	15%	14%
Interpersonal skills	16%	19%	16%
Leadership skills*	25%	32%	18%
Managing change	22%	25%	20%
Managing your career*	35%	44%	39%
Networking skills*	29%	36%	24%
Oral communication skills	21%	19%	15%
Recruiting, managing, and maintaining staff*	26%	30%	21%
Strategic thinking*	24%	32%	23%
Stress management	20%	20%	21%
Technical skills for your specialty*	16%	13%	7%
Written communication skills	14%	10%	11%
Other	5%	5%	7%
None of the above*	6%	4%	7%

Responses may add to more than 100% due to multiple selections
*p ≤ 0.05

Participation in Alumni Activities

Participation in alumni activities is relatively low among MBA alumni. Less than half of MBA alumni attend social or networking events frequently or occasionally. Nine percent of MBA alumni frequently give financial donation to their business school and 20% occasionally give financial donations. About one-quarter of alumni recruit from their business school for new hires and meet with prospective applicants as a part of business school recruiting activities frequently or occasionally. Ten percent of alumni frequently or occasionally interview applicants for the admissions office.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Have You Done the Following Activities Since Graduation?						
Activity	(n = 3,392)					Total
	Mean	Frequently	Occasionally	Rarely	Never	
Give financial donations to my business school	1.8	9%	20%	16%	55%	100%
Interview applicants for my admissions office	1.3	3%	7%	9%	81%	100%
Attend alumni social/networking events	2.2	10%	32%	25%	33%	100%
Recruit from my business school for new hires	1.7	8%	16%	12%	64%	100%
Meet with prospective applicants as part of my business school recruiting activities	1.7	6%	18%	16%	60%	100%

Scale: 4 = Frequently – 1 = Never

The class of 2000 is significantly more likely than other graduating classes to give financial donation and to recruit new hires from their business school. The classes of 2003 and 2004 are significantly less likely to interview applicants for the admissions office. The class of 2004 is significantly less likely to meet with prospective applicants as a part of their business school recruiting activities.

Have You Done the Following Activities Since Graduation?, by Graduation Year					
Activity	Graduation Year				
	2000	2001	2002	2003	2004
	(n = 270)	(n = 514)	(n = 420)	(n = 738)	(n = 1,446)
Give financial donations to my business school*	2.3	2.0	1.9	1.7	1.7
Interview applicants for my admissions office*	1.5	1.5	1.4	1.3	1.3
Attend alumni social/networking events*	2.3	2.3	2.2	2.2	2.1
Recruit from my business school for new hires*	1.9	1.9	1.7	1.7	1.6
Meet with prospective applicants as part of my business school recruiting activities*	1.9	1.8	1.7	1.7	1.6

Scale: 4 = Frequently – 1 = Never

*p ≤ 0.05

Males are significantly more likely than females to attend alumni social and networking events, recruit new hires from their business school, and meet prospective applicants as a part of their business school recruiting activities.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Have You Done the Following Activities Since Graduation?, by Gender		
Activity	Gender	
	Female	Male
	(n =1,021)	(n =2,341)
Give financial donations to my business school	1.8	1.8
Interview applicants for my admissions office*	1.3	1.3
Attend alumni social/networking events*	2.1	2.2
Recruit from my business school for new hires*	1.6	1.7
Meet with prospective applicants as part of my business school recruiting activities*	1.6	1.7

Scale: 4 = Frequently – 1 = Never

*p ≤ 0.05

United States citizens are significantly more likely to give financial donations, attend alumni social and networking events, and recruit new hires from their business school. Citizens of Latin America are significantly more likely to interview applicants for their admissions office and meet with prospective applicants as a part of their business school recruiting activities.

Have You Done the Following Activities Since Graduation?, by Country of Citizenship					
Activity	World Region				
	Asia	United States	Canada	Latin America	Europe
	(n = 477)	(n = 1,936)	(n = 237)	(n = 203)	(n = 368)
Give financial donations to my business school*	1.7	2.0	1.7	1.7	1.5
Interview applicants for my admissions office*	1.4	1.3	1.3	1.5	1.4
Attend alumni social/networking events*	2.3	2.1	2.2	2.3	2.3
Recruit from my business school for new hires*	1.6	1.7	1.6	1.7	1.5
Meet with prospective applicants as part of my business school recruiting activities*	1.8	1.6	1.6	1.9	1.8

Scale: 4 = Frequently – 1 = Never

*p ≤ 0.05

Hispanics are significantly more likely to interview applicants for their admissions office. Whites (non-Hispanic) are significantly less likely to meet with prospective applicants as a part of their business school recruiting activities.

**MBA Alumni Perspectives Survey: Comprehensive Report
September 2004**

Have You Done the Following Activities Since Graduation?, by U.S. Subgroup				
Activity	Race/Ethnicity			
	Asian American	African American	White (non- Hispanic)	Hispanic
	(n = 135)	(n = 83)	(n = 1,508)	(n = 71)
Give financial donations to my business school	2.1	1.9	1.9	2.2
Interview applicants for my admissions office*	1.3	1.3	1.2	1.6
Attend alumni social/networking events*	2.2	2.0	2.1	2.4
Recruit from my business school for new hires	1.8	1.7	1.7	1.9
Meet with prospective applicants as part of my business school recruiting activities*	1.9	1.9	1.6	2.0

Scale: 4 = Frequently – 1 = Never
*p ≤ 0.05

Graduates of full-time programs are significantly more likely to recruit from their business school for new hires. Part-time MBA graduates are significantly less likely to give financial donation, interview applicants for their admissions office, attend alumni social and networking events, and meet with prospective applicants as a part of their business school recruiting activities.

Have You Done the Following Activities Since Graduation?, by Program Type			
Activity	Program Type		
	Full-Time	Part-Time	Executive
	(n =2,544)	(n =620)	(n =164)
Give financial donations to my business school*	1.9	1.5	1.8
Interview applicants for my admissions office*	1.4	1.2	1.3
Attend alumni social/networking events*	2.3	1.8	2.5
Recruit from my business school for new hires*	1.8	1.3	1.5
Meet with prospective applicants as part of my business school recruiting activities*	1.8	1.3	1.8

Scale: 4 = Frequently – 1 = Never
*p ≤ 0.05

MBA Alumni Perspectives Survey: Comprehensive Report
September 2004

Creating Access to Graduate Business EducationSM is a service mark of the Graduate Management Admission Council[®]. Global MBA[®] Graduate Survey, GMAC[®], and Graduate Management Admission Council[®] are registered trademarks of the Graduate Management Admission Council[®] GMAC[®]. All rights reserved.
