

2011-12 Student Exit Survey Competitive Intelligence Report

(Programs graduating between July 1, 2011 - June 30, 2012)

Hogwarts Wizards EMBA Class of 2012

These are excerpts of a fictional program to demonstrate the graphic data display and analyses provided in this report. All metrics captured in the survey are displayed in the actual report.

This report will be renamed in 2013-14 to:

Program Roadmap & Market Trends Report

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Introduction

Objectives

- This study was conducted in order to:
 - Provide student satisfaction benchmark data;
 - Identify areas for improvement based on direct student feedback;
 - Help measure change in student satisfaction over time;
 - Establish ROI metrics;
 - Measure professional development outcomes; and
 - Assess the loyalty of your students.

Methodology

- The questionnaire was developed by Percept Research, Inc.
- Program directors administered the survey with either a print questionnaire or via a web survey hosted by Percept Research.
- Surveys were returned to Percept Research by June 30.
- Final peer selections were submitted from participating programs on August 24. Report production began after all peer selections were submitted.

Deliverables

- Percept Research processed all completed questionnaires, tabulated data, and developed presentation of results with the following reporting options:
 - **TOPLINE SUMMARY:** A PDF summary of all question responses in tabular format. Includes a Verbatim Summary Document.
 - **COMPETITIVE INTELLIGENCE REPORT:** A full PowerPoint report of your program results compared to standard subgroups and six self-selected peer programs. Includes your program results trended over the last three years for comparison. Includes commentary, **Student Loyalty Index** tabulation, derived importance (regression) to the aggregate Student Loyalty Index, and a **Key Driver Analysis**.
 - **EXECUTIVE SUMMARY:** An in-depth analysis of your results compared to industry norms and your peers summarized for actionable insight. Includes an additional coded verbatim document (comments are grouped into categories for analysis).

Introduction

EMBA Programs

	Number of Programs	Number of Students	Response Rate
Public Institutions	53	1,516	78%
Private/Independent Institutions	45	1,556	65%
Programs with 65 or Fewer Students	46	940	76%
Programs with 66-100 Students	18	432	72%
Programs with More than 100 Students	34	1,700	68%
Programs in Asia	2	65	74%
Programs in Europe/Middle East/Africa	6	187	68%
Programs in Latin America	5	128	85%
Programs in Midwest US and CA	16	501	75%
Programs in Northeast US and CA	20	629	61%
Programs in Southeast US	22	716	76%
Programs in Southwest US	6	234	76%
Programs in Western US and CA	21	612	70%
All EMBA Programs	98	3,072	71%

Based on your registration, your program is classified as:

MBA Type	EMBA
Public/Private	Public
Program Size *	Large
Program Region	Midwest US and CA
Your Program Survey Response Rate	91%

*The Program Size segmentation is based on the total program size reported in all cohorts.

All Programs

	Number of Programs	Number of Students
Executive MBA Programs	98	3,072
Full-time MBA Programs	4	441
Part-time MBA Programs	10	523

2011-12 Innovations

Questionnaire Enhanced and Streamlined

- The 2011-12 EMBA Student Exit questionnaire was revamped to reduce the overall interview length for graduating students while increasing the number of managerially-actionable metrics to help guide business schools in their continuous improvement efforts.
- The questionnaire revisions include:
 - Refinements of existing metrics;
 - 26 metrics removed based on relevance and actionable impact;
 - 15 metrics added related to effective operational delivery and learning;
 - Improved clarity and applicability of survey language; and
 - Consolidation of questionnaire dimensions for quicker survey completion.
- **Trending Impact:** Several measures from the 2010-11 EMBA Student Exit Survey, including benchmarks and individual survey items, were adjusted this year. This means trend lines will be interrupted and multi-year results will be less comparable across some metrics. More information about the questionnaire revisions is available within this blog article:
<http://www.mbalifecycle.com/blog/bid/76708/Percept-Research-Updates-MBA-Student-Exit-Survey-Questionnaire>

Competitive Intelligence Report Format Updated

- The flagship graphical report, the *Competitive Intelligence Report*, has been updated for all of the MBA Lifecycle Surveys offered by Percept Research. The report has been recast into landscape format to provide an at-a-glance visual display of internal program trends along with a dashboard of external benchmarks to other MBA programs.

Key Driver Analysis Integration into the Competitive Intelligence Report

- The *Competitive Intelligence Report* now includes an integrated *Key Driver Analysis (KDA)*, providing more actionable value to MBA directors and deans. The KDA provides a graphical quadrant analysis of the MBA program attributes based on program performance compared to derived importance to student loyalty.
- KDA is a powerful tool for business school quantitative research that can help you discover which factors have the greatest impact on important program outcomes and determine where to focus your limited resources on the issues which are both important and performing relatively poorly.
- More information is available within this blog article:
<http://www.mbalifecycle.com/content/bid/68962/Percept-Research-Announces-2012-Fees-and-Enhanced-Survey-Report>

Get Satisfaction Community Established

- Percept Research established an MBA Student Exit Survey *Get Satisfaction* community as a dedicated area where clients can exchange ideas, provide detailed input on how to improve our services, and get answers to support questions.
- More information is available within this blog article:
<http://www.mbalifecycle.com/blog/bid/76899/Percept-Research-Plants-Seeds-of-Satisfaction>

How to Read This Report

Perception vs. Reality

- Although ratings by your students may contradict what you know to be true, their perceptions are their reality. In some cases, your processes may require changing to better meet your students' needs. In other cases, you may just need to align the students' perceptions with your reality. In either case, it is important to address any issues students may raise.

All Programs

- These are ratings of students in all of the schools participating in this study that match the type of your MBA program. For example, if your program is an Executive MBA (EMBA) program, these are the ratings of the EMBA students that participated in the study. These ratings cover every process and attribute measured in this study and are displayed in each graph.

Tracking Over Time

- Your report includes data from your previous student surveys, which enables you to track change in student opinion of your program overall, as well as demographic and other changes. The three-year trending of the peer composite is based on the data from your current peer selections.

Student Loyalty

- Your report contains an analysis of student loyalty, based on four measures that more accurately predict future behavior. The Student Loyalty Index tells you what proportion of your graduates are so pleased with your program that they are likely to remain vocal and loyal supporters as alumni. Refer to page 8 for more detailed information.

Peer Composite

- This composite measure is an aggregate rating of the six programs you selected for comparison (listed in Appendix B). The Peer Composite represents the weighted mean of the ratings from the peer programs for competitive benchmarking.

Rating Scale

- All ratings in this study are on a 0 to 10 scale, with 0 being the lowest rating and 10 being the highest.

How to Read This Report

Program Competitiveness

- For sections A-G, the report will provide your program with the detailed findings of the program and the program's competitiveness compared to the self selected Peer Composite, All EMBA Programs, Program Size Segment, and Program Regional Segment. It also displays the three year trend of the program and all EMBA programs.

Your program's current rating

Attributes listed in order of importance	Your Program '11-'12	Comparison to Your Program				Your Program 3 Year Trend	All EMBA Programs 3 Year Trend
		Peer Composite	All EMBA Programs	Small Size	Western US and CA Region		
Program's ability to advance my career	9.1	●	●	●	●	↑	↑
Total cost (tuition and fees)	8.2	●	●	●	●	→	→
Class size	6.8	●	●	●	●	↓	↓

Your program's comparisons to key segments and three year trend.

Ratings Key

● Your program ratings are significantly greater	↑ Your program ratings are increasing
● Your program ratings are statistically equal	→ Your program ratings are flat
● Your program ratings are significantly less	↓ Your program ratings are decreasing

Green indicates areas of strength for your program compared to that segment. Yellow signifies your program has similar ratings to that comparative segment. Red indicates an area of significant weakness.

Green arrows indicate a strong improvement in the particular attribute for that attribute. Yellow indicates the ratings are relatively the same as they were three years ago and red signifies a significant decline.

3 Year Performance Change Indicators

GREEN= Significant improvement

RED= Significant decline

	3 Year Performance Change Indicators				
	Your Program	Peer Composite	All EMBA Programs	Small Size	Western US and CA Region
Program's ability to advance my career	0.5	0.6	0.7	0.5	0.6
Total cost (tuition and fees)	0.2	0.3	0.4	-0.2	-0.4
Class size	-0.5	-0.6	-0.7	-0.5	-0.6

These tables, combined with the Key Driver Analysis (KDA), will pinpoint areas of strength and weakness for your program. The detailed information on how to interpret the KDA can be found on page 9.

How to Read This Report

The Student Loyalty Index (SLI) is based on the average of student ratings of four questions:

- I1 - Overall, to what degree were your expectations met with this program;
- I2 - Overall, how would you rate the quality of your program;
- I4 - How likely are you to recommend this program to a friend or colleague;
- I5 - How likely are you to support this program as an alumnus?

The question above regarding expectations is new to the student loyalty index this year. Similar to the other three questions above, meeting expectations has proven to be a key indicator of student loyalty. By adding this question in the 2011-12 Student Loyalty Index, this composite rating is the best indicator of alumni future behavior than a single attribute.

From these calculations, the students can be divided into three categories:

- **Champions:** those who give ratings of 9 and 10 on a scale of 0 to 10 are very satisfied with their program and experience. These “Champions” will highly praise your program to others.
- **Neutral:** students who gave ratings of 6, 7, and 8 are “Neutral,” graduates who are not dissatisfied, but feel no particular loyalty to the school.
- **Detractors:** students who gave ratings of 5 or lower - are the “Detractors,” dissatisfied graduates who will spread their negative feelings about the program.

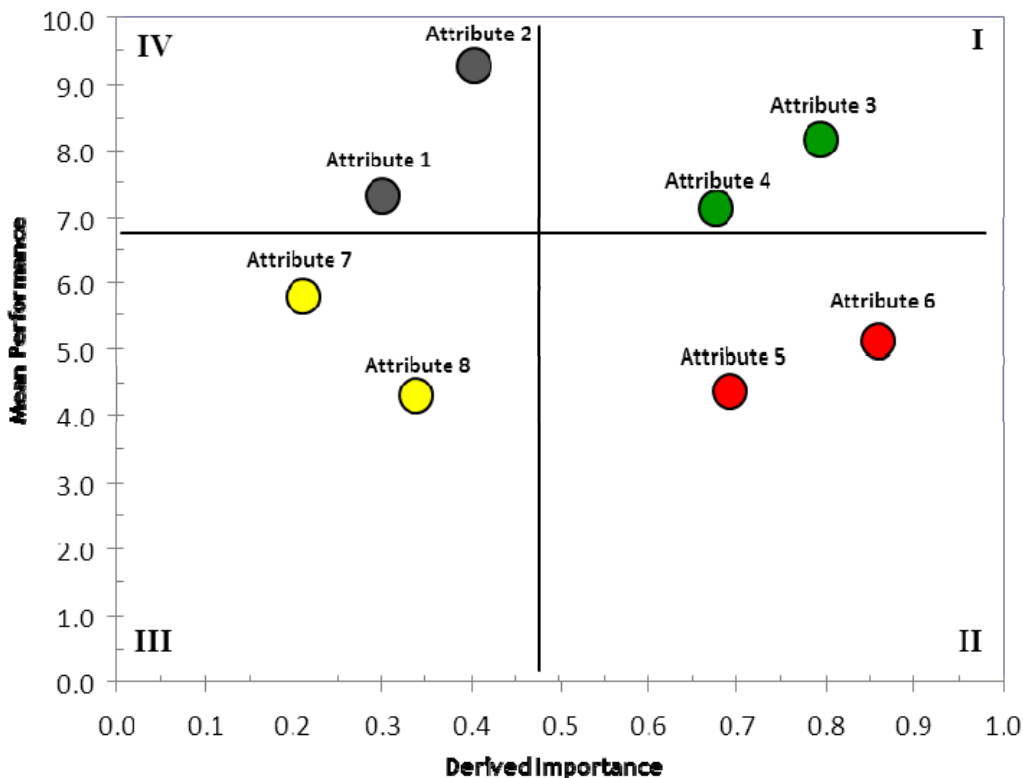
Trending note. While the calculation of the SLI changed in 2011-12 (adding the expectations question results to the calculation), the SLI trend will be displayed. This trend should still be leveraged to determine momentum of the program as the previous year’s SLI are still considered the best single indicator of alumni future behavior.

How to Read This Report

Key Driver Analysis

- This report identifies those performance attributes in your program that are high relative priorities for improvement, based on their Mean Performance Rating and Derived Importance. These are plotted as the axes of the Importance vs. Performance map. The Mean Performance Rating is the average rating students gave your program on a particular attribute, using a scale of 0 to 10 on which 0 means poor, 5 means average, and 10 means excellent. Derived Importance is based on the regression coefficient with the Student Loyalty Index. (0.0 is no impact, .20 is a weak impact, .40 is a moderate impact, and .60+ is a strong impact).

Example Key Driver Quadrant



Highest Priority (red - quadrant II): These attributes have a low performance relative to their impact on graduating students' loyalty. Immediate improvements in perceptions of these attributes should be made.

Appropriate Performance (yellow - quadrant III): These attributes have an appropriate performance level relative to their impact on loyalty. In other words, if the importance is high, then the performance ratings are also high, and vice versa. Your program should focus on these areas only if improvements can be made that are easy and have very low costs.

Low Priority (green - quadrant I): These attributes have high performance ratings relative to their impact on loyalty. Some of these attributes may be "Entry Tickets," meaning that they are expected, and are essential for graduating students' continued loyalty. It is also possible that more resources are being devoted to some of these attributes than is necessary; it may be possible to shift some resources away from these attributes and toward Highest Priority attributes.

Lowest Priority (gray - quadrant IV): These attributes have high performance ratings significantly higher to their impact on student loyalty. As with Low Priority attributes, it is possible that more resources are being devoted to some of these attributes than is necessary; it may be possible to shift some resources away from these attributes and toward Highest Priority attributes.

How the quadrants are formed: The horizontal line represents the average Mean Performance Rating of all attributes in that dimension, while the vertical line represents the average coefficient of these attributes to the Student Loyalty Index based on *All EMBA Programs*. This allows for relative differences among the attributes to be seen.

EMPOWER YOUR PROGRAM WITH FOCUSED INSIGHTS



Percept Research provides market research and communications consulting services uniquely tailored to the needs of our higher education clients.

Our services include a lifecycle approach for MBA constituent research as well as feasibility/market studies for the development of new graduate-level programs.



MBA Lifecycle Survey Suite

The insights from our MBA Lifecycle Survey Suite drive continuous improvement and support accreditation efforts of full-time MBA, part-time MBA, and executive MBA programs.



Student Entry Survey

This benchmark initiative enables programs to assess and enhance their marketing strategies and strengthen the admissions process based on feedback of incoming students via a web-based survey.



Student Midterm Survey

This initiative enables programs to assess operational services for first year students, providing an opportunity to address current students' concerns and suggestions while in the program.



Student Exit Survey

This benchmark initiative enables programs to assess the level of loyalty of graduating students on a wide range of program attributes, to identify areas for program improvement, and to help measure change over time.



Alumni Survey

This initiative enables programs to assess the level of alumni longitudinal progress and learning outcomes since graduation, demonstrating assurance of learning and return-on-investment.



Employer Outcomes Assessment *coming in 2013*

The target audience of this optional add-on survey to the Exit and Alumni Survey are managers of your graduates. This study will help you understand how well your program equipped graduates to succeed in the workplace and measure assurance of learning outcomes.

About Percept Research

TURN INSIGHT INTO ACTION

Our consultant team has decades of experience in every aspect of the delivery of MBA programs, using data-driven, collaborative approaches to assess your challenges and devise the most effective and efficient strategies. The administrative and faculty experience of our consultant team can be leveraged to advocate for change so you can create buy-in and unify your colleagues around those strategies. Contact us to learn how your school can stay ahead and grow through stakeholder-centered innovation: www.mbalifecycle.com/business-school-consulting

Marketing Communications & Consulting

- Brochure Content Development
- Messaging Development (Copywriting)
- CRM Selection, Implementation, & Management
- Information Sessions Optimization
- Lead Nurturing Programs
- Lead Generation
- Media Rankings Management & Promotion
- Referral Programs Development
- Social Media Implementation & Management
- Website Assessment
- Website Content Development

Market Research

- Application Pipeline Evaluation
- Competitive Secondary Analysis
- Focus Groups (Internal & External)
- Identity & Naming Assessment
- In-depth Interviews
- Brand Positioning Assessment (Image & Awareness)
- Product Expansion Feasibility (Attitudes & Usage)

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Summary of Industry Findings

The table below lists the best and worst performing attribute by dimension across all EMBA programs. It also details the attribute that made the largest improvement in performance and largest decline in performance from 2009-10 to 2011-12.

Dimension	Best Performing Attribute	Worst Performing Attribute	Attribute with Largest Improvement in Performance	Attribute with Largest Decline in Performance
Program Evaluation	Overall length of program	Total cost (tuition and fees)	Ranking of business school	Use of technology in classroom
Faculty	Accessibility	Real-world industry experience	No attribute with an improvement in performance	Real-world industry experience
Teaching Methods	Overall quality of teaching methods	Quality of guest speakers	No attribute with an improvement in performance	Quality of case studies
Curriculum	Overall quality of curriculum	Strength of elective offerings	No attribute with an improvement in performance	Incorporation of current events
Course Areas	Finance courses	Information Systems-Technology courses	Operations/Supply Chain courses	Leadership courses
Operations / Administration	Registration process	Quality of foods/meals provided	Communications with students	Tuition payment options
Learning Outcomes	Integration of business disciplines	Understanding the Influence of New Technologies	No attribute with an improvement in performance	Teambuilding skills

Program Overview

Program Competitiveness

This page details your programs competitiveness on key attributes compared to the industry and your peers

	Comparison to Your Program				Your Program 3 Year Trend	Your Program '11-'12	Peer Composite '11-'12
	Peer Composite	All EMBA Programs	Large Size	Midwest US and CA Region			
Student Loyalty Index	●	●	●	●	➔	8.5	8.5
Meeting Student Expectations *	●	●	●	●	.	8.2	8.0
Overall Quality of Program	●	●	●	●			
Overall Value of Program	●	●	●	●			
Likelihood to Recommend	●	●	●	●			
Alumni General Support	●	●	●	●			
Alumni Financial Support	●	●	●	●	↑	7.1	7.2
Overall Quality of Faculty *	●	●	●	●		8.5	8.9
Overall Quality of Teaching Methods *	●	●	●	●			
Overall Quality of Curriculum *	●	●	●	●			

Areas of competitiveness weakness are derived based on the statistical difference between the average ratings from your program's students compared to your competitors

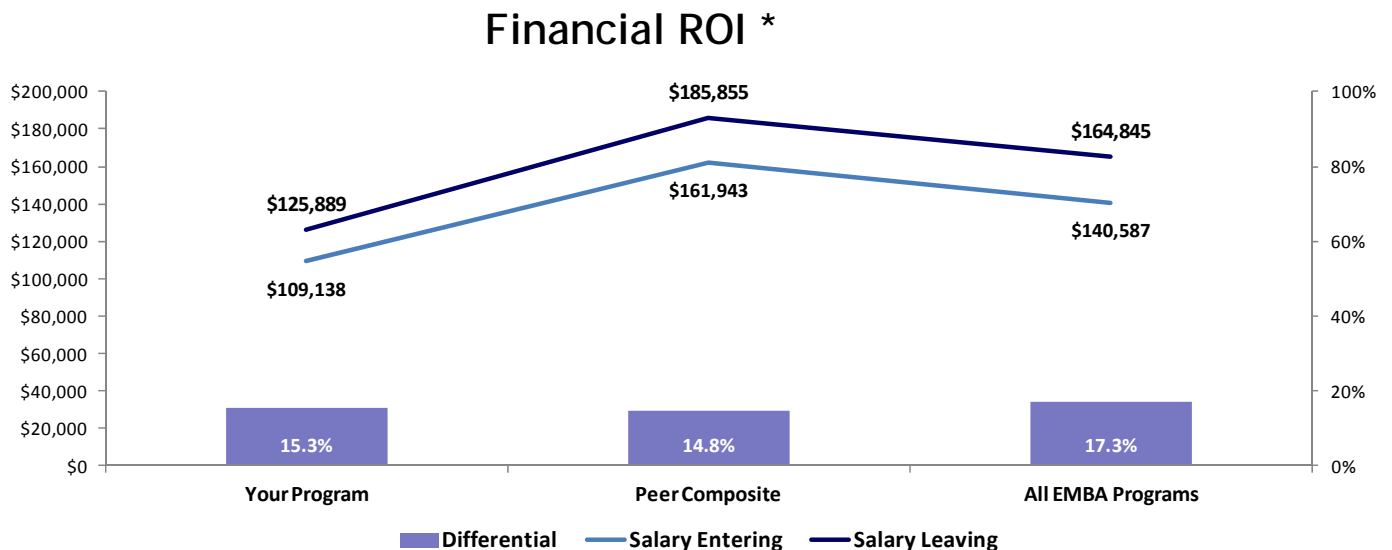
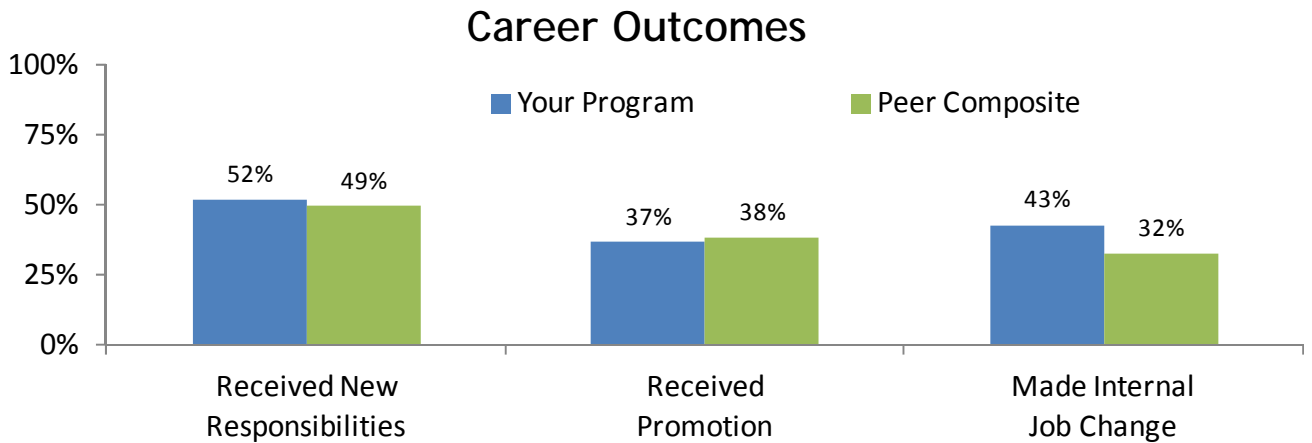
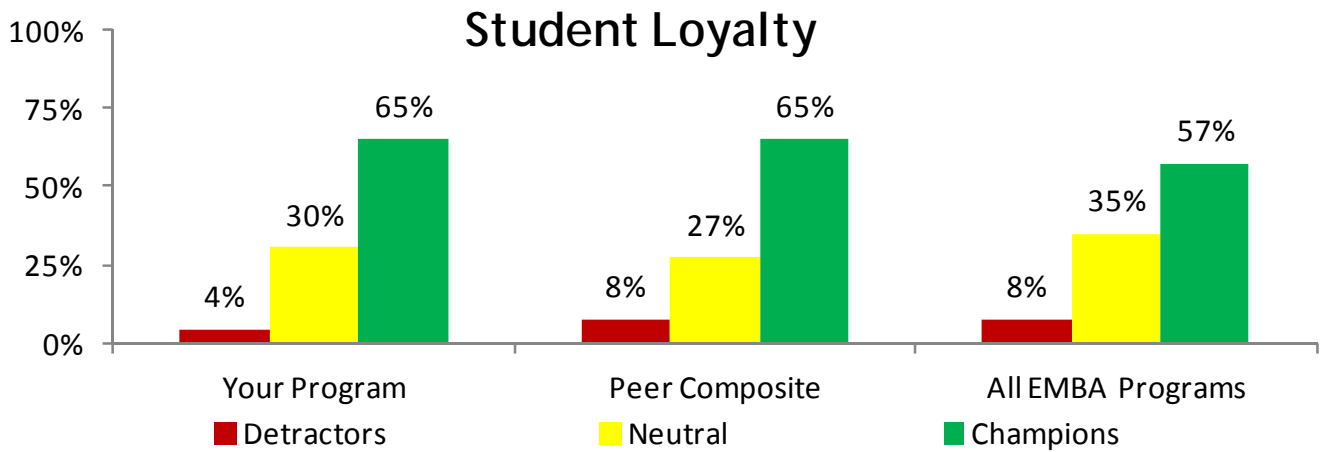
Significant trends are quickly identifiable

Areas of strength are also derived statistically and presented in a way that makes them easily identifiable

* New question in 2011-12

Program Overview

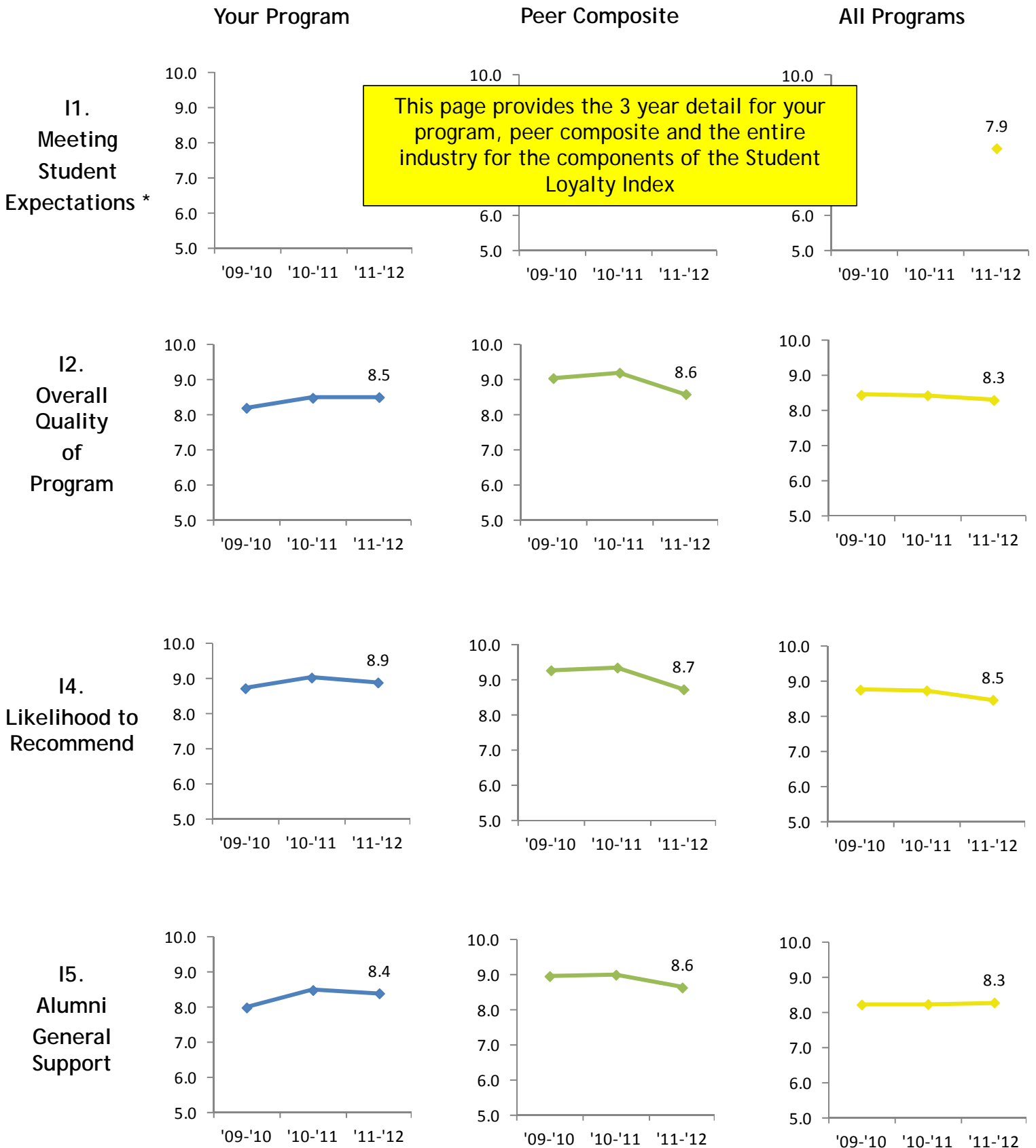
Program Competitiveness



* In U.S. Dollars

Program Overview

Program Overview Summary



* New question in 2011-12

Section B: Faculty

Section B: Faculty

Program Competitiveness

Attributes listed in order of importance	Your Program '11-'12	Comparison to Your Program				Your Program 3 Year Trend	All EMBA Programs 3 Year Trend
		Peer Composite	All EMBA Programs	Large Size	Midwest US and CA Region		
Teaching effectiveness	8.1	●	●	●	●	→	→
Overall quality of faculty *	8.5	Identification of strengths and weaknesses and key trends at the attribute level					.
Responsiveness to students' needs	8.3						↓
Real-world industry experience	7.8	●	●	●	●	→	↓
Ability to incorporate issues/events	8.5	●	●	●	●	→	↓
Ability to draw upon experience of students	8.3	●	●	●	●	→	→
Accessibility	8.5	●	●	●	●	→	→
Faculty Dimension Mean	8.3	●	●	●	●	→	→

* New question in 2011-12

This page, repeated for every section, gives the detail breakdown of your program's competitiveness and 3 year performance for each key section of the survey

Attributes listed in order of importance	3 Year Performance Change Indicators				
	Your Program	Peer Composite	All EMBA Programs	Large Size	Midwest US and CA Region
Teaching effectiveness	0.0	-0.2	-0.1	-0.1	-0.1
Overall quality of faculty *
Responsiveness to students' needs	0.1	-0.2	-0.2	-0.2	-0.1
Real-world industry experience	-0.1	-0.5	-0.3	-0.2	-0.2
Ability to incorporate issues/events	0.1	-0.4	-0.3	-0.2	-0.1
Ability to draw upon experience of students	0.0	-0.3	-0.1	-0.1	-0.1
Accessibility	0.1	-0.1	-0.1	-0.2	0.0
Faculty Dimension Mean	0.0	-0.3	-0.2	-0.1	-0.1

* New question in 2011-12

Section E: Course Areas

Section E: Course Areas

Program Competitiveness

Attributes listed in order of importance	Your Program '11-'12	Comparison to Your Program				Your Program 3 Year Trend	All EMBA Programs 3 Year Trend
		Peer Composite	All EMBA Programs	Large Size	Midwest US and CA Region		
Management/Org Behavior courses	8.3	●	●	●	●	↓	→
Leadership courses	7.6	●	●	●	●	↓	↓
Information Systems-Tech courses	7.9	●	●	●	●	↑	→
Strategy courses	8.8	●	●	●	●	→	→
Ethics/Governance courses	8.8	●	●	●	●	↑	→
Finance courses	8.9	●	●	●	●	↑	→
Operations/Supply Chain courses	7.5	●	●	●	●	↑	↑
Economics courses	8.7	●	●	●	●	↑	↓
Business Law courses *	8.6	●	●	●	●	.	.
Accounting courses	8.8	●	●	●	●	↑	→
Marketing courses	6.4	●	●	●	●	↓	→
Statistics/Quantitative Methods courses	6.8	●	●	●	●	→	→
Course Areas Dimension Mean	8.1	●	●	●	●	→	→

Identification of strengths and weaknesses and key trends at the attribute level

● ● ● ●

● ● ● ●

* New question in 2011-12

Attributes listed in order of importance	3 Year Performance Change Indicators				
	Your Program	Peer Composite	All EMBA Programs	Large Size	Midwest US and CA Region

This page, repeated for every section, gives the detail breakdown of your program's competitiveness and 3 year performance for each key section of the survey

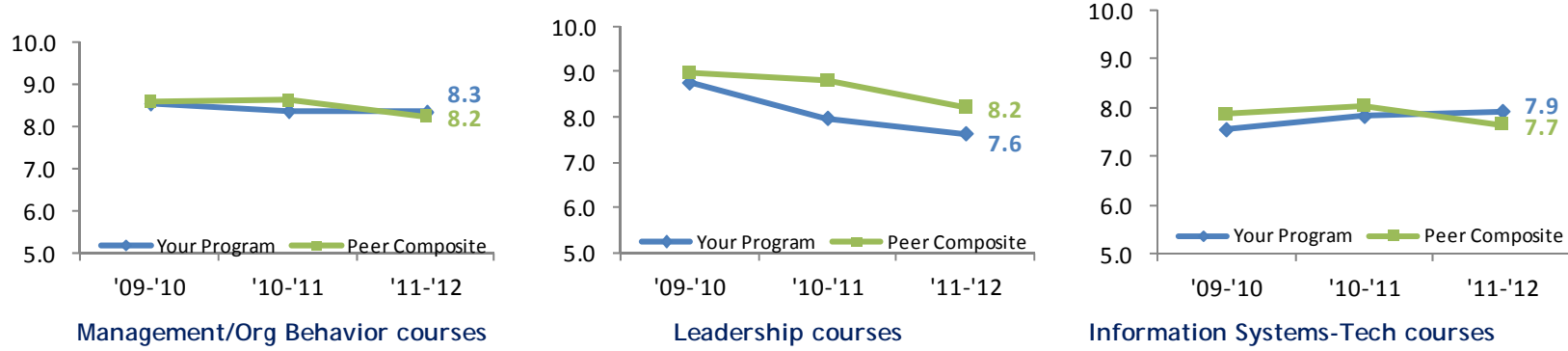
Information Systems-Tech courses	0.4	-0.2	0.0	0.2	0.2
Strategy courses	-0.1	-0.7	0.0	0.1	0.3
Ethics/Governance courses	0.2	-0.6	0.0	0.1	0.1
Finance courses	0.4	-0.3	0.0	0.1	0.1
Operations/Supply Chain courses	1.0	0.4	0.0	0.1	0.1
Economics courses	0.6	-0.5	0.0	0.1	0.1
Business Law courses *	.	.	0.0	0.1	0.1
Accounting courses	0.5	0.1	0.1	0.1	0.4
Marketing courses	-1.3	0.1	0.0	-0.1	-0.4
Statistics/Quantitative Methods courses	0.0	-0.2	0.1	0.1	0.2
Course Areas Dimension Mean	0.0	-0.3	0.0	0.0	0.1

3 year trending at the attribute level is presented for your program, your peers, the industry and other key groupings

* New question in 2011-12

Section E: Course Areas

Most Important Attribute Performance - Trends of Attributes with the Highest Correlation to Loyalty



Detailed Data

Detailed trending for the three most important attributes (impact on student loyalty) are graphically displayed for your program and your peers

PERFORMANCE

	Your Program			Peer Composite			All EMBA Programs		
	'09-'10	'10-'11	'11-'12	'09-'10	'10-'11	'11-'12	'09-'10	'10-'11	'11-'12
Management/Org Behavior courses	8.5	8.4	8.3	8.6	8.6	8.2	8.4	8.4	8.2
Leadership courses	8.8	8.0	7.6	9.0	8.8	8.2	8.5	8.3	8.2
Information Systems-Tech courses	7.6	7.8	7.9	7.9	8.0	7.7	7.3	7.5	7.4
Strategy courses	8.8	8.6	8.8	8.6	8.4	7.9	8.5	8.5	8.5
Ethics/Governance courses	8.6	8.6	8.8	7.9	8.0	7.4	8.1	8.0	8.0
Finance courses	8.4	8.9	8.9	9.1	9.2	8.8	8.5	8.4	8.5
Operations/Supply Chain courses	6.5	7.5	7.5	7.9	8.2	8.3	7.8	7.7	8.0
Economics courses	8.1	8.2	8.7	8.6	8.8	8.1	8.4	8.3	8.2
Business Law courses *	.	.	8.6	.	.	7.9	.	.	7.9
Accounting courses	8.2	8.5	8.8	8.6	8.7	8.6	8.4	8.5	8.4
Marketing courses	7.7	6.0	6.4	7.7	7.3	7.8	7.9	7.8	7.9
Statistics/Quantitative Methods courses	6.7	5.6	6.8	8.6	8.8	8.5	8.1	8.0	8.2
Course Areas Dimension Mean	8.0	7.8	8.1	8.4	8.4	8.1	8.2	8.1	8.1

* New question in 2011-12

	Large Size			Midwest US and CA Region		
	'09-'10	'10-'11	'11-'12	'09-'10	'10-'11	'11-'12
Management/Org Behavior courses	8.4	8.4	8.4	8.6	8.5	8.2
Leadership courses	8.5	8.3	8.2	8.7	8.2	8.1
Information Systems-Tech courses	7.4	7.6	7.6	6.9	7.4	7.2
Strategy courses	8.4	8.4	8.5	8.6	8.8	8.9
Ethics/Governance courses	8.2	8.1	8.2	8.3	8.4	8.3
Finance courses	8.6	8.6	8.7	8.6	8.7	8.8
Operations/Supply Chain courses	7.7	7.8	8.1	7.3	7.3	7.9
Economics courses	8.6	8.5	8.2	8.4	8.2	8.3
Business Law courses *	.	.	7.9	.	.	8.0
Accounting courses	8.5	8.6	8.6	7.9	8.1	8.3
Marketing courses	7.9	7.8	7.8	8.2	7.1	7.7
Statistics/Quantitative Methods courses	8.2	8.1	8.3	7.8	7.3	8.1
Course Areas Dimension Mean	8.2	8.2	8.2	8.1	8.0	8.1

* New question in 2011-12

Section E: Course Areas

Key Driver Analysis

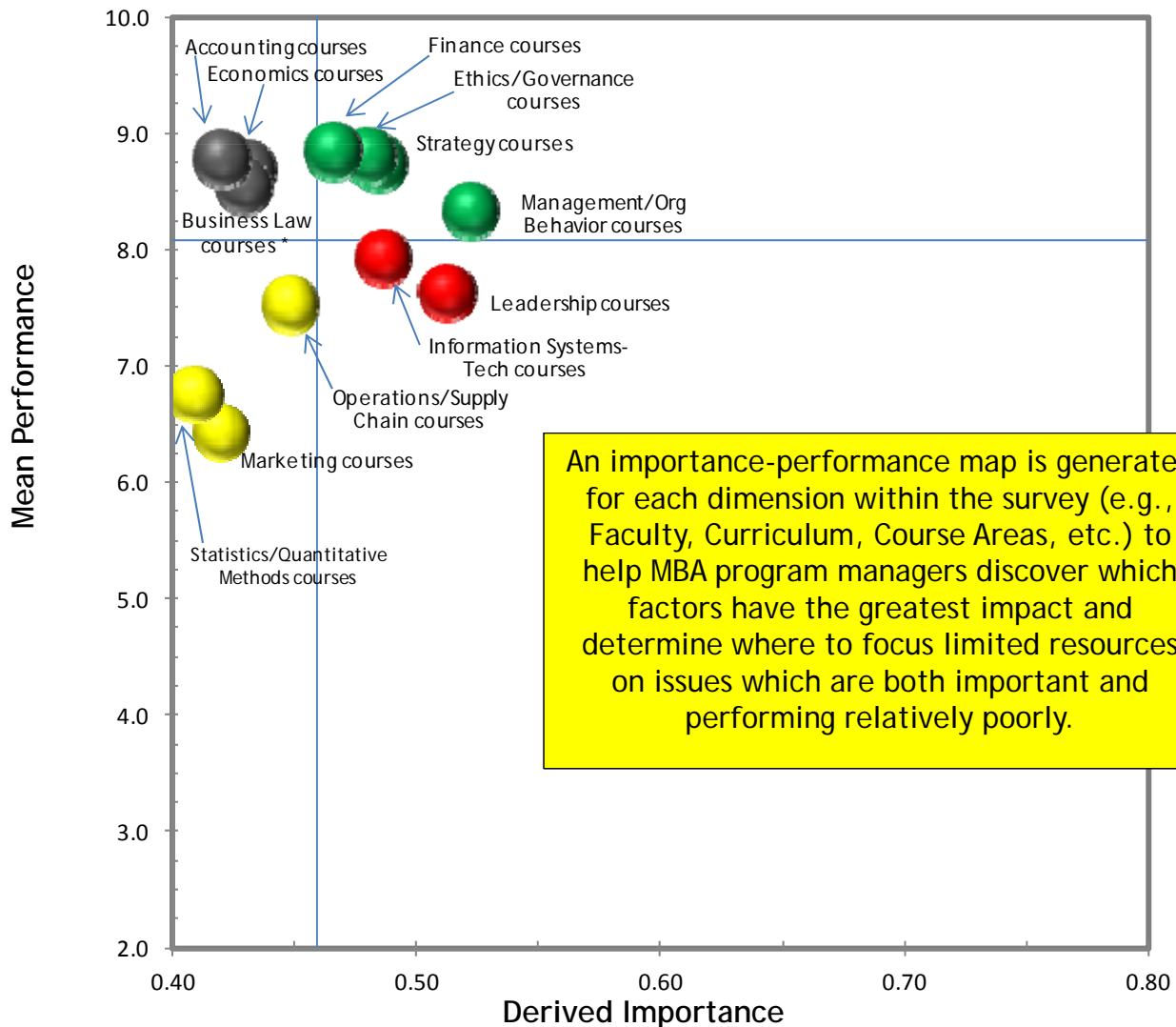
Attribute	YP	Corr.
Management/Org Behavior courses	8.34	0.52
Leadership courses	7.64	0.51
Information Systems-Tech courses	7.93	0.49
Strategy courses	8.75	0.48
Ethics/Governance courses	8.82	0.48
Finance courses	8.85	0.47
Operations/Supply Chain courses	7.53	0.45
Economics courses	8.70	0.43
Business Law courses *	8.55	0.43
Accounting courses	8.79	0.42
Marketing courses	6.44	0.42
Statistics/Quantitative Methods courses	6.75	0.41
Dimension Average	8.09	0.46

Attribute Counts by Priority

Highest Priority	2
Appropriate Performance	3
Low Priority	4
Lowest Priority	3

YP = Your Program Results
Corr. = Correlation to Loyalty

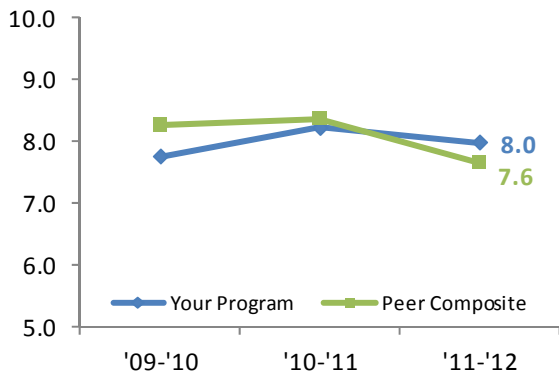
* New question in 2011-12



Section H: Career Outcomes

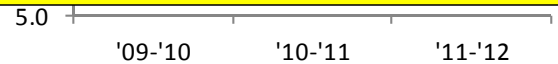
Program Competitiveness

Increased Ability to be Promoted

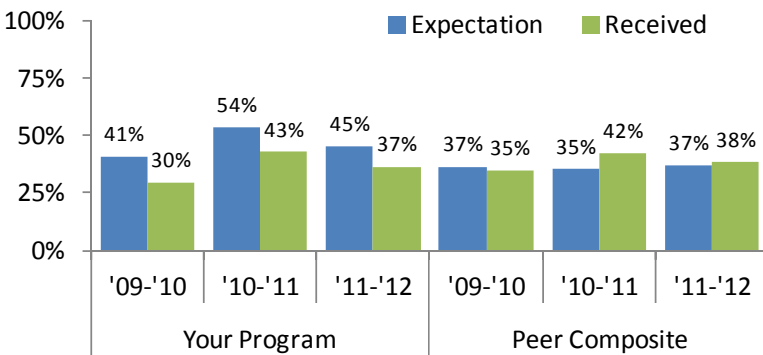


Personal Effectiveness in Current Job *

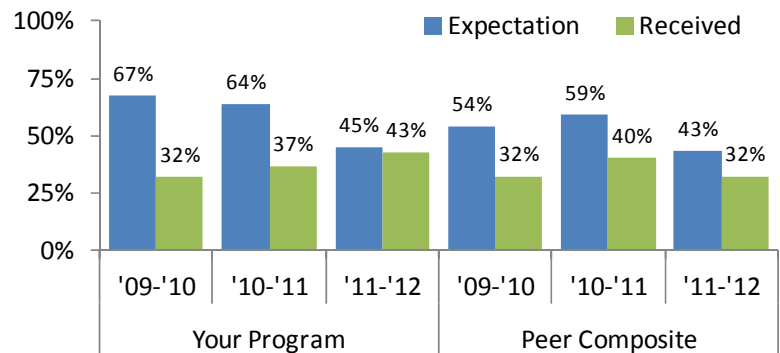
This page (along with the additional ROI detail pages) illustrates the 3 year performance of your program and your peers on the Return on Investment variables presented in this survey. These are key components of your program's recruiting efforts and one of the most important areas for potential students



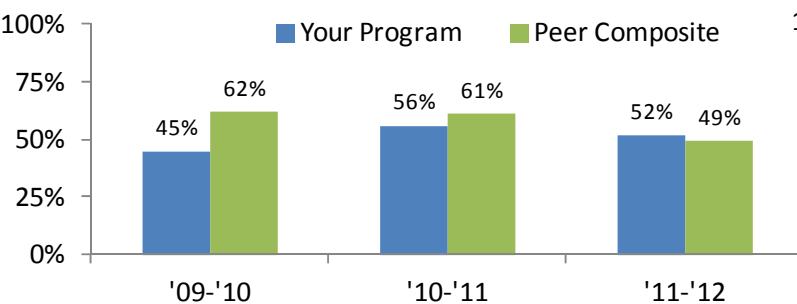
Promotion (%Yes)



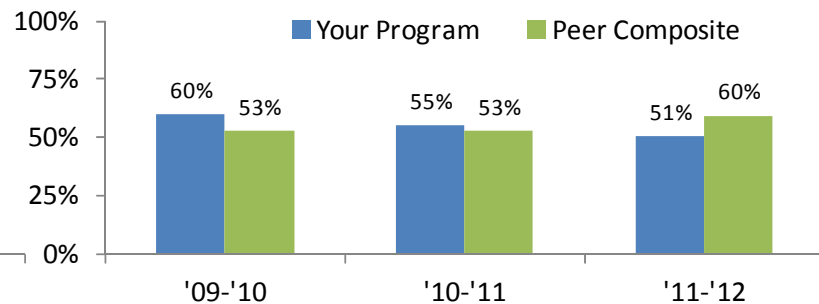
Internal Job Change



Received New Responsibilities (%Yes)



Change Jobs Outside Current Organization in Next 12 Months (%Yes)

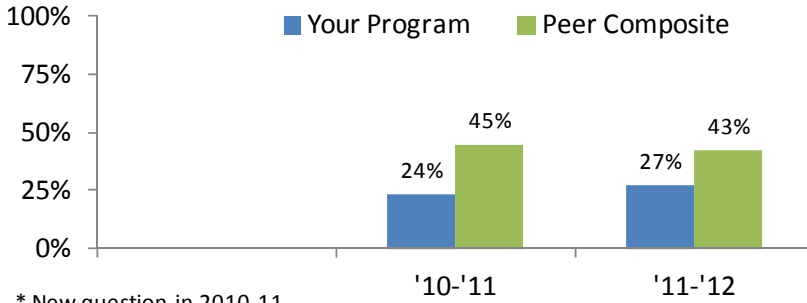


* New question in 2011-12

Section H: Career Outcomes

Program Competitiveness

Start Own Business (%Yes) *



This page is another example of the Return on Investment analysis.

* New question in 2010-11

Percentage Paid or Reimbursed by Employer

	'09-'10	'10-'11	'11-'12	3 Year Trend
Your Program	34.5%	20.7%	42.3%	↑
Peer Composite	51.0%	40.1%	34.6%	↓
All EMBA Programs	39.6%	33.1%	33.2%	↓
Large Size	37.8%	30.6%	32.3%	↓
Midwest US and CA Region	45.1%	33.6%	39.5%	↓

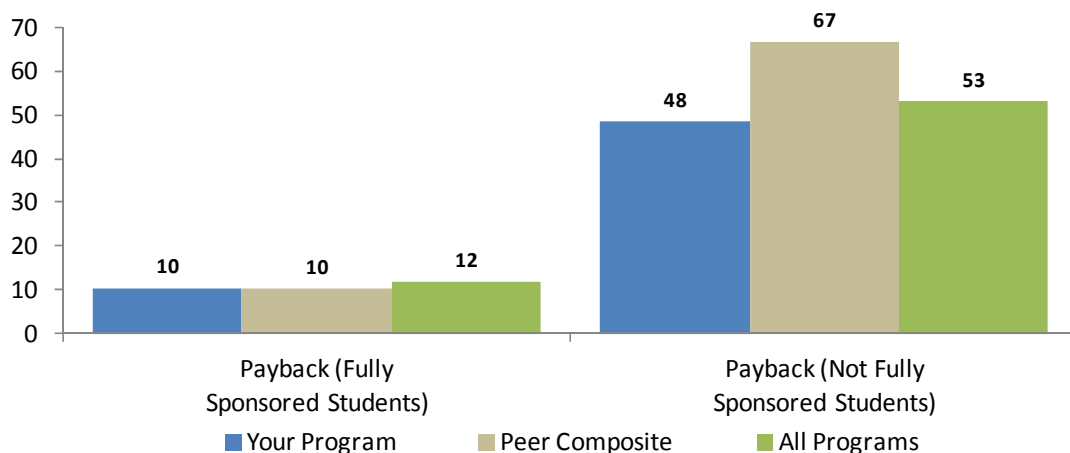
2011-12 Results

	None	Partial	Full
Your Program	27.6%	49.1%	23.3%
Peer Composite	39.0%	37.1%	23.9%
All EMBA Programs	40.5%	41.0%	18.5%
Large Size	42.3%	39.1%	18.6%
Midwest US and CA Region	32.1%	45.7%	22.2%

Percentage Funded by Financial Aid

	'09-'10	'10-'11	'11-'12
Your Program	40.6%	38.9%	32.4%
Peer Composite	30.8%	36.0%	29.8%
All EMBA Programs	35.0%	35.4%	31.6%
Large Size	34.2%	36.5%	30.4%
Midwest US and CA Region	37.2%	34.4%	32.4%

2012 Student Payback (in months)



Appendix B: Peer Selections

Appendix B: Peer Selections

These are the programs you selected for comparison. They are listed in alphabetical order:

- >> Peer 1
- >> Peer 2
- >> Peer 3
- >> Peer 4
- >> Peer 5
- >> Peer 6

This page details the self-selected peers contained within the report

Contact support@perceptresearch.com if you would like to order an Executive Summary (an in-depth analysis of your program's competitive position) or order another report with a different set of peers.

Be sure to register to participate in the 2012-13 Student Exit Survey at this website by entering the Research Portal passcode for your school:

<http://www.embac.org/studentexitregister>