
Chicago GSB
Alumni Quantitative Research:
Excerpts for Distribution

Key Findings

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Executive Summary

Key Findings:

The GSB–Alumni relationship starts early

- Student experience
 - ▶ Students had a great academic experience at the school but a mediocre social one
 - ▶ They gave high ratings to the pride they felt upon graduating (4.5 out of 5) but low ratings to the strength of their own network (2.8)
 - ▶ Only half of students say they felt at least somewhat connected to the school while there
 - ▶ Their fondest memories center on the people: faculty, studying with peers and socializing
 - ▶ Alumni identified five areas that would have made them feel more connected as students
 - Greater social interaction with classmates and more organized events
 - Groups or cohorts that stay together over time
 - Truly having a single GSB family
 - More access to faculty, especially beyond the classroom
 - More interaction with alumni

- Becoming an alumnus/a
 - ▶ Currently there is little focus with students on what is expected of them as alumni and how they can stay in touch with the school
 - ▶ Alumni would have liked to have had more of a “splash” upon graduating
 - Be welcomed into the alumni network

Key Findings:

The GSB–Alumni relationship (cont.)

- Current perceptions and images of the school
 - ▶ High quality education and being a thought leader—but only in finance
 - ▶ Most feel the school has a strong vision and long-term strategy (3.8 out of 5) but that it has not articulated that vision to alumni (3.2 out of 5)
 - ▶ Alumni throughout Europe and Asia believe the school needs to invest in increasing awareness and improving its image and reputation in their markets

- Career progression
 - ▶ Most alumni are full-time employees but there’s a sizable group of older alumni (20-25%) who are self-employed or small business owners whom the school doesn’t support as well
 - ▶ Most are satisfied with their overall career progression (3.9 out of 5) and attribute an important part of their success to the GSB (3.8 out of 5)
 - ▶ During career changes, less than half of alumni have ever used the GSB network and about one-third sought help from the school
 - Only one-third of those found either resource to be somewhat or very helpful
 - Alumni living abroad believe that very different approaches are needed outside the U.S.

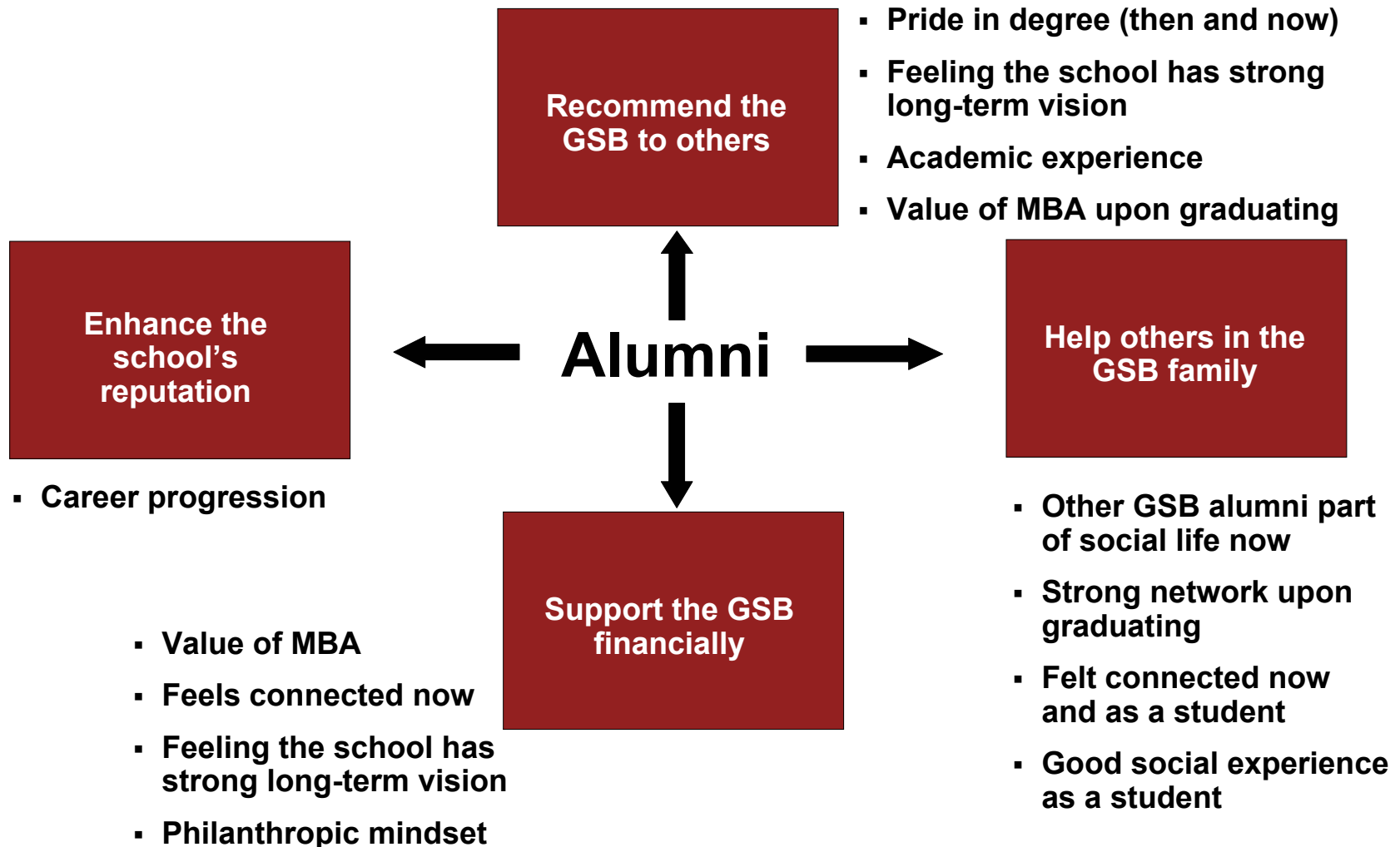
Key Findings:

The GSB–Alumni relationship (cont.)

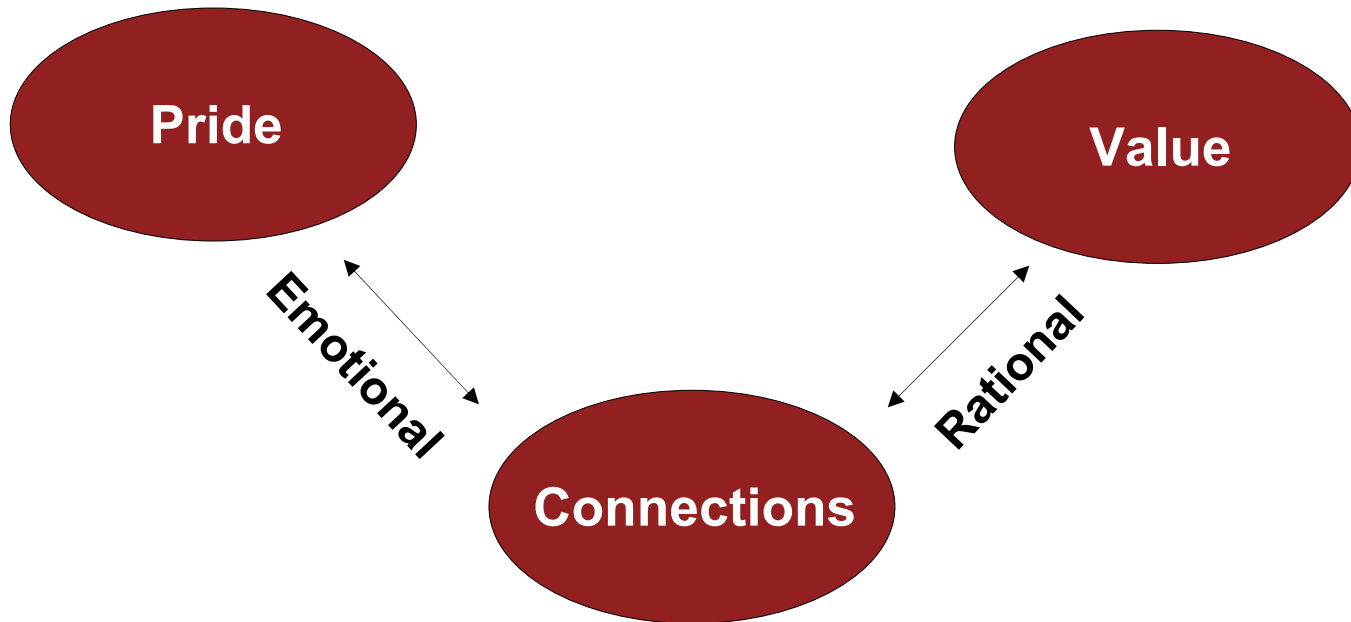
- Alumni involvement and connectedness
 - ▶ Two-thirds of alumni are “very likely” to recommend the school to others, mostly because of the stellar academics and quantitative focus
 - ▶ Only one-quarter of alumni feel at least somewhat connected to the school
 - ▶ Alumni identified four areas that would make them feel more connected in the future
 - Stronger local alumni networks, especially outside Chicago
 - Greater online alumni services
 - More career/job search support (probably set up differently for non-U.S. residents)
 - Reasonably priced lifelong learning opportunities

- Charitable giving
 - ▶ Most agree at least somewhat (89%) that the GSB needs the financial support of its alumni
 - ▶ Actual giving driven mostly by agreeing with this need, seeing value in the degree and feeling connected to the school

We identified four key alumni activities and determined what influenced each the most



We further narrowed that to three key drivers:
Pride, Value and Connections



- **Alumni are the most engaged when they have these three elements, both as students and as alumni**
- **Suggests that the school's alumni engagement efforts need to focus on enhancing all three areas**

Research methodology

Research methodology

- Four-phase research plan
 - ▶ Focus groups
 - Two focus groups held in Chicago in October 2003 with mix of program graduates
 - Group 1: alumni graduated in 2000-2002
 - Group 2: alumni graduated in 1989-1993
 - ▶ In-depth telephone interviews
 - 32 phone interviews conducted December 2003 – January 2004
 - Specific geographic markets: Chicago, New York, U.S. mid-tier cities, international
 - All programs
 - ▶ All-alumni quantitative survey (details on following pages)
 - ▶ Alumni brainstorming sessions, January – March 2004 (conducted by Alumni Affairs staff)
 - U.S.: Boston, Dallas, Denver, Houston, Miami
 - Europe: London, Paris, Amsterdam, Barcelona, Stockholm
 - Asia: Tokyo, Singapore, Hong Kong
- As the qualitative research was primarily formative to help drive the survey, this report focuses on the results from the survey
 - ▶ It also includes a summary of the alumni brainstorming sessions

Research methodology (cont.)

- Surveys sent to all GSB alumni in late February
 - ▶ ~16,000 received an email inviting them to take the survey online
 - ▶ ~21,500 received a paper survey
 - ▶ Both also had the option to use the other medium if they preferred
- We received:
 - ▶ 5,150 online surveys, for a 33% response rate to the online survey (of 15,400 valid e-mail addresses)
 - Included two follow-up e-mails which tripled the initial response rate
 - Used 4,932 responses in this analysis
 - ▶ 985 printed surveys, for a 5% response rate to the printed survey
 - Used 624 responses in this analysis
 - ▶ 6,135 total responses for a 16% response rate overall

Research Methodology (cont.)

- Proportionally more recent graduates responded to this survey than did older graduates, so please note that the overall data does skew toward younger graduates
 - ▶ We have broken down the responses into four groups of graduating years to try to minimize much of this bias
 - ▶ The chart below compares the entire GSB graduate pool with the survey respondents (note: an index of 100 would indicate that that group is proportionately represented among survey respondents, whereas an index of greater than 100 means that the group is over-represented in the survey results)

	GSB Graduates	Survey Respondents	
Year Graduated	(n=37,530)	(n=5,262)	Index
1978 and prior	32%	20%	63
1979-1988	24%	19%	79
1989-1998	28%	31%	111
1999-2003	16%	30%	188
Program	(n=36,156)	(n=5,262)	
Campus	56%	62%	111
Evening/Weekend	31%	28%	90
Executive Programs	13%	10%	77

How to read the following tables

Specific question on this page

Total number of alumni answering the question

Number of alumni in each sub-group

Percentage of alumni in each sub-group

The three groups

Includes NY, NJ, CT, CA

Includes UK, Japan, Hong Kong

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 4, Q1. Current Professional Status</i>	(n=4741)	(n=991)	(n=870)	(n=1431)	(n=1377)	(n=2888)	(n=1335)	(n=486)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	21	19	31	29	61	28	10	31	22	34	3	10
Full-time employee	65	33	57	74	85	68	64	56	64	70	62	85	68
Self-employed/small business	15	20	22	14	6	14	14	17	16	11	15	6	18
Not currently employed but seeking employment	5	3	7	5	6	5	6	3	4	4	9	0	1
Retired, not working	5	21	2	1	0	4	6	10	6	6	5	3	4
Retired, but still working in some capacity	4	17	4	1	0	4	5	7	4	3	6	2	3
Other	3	4	4	3	3	3	2	6	1	1	1	1	1
Full-time family caregiver	1	1	2	2	1	1	1	0	2	1	1	0	0
Part-time employee	1	1	1	2	1	1	1	0	3	3	3	3	4

Possible answers to the question

Overall responses to each question

Responses to the question, broken down by sub-group

Highlights significant differences within a group

Overall perceptions and experience

For GSB alumni, by far the most important element of a top business school is having stellar academics

Part 1, Q1. How important in your view are each of the following items in making a business school the best? (1 to 5 scale)

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
	(n=5493)	(n=991)	(n=870)	(n=1431)	(n=1377)	(n=2888)	(n=1335)	(n=486)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	21	19	31	29	61	28	10	31	22	34	3	10
Strength of education	4.8	4.9	4.8	4.8	4.8	4.8	4.9	4.9	4.9	4.8	4.8	4.7	4.7
Faculty quality	4.8	4.8	4.7	4.8	4.8	4.7	4.8	4.8	4.8	4.8	4.8	4.7	4.8
Recognition/rankings	4.5	4.4	4.4	4.5	4.6	4.5	4.5	4.5	4.5	4.5	4.5	4.4	4.5
Return on investment	4.2	4.0	4.1	4.3	4.4	4.2	4.3	4.2	4.3	4.2	4.2	4.1	4.1
Strength of alumni network	4.1	3.5	3.9	4.3	4.4	4.1	3.9	4.0	4.0	4.2	3.9	4.3	4.1
Student access to faculty	4.1	4.2	4.1	4.1	4.0	4.0	4.1	4.2	4.1	4.0	4.1	3.9	3.9
Student Career Placement Center	4.0	3.8	3.8	4.0	4.1	4.1	3.8	3.5	4.0	4.0	3.9	3.8	3.7
Profile/accomplishments of alumni	3.8	3.6	3.8	3.9	4.0	3.9	3.7	3.9	3.8	3.9	3.8	3.9	3.8
Alumni career support	3.7	3.4	3.6	3.8	4.0	3.7	3.9	3.7	3.9	3.8	3.6	3.5	3.6
Global presence	3.6	3.6	3.6	3.5	3.6	3.5	3.6	4.0	3.5	3.5	3.6	4.0	3.8
Facilities/buildings	3.4	3.4	3.3	3.4	3.4	3.4	3.4	3.5	3.4	3.4	3.4	3.3	3.3
Quality of student life	3.4	3.4	3.3	3.4	3.4	3.5	3.2	3.2	3.4	3.5	3.3	3.5	3.3
Ongoing education/lifelong learning	3.4	3.6	3.3	3.3	3.3	3.2	3.5	3.8	3.5	3.2	3.3	3.4	3.5

- A strong alumni network was middle-of-the-pack, although more recent alumni rated this more important than others did
- However, it's important to keep in mind that this is a self-selecting group
 - ▶ Non-GSB alumni may have different priorities than these

Alumni rate the academic areas of the school highest in quality as well

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 1, Q1. How is the GSB doing in each of these areas?</i>	(n=5493)	(n=991)	(n=870)	(n=1431)	(n=1377)	(n=2888)	(n=1335)	(n=486)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	21	19	31	29	61	28	10	31	22	34	3	10
Strength of education	4.5	4.5	4.4	4.5	4.6	4.5	4.6	4.5	4.5	4.5	4.5	4.5	4.5
Faculty quality	4.5	4.6	4.4	4.5	4.5	4.5	4.5	4.4	4.5	4.5	4.5	4.5	4.4
Recognition/rankings	4.1	4.2	4.1	4.0	4.1	4.0	4.2	4.1	4.2	4.0	4.1	3.9	3.9
Global presence	4.0	4.0	3.9	4.0	4.1	4.0	4.1	4.2	4.1	4.0	4.0	3.6	3.9
Facilities/buildings	3.9	3.9	3.9	3.9	3.8	3.7	4.1	4.1	4.0	3.8	3.9	3.5	3.7
Return on investment	3.8	3.9	3.7	3.8	3.7	3.8	3.8	3.7	3.8	3.8	3.8	3.7	3.6
Student access to faculty	3.6	3.7	3.5	3.7	3.7	3.6	3.6	3.9	3.7	3.6	3.6	3.6	3.7
Profile/accomplishments of alumni	3.6	3.7	3.5	3.5	3.6	3.5	3.7	3.6	3.7	3.5	3.6	3.4	3.4
Student Career Placement Center	3.3	3.4	3.2	3.3	3.3	3.4	3.1	3.1	3.3	3.3	3.3	3.2	3.1
Ongoing education/lifelong learning	3.3	3.4	3.2	3.3	3.2	3.2	3.4	3.4	3.4	3.2	3.3	2.9	3.0
Quality of student life	3.2	3.2	3.1	3.2	3.3	3.2	3.2	3.4	3.2	3.2	3.2	3.2	3.3
Alumni career support	3.0	3.0	2.9	2.9	3.0	2.9	3.0	3.0	3.1	2.9	3.0	2.8	2.8
Strength of alumni network	2.9	3.1	2.9	2.9	3.0	2.8	3.1	3.2	3.1	2.8	2.9	2.8	2.9

- Strength of alumni network is the lowest rated area
 - ▶ XP graduates and Chicago residents rated the network higher than other groups did
- Alumni living in international markets rated the GSB lower on most dimensions

Two-thirds of alumni would recommend the school to others

Part 1, Q2. How likely would you be to recommend the GSB to someone considering an MBA program?

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
	(n=5316)	(n=991)	(n=870)	(n=1431)	(n=1377)	(n=2888)	(n=1335)	(n=486)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	21	19	31	29	61	28	10	31	22	34	3	10
Very likely	68	69	61	68	70	65	73	71	72	65	70	64	65
Somewhat likely	25	24	29	25	24	27	21	24	22	28	24	27	28
Neither likely nor unlikely	6	5	7	6	5	6	5	4	5	6	5	6	6
Somewhat unlikely	1	1	2	1	1	1	1	1	1	1	1	2	1
Not at all likely	1	1	1	0	0	1	0	0	0	1	1	1	0

- Harvard Business Review* recently published an article that found that this single question tracked best with satisfaction and future purchases
 - ▶ People who choose the top box (“very likely”) are a product’s true promoters
 - ▶ People who choose the next level down (“somewhat likely”) tend to be more passively satisfied and less likely to purchase the product again
- Overall, the GSB scores relatively high on this key measure of satisfaction
- Evening, Weekend and Executive program graduates, along with Chicago-area alumni, were most likely to be very likely to recommend it
 - ▶ Alumni graduating between 1979 – 1988 had the lowest likelihood of any age group

Alumni told us why they would or would not recommend the school

Alumni who were “very likely” to recommend felt that way because of:

- ▶ The high quality of the faculty, especially the finance faculty
- ▶ The overall quality of the education
- ▶ The GSB’s quantitative focus
- ▶ The reputation of the GSB
- ▶ The program’s academic rigor
- ▶ The theory-based approach used at the GSB

Alumni who were less than “very likely” to recommend the GSB commented on:

- ▶ Relative lack of focus on areas other than finance and economics, e.g., general management, marketing
- ▶ The quality of other students (both positively and negatively)
- ▶ Need for more networking and “community”

▪ Likelihood to recommend did vary by employment status

- ▶ Alumni who were employed full-time or retired were most likely to recommend
- ▶ Alumni who were full-time caregivers and those who are self-employed or small business owners were least likely to recommend
 - May not feel that their GSB education and alumni experience is as relevant as do alumni who work in traditional areas

Student experience

Upon graduating, alumni felt very proud of their degree and their academic experience at the GSB

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 2, Q3. Please rate the following components of your GSB experience on a scale from 1 to 5</i>	(n=5283)	(n=991)	(n=870)	(n=1431)	(n=1377)	(n=2888)	(n=1335)	(n=486)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	21	19	31	29	61	28	10	31	22	34	3	10
Level of pride you had in your degree upon graduating	4.5	4.6	4.4	4.5	4.5	4.4	4.6	4.6	4.6	4.4	4.6	4.5	4.5
Your academic experience at the GSB	4.5	4.4	4.3	4.5	4.5	4.4	4.5	4.5	4.5	4.4	4.5	4.5	4.5
Your overall experience at the GSB	4.1	4.1	3.9	4.1	4.3	4.1	4.1	4.5	4.1	4.1	4.1	4.2	4.2
Value of your investment in your MBA upon graduating	3.9	4.0	3.8	4.0	3.7	3.9	3.8	3.8	3.8	3.9	4.0	4.0	3.8
Your career development experience at the GSB	3.3	3.3	3.0	3.3	3.4	3.4	2.9	3.8	3.2	3.3	3.3	3.5	3.4
Your social experience at the GSB	3.1	2.8	2.8	3.2	3.4	3.2	2.5	3.4	2.9	3.2	3.1	3.4	3.5
Strength of your own network upon graduating	2.8	2.3	2.4	2.8	3.2	2.9	2.5	3.1	2.7	2.9	2.6	3.0	3.0

- While they had a good overall experience, the academic side clearly was stronger than the career development, social life or network at the school
- Executive Program graduates were **more** satisfied than average with these other elements, and Evening and Weekend graduates were **less** satisfied than average
- Although recent graduates were more satisfied with their social life and network, they felt their MBA was less valuable upon graduating than other alumni did
 - Perhaps due to the recent economic downturn or the greater number of MBAs in the marketplace

Alumni's fondest memories of their time at the GSB focus on the people

- **The quality of the faculty**

- ▶ *Some of the spellbinding, caring professors. (1987 Evening Program, Chicago)*
- ▶ *Understanding the workings of the financial markets from the world renowned faculty. (1998 Campus Program, Pennsylvania)*
- ▶ *Contact with professors. Independence of thought that was respected. There were some concepts of social entrepreneurship that I adopted from one professor that drove my subsequent career for 25 years. (1969 Campus Program, Chicago)*
- ▶ *We had some excellent instructors: people who were so obviously experts in their field that one almost was in awe. (1963 Evening Program, Chicago)*

- **Interactions with specific faculty**

- ▶ *Class with Merton Miller. You could tell you were in the class of a very special world renowned professor. (1983 Weekend Program, Chicago)*
- ▶ *Jim Schrage's class. I have since taken Jim's continuing classes in strategy/small business start up since then. Love that Jim is available to alumni!! (1993 Evening Program, Chicago)*
- ▶ *The classes led by Professors Thaler, Davis and Zonis. The program MUST, absolutely MUST do whatever it takes to identify, hire and retain such talented resources. (2002 Weekend Program, Oregon)*
- ▶ *Being taught by Nobel Prize winners: Fama, Miller, Stigler etc. (1978 Evening Program, Chicago)*

Alumni's fondest memories of their time at the GSB focus on the people (cont.)

- **Class discussions and study with classmates**

- ▶ *Too many to pick one. Probably the strength of my classmates and the interaction with them. The LEAD program helped with this immeasurably. (1991 Campus Program, California)*
- ▶ *The exciting class room discussions. Because I was in the XP program my classmates were very experienced, savvy and outspoken. We learned a great deal from each other. (1998 Executive Program, Pennsylvania)*
- ▶ *Working with members of my study group and luncheons with others. (1963 Executive Program, Chicago)*
- ▶ *Developing friendships early on through the many GSB group projects. (1995 Campus Program, Colorado)*

- **Socializing with fellow students**

- ▶ *The social engagements and the many diverse friendships I made. The community building was truly special. (2002 Campus Graduate, New York)*
- ▶ *I built some good relationships with other students and felt a real camaraderie with them. (2003 Evening Program, Chicago)*
- ▶ *Long hours debating with classmates on new study subjects. Socializing after a day's hard work. (1996 Executive Program, Netherlands)*

Alumni identified five key areas that would have made them feel more connected as students

- **Greater social interaction with classmates and more organized events**

- ▶ *More social/fun activities on campus (besides just Brats and Brew). GSB/Kellogg Olympics was a fun one that comes to mind. (2000 Campus Program, New York)*
- ▶ *More social stuff...to make it easier for part time/weekend students [to] interface. Seems better w/ clubs, etc. that include part-time students. (1989 Weekend Program, Indiana)*
- ▶ *Better social programs among evening and weekend groups - but problem is clearly systemic in that folks are working coming from near of far etc.. hard to have a socialization...one solution could be a week long retreat as part of program early on... (2000 Weekend Program, Chicago)*

- **Groups or cohorts that stay together over time**

- ▶ *Having a small group to work within both in and out of the classroom. Something similar to the LEAD cohort but on a smaller scale. This would have created a greater shared experience from the onset and thus enabled deeper connectivity to the student body. (1995 Campus Program, Canada)*
- ▶ *Perhaps some discrete mini projects could be developed that require two or more Study Groups or segments of different Study Groups and a Faculty member to work together so there's more interaction and cross pollination. (2002 Executive Program, Pennsylvania)*
- ▶ *A project or required collaboration that endured a time period longer than one term that would force part-time students to maintain longer term relationships. (1998 Evening Program, Arizona)*

Alumni identified five key areas that would have made them feel more connected as students (cont.)

- **Truly creating a single GSB family**

- ▶ *General impression that the weekend program is not a real part of the b-school. (2001 Weekend Program, New York)*
- ▶ *The hard part of the weekend program, coupled with an unstructured curriculum, is that the program doesn't throw the student body together, so to speak. I'm not saying that anything needs to change but if the administration has an awareness of this... (1999 Weekend Program, Chicago)*
- ▶ *Exclusion of campus recruiting opportunities for part-time students was something that made me feel like a second-class student at the GSB. This is an awful rule. LEAD for part-time students. (2001 Evening Program, Chicago)*

- **More access to faculty, especially beyond the classroom**

- ▶ *More/easier access to faculty. Colleagues of mine who went to Harvard Business School talk about much more access and familiarity with faculty and continuing relationships, whereas I had little outside of the classroom while there... (1981 Campus Program, Chicago)*
- ▶ *Smaller group interaction with instructors. (1982 Executive Program, Chicago)*

- **Increased interaction with alumni**

- ▶ *More interaction with recent alumni to understand what they were doing. (1966 Campus Program, Virginia)*
- ▶ *Bringing more alumni in to talk about life after the GSB. (1996 Campus Program, Missouri)*

Alumni Attitudes and Activities

Alumni are interested in receiving more faculty news and research updates

Part 3, Q10b. What is your opinion on the frequency with which you receive faculty news and research updates from the GSB?

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
	(n=4177)	(n=1060)	(n=969)	(n=1629)	(n=1558)	(n=3252)	(n=1475)	(n=535)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
Too Much	3	5	3	2	2	3	3	1	3	3	3	1	2
About Right	63	72	67	62	57	62	68	61	65	61	66	65	54
Too Little	34	23	30	35	41	35	29	38	32	37	31	35	44
<i>Part 3, Q10b. How would you prefer to receive such communications?</i>													
E Mail	64	53	63	62	71	62	65	70	66	62	60	68	74
Postal Mail	36	47	37	38	29	38	35	30	34	38	40	32	26

- Again, we see that interest level correlates with recency of graduation, and that alumni in other international markets are more eager than others to receive more news
- Postal mail is slightly more preferred for this type of communications than for invitations
 - ▶ The exception is still alumni living outside the U.S., who still prefer e-mail

Two-thirds of alumni are happy with the amount of news they receive about other alumni

Part 3, Q10d. What is your opinion on the frequency with which you receive news about other alumni from the GSB?

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
	(n=4147)	(n=1060)	(n=969)	(n=1629)	(n=1558)	(n=3252)	(n=1475)	(n=535)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
Too Much	3	4	4	3	2	2	4	3	3	2	3	2	2
About Right	67	80	72	65	60	65	74	65	72	63	69	61	60
Too Little	30	16	24	33	38	33	22	32	24	35	28	37	38
Part 3, Q10d. How would you prefer to receive such communications?													
E Mail	63	51	61	62	72	61	65	69	64	62	60	69	73
Postal Mail	37	49	39	38	28	39	35	31	36	38	40	31	27

- Recent graduates and alumni living in international markets would like more news, while older graduates and Evening and Weekend program alumni are more satisfied with the current level
- The majority prefers e-mail, though older graduates are split evenly between e-mail and postal mail
 - International residents prefer e-mail

The GSB alumni magazine is well-read by all alumni groups

Part 3, Q11a. How frequently do you read the GSB Alumni Magazine?

	Total (n=4932)	Year Graduated				Program			Residence				
		1978 and prior (n=1060)	1979-1988 (n=969)	1989-1998 (n=1629)	1999-2003 (n=1558)	Campus (n=3252)	Evening/ Weekend (n=1475)	Executive Programs (n=535)	Chicago area (n=1484)	Major US Markets (n=1024)	Other US Markets (n=1608)	Major Int'l Markets (n=147)	Other Int'l Markets (n=462)
Total percentage in each category	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
Often	65	70	63	65	64	65	64	70	64	67	66	51	65
Sometimes	25	22	26	27	25	26	26	24	27	23	25	35	24
Rarely	7	6	8	6	7	6	8	4	6	7	6	10	7
Never	1	1	2	1	1	1	1	1	2	1	1	0	1
Not aware of it	2	1	1	1	3	2	1	2	1	2	1	3	3

- Older graduates and those from the Executive Programs read the magazine more frequently than others do
- Alumni in major international markets read the magazine less frequently than other alumni do
- Note: from the qualitative alumni phone interviews conducted in early 2004, some alumni considered themselves involved with the school just by reading the magazine

Comparably fewer alumni visit the GSB alumni web site

Part 3, Q11c. How frequently do you visit the GSB Alumni web site?

	Year Graduated				Program			Residence					
	Total (n=4932)	1978 and prior (n=1060)	1979-1988 (n=969)	1989-1998 (n=1629)	1999-2003 (n=1558)	Campus (n=3252)	Evening/Weekend (n=1475)	Executive Programs (n=535)	Chicago area (n=1484)	Major US Markets (n=1024)	Other US Markets (n=1608)	Major Int'l Markets (n=147)	Other Int'l Markets (n=462)
Total percentage in each category	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
Often	15	5	8	15	23	13	17	17	17	15	12	10	15
Sometimes	28	21	21	32	33	27	30	33	30	26	26	37	31
Rarely	35	37	39	34	31	36	32	33	33	36	36	41	36
Never	18	32	27	15	8	19	17	14	15	19	22	11	14
Not aware of it	4	5	5	4	4	5	4	3	4	4	4	1	4

- Not surprisingly, more recent graduates used the web site more than less recent graduates
 - ▶ Even in the oldest group, two-thirds had visited the web site at least once
 - However, these numbers may be inflated because alumni may assume that the regular GSB web site is the Alumni web site
- Alumni living in major international markets were the least likely to use the web site often, but had higher than average usage “sometimes”
 - ▶ Given international alumni’s greater interest in connecting with the school and other alumni, the web site appears to be an under-utilized asset

Looking at how to be more involved, alumni were most interested in targeted professional networking events

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 3, Q9. To what degree would you be interested in the following:</i>	(n=4745)	(n=1060)	(n=969)	(n=1629)	(n=1558)	(n=3252)	(n=1475)	(n=535)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Mean score for each group on 1 to 5 scale	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
Networking events for alumni with shared interests	3.7	2.8	3.6	3.9	4.2	3.7	3.7	3.6	3.7	3.7	3.7	3.7	4.0
Expanded Career Development Offices services	3.5	2.3	3.3	3.8	4.1	3.5	3.6	3.2	3.6	3.6	3.3	3.5	3.7
Interaction with GSB faculty	3.4	2.8	3.2	3.5	3.8	3.4	3.3	3.5	3.4	3.4	3.2	3.8	3.8
Smaller networking events	3.3	2.4	3.2	3.5	3.8	3.3	3.2	3.2	3.3	3.4	3.1	3.6	3.7
To be a mentor to a younger GSB alumnus	3.2	2.5	3.0	3.4	3.7	3.3	3.1	3.2	3.2	3.4	3.1	3.4	3.5
Contact with a mentor in your field	3.1	1.8	2.7	3.5	3.9	3.1	3.1	3.0	3.1	3.3	2.9	3.4	3.4
Social events	3.0	2.2	2.6	3.2	3.6	3.1	2.8	2.9	2.9	3.1	2.9	3.3	3.4
Family events	2.3	1.7	2.1	2.6	2.7	2.4	2.3	2.3	2.2	2.3	2.3	2.7	2.6

- Confirms findings from the qualitative research that alumni want to meet other alumni within a narrowed bandwidth (either by year graduated or professional interest)
- Across all types of events, newer alumni are more interested in interacting with the school and other alumni
 - ▶ Again, we see alumni living in smaller international cities having greater interest

Three-quarters of alumni are satisfied with how frequently the school asks for donations

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 3, Q10c. What is your opinion on the frequency with which you receive solicitations for donations from the GSB?</i>	(n=4169)	(n=1060)	(n=969)	(n=1629)	(n=1558)	(n=3252)	(n=1475)	(n=535)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
Too Much	22	24	23	27	17	22	20	29	21	21	20	28	31
About Right	75	76	76	71	79	75	79	69	78	76	78	68	65
Too Little	2	0	1	2	4	3	1	2	1	3	2	4	4
<i>Part 3, Q10c. How would you prefer to receive such communications?</i>													
E Mail	47	34	43	47	57	47	45	55	44	45	46	62	62
Postal Mail	53	66	57	53	43	53	55	45	56	55	54	38	38

- Executive Program alumni and those living in other international markets are somewhat more likely than others to feel that the school asks too frequently
 - ▶ May reflect cultural differences
- Alumni are evenly split between preferring e-mail and preferring postal mail for solicitations
 - ▶ Again we see older alumni preferring postal mail and those living abroad preferring e-mail

About half of alumni say they donate money “often” or “sometimes”

	Year Graduated					Program			Residence				
	Total	1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 3, Q12e. How often do you contribute money to the school, such as to the Chicago GSB fund?</i>	(n=4653)	(n=1060)	(n=969)	(n=1629)	(n=1558)	(n=3252)	(n=1475)	(n=535)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
Often	21	41	28	19	8	22	22	17	21	26	26	10	7
Sometimes	28	26	28	29	29	28	29	26	31	30	29	21	16
Rarely	24	17	23	26	28	26	22	21	24	22	22	28	30
Never	26	17	21	26	35	24	27	36	23	22	23	41	47
<i>Part 3, Q12e. Are you interested in contributing money to the school, such as through the Chicago GSB fund, more frequently? (percentages)</i>													
Yes	18	18	16	18	20	18	18	18	18	18	18	16	15
Maybe	43	34	37	43	51	43	42	45	38	42	40	57	52
No	39	48	47	39	29	39	39	37	44	40	42	27	33

- Alumni who already donate money were much more likely to want to donate more frequently than those who rarely or never donate
- The two groups with the largest potential appear to be recent alumni and alumni in secondary international markets
 - ▶ The comparably low donation rate of these alumni suggests that these alumni may not be being approached with the most effective messages or media
 - Nearly 70% of these two groups would consider contributing more frequently
 - Younger alumni, who are more satisfied than graduates in earlier years, show greater potential

Alumni mentioned four ways that the GSB has helped them feel connected to the school

- **Email and other communications from the school, for example the GSB Magazine**
 - ▶ *The steady flow of mailers, magazines, articles are excellent information about the school and the programs. (1985 Executive Program, West Virginia)*
 - ▶ *The e-mail notifications are great! That is the best way to keep people informed. (1999 Weekend Program, Chicago)*
 - ▶ *Within the past 3-5 years I have noticed an increased effort on the part of the school to connect (newsletters, programs, etc.) (1988 Campus Program, Chicago)*

- **Events sponsored by the school, e.g., the Management Conference**
 - ▶ *Sponsorship of the roundtables is VERY important to me. Keep them going and keep them free. The alum program really doesn't offer much else in terms of career/professional development for alum at an affordable price. The management conference is great. (1992 Evening Program, Chicago)*
 - ▶ *Invitations to significant events. Nobel Prize Functions. Distinguished award committees & presentations. These make you proud. (1976 Campus Program, Chicago)*

- **Availability of school resources for alumni, including career support**
 - ▶ *Continual improvement in Career Services to alumni has been wonderful. E-mail for life is great! Also open admission to the Club at Gleacher. (1998 Weekend Program, Chicago)*
 - ▶ *Alumni Affairs office definitely helps. Although I didn't utilize Office of Career Affairs too much as student, I feel there is a safety net available to me if required. (2003 Evening Program, San Francisco)*

- **Alumni groups and gatherings**
 - ▶ *The local Alumni clubs and lectures seem like a good start. I also like the emails that are sent out with news of campus life, as well as the magazine. (2000 Campus Program, California)*
 - ▶ *The Women in Business group is doing a terrific job of promoting a female network; the quarterly magazine; primarily I feel connected through my interactions with current students (informational interviews, resume review, etc.). (2000 Campus Program, California)*

They also focused on four ways the school could help improve that connection

- **More alumni interaction and stronger local alumni networks, especially outside Chicago**

- ▶ *Strengthened position of the local GSB clubs with perhaps more formal involvement from GSB itself. (1998 Campus Program, Pennsylvania)*
- ▶ *Stronger alumni networks by area of interest, i.e. venture capital, CEO networks, etc. (virtual networks). INSEAD does a good job in this area. (1996 Executive Program, Chicago)*
- ▶ *Yes - I think the GSB needs a permanent professional office in the UK to: 1) promote the school with the press etc (2) speak to prospective students (3) provide continuity and support for the alumni group. Could be done cheaply by a spouse of someone. (1989 Campus Program, England)*
- ▶ *Europe-wide alumni meetings that are worthwhile to attend. (1999 Campus Program, Austria)*
- ▶ *Alumni programs and career development programs need to be held in major metropolitan areas, not just in Chicago. (1984 Campus Program, California)*

- **More and improved online alumni services**

- ▶ *Have access to the GSB bookstore on-line. i.e. I want to be able to purchase course material. Fireside chats with older alumni. Webcast of GSB events (1999 Weekend Program, Pennsylvania)*
- ▶ *Informal networking opportunities - chat rooms, discussion boards (on-line) – etc. (2000 Campus Graduate, Pennsylvania)*
- ▶ *Audio/visual broadband internet meetings--real time. (1993 Evening Program, Detroit)*
- ▶ *Seems a number of older alumni are not aware of such things as E-mail 4 Life and how to establish this. Facilitating online updating of directory would also be helpful (not an easy process today). (1996 Executive Program, Switzerland)*
- ▶ *The current database of alumni is very difficult to search on and not that user friendly. We should be able to search on various fields and when names appear on the search their current job description should also appear... (2002 Campus Program, Minnesota)*

They also focused on four ways the school could help improve that connection (cont.)

- **More career/job search support**

- ▶ *Joint job postings with Harvard, Standard, Wharton, MIT, and Kellogg. Please note that Kellogg already does that. (1989 Campus Program, Chicago)*
- ▶ *Better career transition and support for older alums, more creativity in reinventing career, more awareness how to integrate career into life goals and needs not the other way around. (1991 Executive Program, Chicago)*
- ▶ *Seems a significant amount of job listings are Chicago/Midwest-based as opposed to nationally. Much fewer NYC listings for example than other business schools. (1997 Campus Program, New York)*
- ▶ *More and earlier notice of job openings. Perhaps a listing of companies that might be looking in addition to ones that are in a search mode. Continue to build and update the Alumni database. Many of the contact numbers and addresses are out of date. (1998 Campus Program, Washington, D.C.)*

- **Reasonably priced lifelong learning opportunities**

- ▶ *More learning opportunities that are not just money making training sessions. (1974 Campus Program, Virginia)*
- ▶ *YES!!! Less expensive ongoing education seminars. These \$4000-\$5000 classes you are marketing look great but are not feasible financially. I would go to a 3 day seminar for a maximum of \$2000. (1995 Campus Program, Seattle)*
- ▶ *Some continuing education sessions in Europe will help a lot. (1974 Campus Graduate, Colorado)*
- ▶ *There are many continuing ed. seminars I'd love to take but as an independent consultant I can't always justify the cost. The lifelong learning aspect is important to me... (1992 Executive Program, Chicago)*
- ▶ *The University should offer more continuing education at no (or little) cost. It seems every week I get a flyer from them about a \$1,000 marketing or finance seminar. (1991 Evening Program, Chicago)*

Alumni who participated in brainstorming sessions around the world had similar suggestions

- Start communicating with students when they are still students about the responsibilities as alumni, as well as the Alumni Affairs Office and services
 - ▶ Increase awareness of office (Boston, Houston, Dallas)
 - ▶ Help change the “out for myself” attitude that some students have into something more collaborative as alumni (Hong Kong)
- Create more of a splash for the transition from student to alumnus
 - ▶ Sponsor summer receptions and welcome new graduates to the area (Boston, Dallas, Miami)
 - ▶ Have Alumni Affairs Office help with this transition (Miami)
- Maximize use of online services
 - ▶ Allow alumni to have same access they had as students (e.g. to the portal) (Boston, Houston, Miami)
 - ▶ Increase e-mail capture to distribute e-newsletter more broadly (MIA)
 - ▶ Improve local web sites – and make sure that each club has one (Houston, Netherlands)
 - ▶ Actively keep database up to date (Denver)
 - ▶ Flag alumni willing to network (Denver)

Alumni who participated in brainstorming sessions around the world had similar suggestions (cont.)

- Strengthen the local clubs, especially in international markets
 - ▶ Connect a few individual countries' clubs together to expand base (Netherlands)
 - ▶ Offer more events outside Chicago (Tokyo, Singapore)
 - ▶ Mini-management conference (Tokyo)
 - ▶ European Celebration (London)
 - ▶ Have the school be more actively involved in helping manage the clubs (Netherlands)
 - Especially to focus on follow through/implementation
 - ▶ Increase communications about events (Netherlands)
- Reconceive CDO for outside U.S.
 - ▶ Very different approaches are needed for different countries (Netherlands)
 - ▶ Existing services don't work for Europeans (Netherlands)
 - ▶ Current low awareness and confusion over what services are offered (Paris, Tokyo)
 - ▶ Just having one representative per market isn't enough (Netherlands)
 - ▶ Consider just offering services that can be web-based (Netherlands)
- Improve the school's awareness and reputation outside the U.S.
 - ▶ Heard throughout Europe and Asia

Career activity and needs

Alumni are satisfied with their overall career progression, but not overwhelmingly

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 3, Q5. Please tell us to what extent you:</i>	(n=4905)	(n=991)	(n=870)	(n=1431)	(n=1377)	(n=2888)	(n=1335)	(n=486)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Total percentage in each category	100%	21	19	31	29	61	28	10	31	22	34	3	10
Are satisfied with your overall career progression	3.9	4.0	3.9	3.9	3.7	3.9	3.8	3.9	3.8	3.9	3.9	4.0	3.9
Believe your GSB degree helped you achieve your first position or promotion directly after graduation	3.8	3.9	3.8	3.9	3.8	4.2	3.3	3.1	3.7	3.8	3.9	3.8	3.8
Attribute an important part of your professional success to the GSB	3.8	3.9	3.7	3.9	3.8	3.9	3.7	3.6	3.5	4.1	4.0	4.0	3.8
Believe the school has a strong vision and long-term strategy	3.8	4.1	3.8	3.7	3.7	3.7	3.9	4.0	3.8	3.7	3.9	3.7	3.8
Feel the school has articulated that vision and strategy to the alumni	3.2	3.5	3.2	3.1	3.2	3.1	3.4	3.4	3.3	3.1	3.3	3.1	3.3

- They attribute an important part of their success to the school and felt the GSB helped them get their first position after graduating
 - ▶ Not surprisingly, Campus alumni felt the GSB was more helpful than other alumni did in securing that first job after graduating
 - ▶ Younger alumni are less satisfied with their career to date, in part because they've been employed almost entirely during an economic downturn
- Most feel the school has a strong vision and long-term strategy
 - ▶ But only half believe the school as done a good job articulating this vision to its alumni
 - The oldest cohort thinks the school has done a better job than others do
 - Campus alumni are somewhat less likely to feel this way

Most alumni have not had many major career changes

	Year Graduated				Program			Residence					
	Total	1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 4, Q4. Since graduating from the GSB, how many times have you experienced a major career change?</i>	(n=4738)	(n=1060)	(n=969)	(n=1629)	(n=1558)	(n=3252)	(n=1475)	(n=535)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Percentage responding in each category:	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
None	27	10	12	23	49	27	26	27	30	27	21	42	26
One to two	44	30	44	51	46	42	46	52	44	42	44	43	47
Three to four	21	36	32	23	5	22	21	17	20	22	24	11	22
Five to six	6	17	10	3	0	6	5	3	5	6	8	3	3
Seven to eight	1	5	1	0	0	1	1	0	1	1	2	1	2
Nine or more	1	2	1	0	0	1	1	0	1	1	1	1	0

- This figure is highly correlated to age and to how many years ago the alumni graduated
 - ▶ For this reason, XP program graduates have had more major career changes than other program graduates
- Alumni who had experienced five or more major career changes were less satisfied with their overall career progression than were other alumni
 - ▶ However, this may be due to age rather than actual experience – newer graduates may be more satisfied with their career progression because they haven’t experienced difficulties yet
 - Given that this younger group experienced a recession, this figure is encouraging

Only half of alumni who had a major career change used the GSB alumni network

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 4, Q4a. During career changes or transitions, did you seek help from the GSB alumni network?</i>	(n=3458)	(n=1060)	(n=969)	(n=1629)	(n=1558)	(n=3252)	(n=1475)	(n=535)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Percentage responding in each category:	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
Yes	45	31	34	50	62	45	48	39	49	43	39	33	34
No	55	69	66	50	38	55	52	61	51	57	61	67	66
<i>Part 4, Q4a. If you did seek assistance from the GSB alumni network, how helpful was it?</i>													
5 = "very helpful"	16	8	10	15	24	17	13	12	15	17	14	11	18
4	17	10	14	20	18	15	21	17	19	14	15	14	20
3	26	20	17	29	29	28	23	20	24	24	26	25	23
2	24	25	34	24	17	24	22	30	22	25	25	36	23
1 = "not at all"	18	37	25	12	12	15	22	21	20	20	20	14	15
Average rating:	2.9	2.3	2.5	3.0	3.3	2.9	2.8	2.7	2.9	2.8	2.8	2.7	3.0

- More recent graduates were most likely to use the network, but even then 40% did not
 - ▶ XP graduates and those living in international markets were the least likely to use it
 - ▶ Alumni who were **not** satisfied with their career progression were more likely to use the network than those who were satisfied
- Alumni who did use GSB contacts found the network to be only somewhat helpful
 - ▶ Older alumni were particularly disappointed with their experience, which may have occurred years ago

Not all alumni have significant career needs at the moment, but we do see pockets of need

	Total	Year Graduated				Program			Residence				
		1978 and prior	1979-1988	1989-1998	1999-2003	Campus	Evening/Weekend	Executive Programs	Chicago area	Major US Markets	Other US Markets	Major Int'l Markets	Other Int'l Markets
<i>Part 4, Q5. To what degree are the following issues a priority or concern to you in your career at the present moment?</i>	(N=4073)	(n=1060)	(n=969)	(n=1629)	(n=1558)	(n=3252)	(n=1475)	(n=535)	(n=1484)	(n=1024)	(n=1608)	(n=147)	(n=462)
Percentage who answered "very much" or "somewhat"	100%	20%	19%	31%	30%	62%	28%	10%	31	22	34	3	10
Finding a new job	33	17	29	35	42	32	35	35	36	35	28	36	34
Starting your own company	25	15	23	28	28	24	24	33	26	26	21	22	31
Managing staff or coworkers	48	30	49	52	49	47	46	55	46	45	47	54	56
Obtaining additional training/certification/education	24	13	23	24	29	22	26	31	26	20	23	29	27
Finding a better "work-life" balance	41	26	39	46	44	40	42	42	42	41	35	56	46

- Mid-career alumni, as well as XP alumni, are the most likely to desire assistance with managing staff and finding a better work-life balance
- Alumni living outside the U.S. have greater needs than alumni living in the U.S. (especially compared to those not living in a major U.S. market)
 - ▶ While they are not any more interested than others are in finding a new job, they do want to find better balance in their lives and learn how to manage staff and co-workers better
 - This latter may be due to different ways that various cultures approach business – areas probably not focused on in the GSB curriculum