

**MBA CAREER SERVICES  
& EMPLOYER ALLIANCE**

**STANDARDS FOR REPORTING MBA  
EMPLOYMENT STATISTICS®**

**Edition V, Adopted December, 2014**



**MBA Career Services  
& Employer Alliance**

Setting the Standard. Connecting the Industry.



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## **MBA CAREER SERVICES & EMPLOYER ALLIANCE**

### **STANDARDS FOR REPORTING MBA EMPLOYMENT STATISTICS<sup>®</sup>**

#### **THE PURPOSE AND USE OF STANDARDS FOR REPORTING MBA EMPLOYMENT STATISTICS<sup>®</sup>**

In 1994, MBA career services professionals from around the United States met and expressed their frustration and dissatisfaction with the lack of agreed upon and accepted reporting standards for MBA employment data. They expressed the perception that (a) many MBA employment reports were generated primarily as marketing devices to attract students and employers and to attain media-generated rankings, (b) employment reports did not reflect an accurate representation of graduates' performance in the job market, (c) salary statistics were inflated by inclusion and/or exclusion of certain populations, and (d) prospective students and employers had no valid way of comparing schools one to another. To address these concerns, the MBA Career Services & Employer Alliance (formerly MBA Career Services Council) developed the Standards for Reporting Employment Statistics<sup>®</sup> (Standards). Since the development of the Standards, it has continued to be a priority for the Board of Directors to address the need to improve the reliability, usefulness, accuracy and comparability of reported MBA employment data.

In January 2005, the MBA Career Services & Employer Alliance and the Graduate Management Admission Council<sup>®</sup> (GMAC)<sup>®</sup> announced to our membership the terms of a strategic partnership to collect and audit employment data. With this agreement, MBA CSEA took the biggest step since the Standards were finalized in 1996, to provide reliable, useful, accurate and comparable employment data on our industry. When GMAC<sup>®</sup> elected to withdraw from the employment data audit partnership in 2012, the MBA Career Services & Employer Alliance decided to continue with the program independently. In summary, the review of Agreed Upon Procedures helps MBA CSEA increase the use and knowledge of our Standards and improves interpretation by a diverse audience.

#### **STANDARDS COMMITTEE MISSION STATEMENT**

The MBA Employment Standards Committee was formed to develop reporting standards appropriate for the MBA career services profession.

These Standards are to be used primarily as internal (to our industry) benchmarking indices to support our profession. The Standards will reflect the reporting categories as developed by the Committee and approved by the MBA Career Services & Employer Alliance Board of Directors.

## MBA CAREER SERVICES & EMPLOYER ALLIANCE STANDARDS FOR REPORTING MBA EMPLOYMENT STATISTICS<sup>®</sup>

### A. ACCOUNT FOR ALL GRADUATES (TABLES 1.A & 1.B)

1. All MBA graduates (excluding Executive MBA graduates) should be accounted for in a spreadsheet form to satisfy the concept of full disclosure. The total *graduating class* is defined as all MBA students graduating during the 12 months ending June 30th. This includes all graduates (*Full-Time, Part-Time* and *Other*). This provision is especially important for those schools with multiple graduation dates. *Other* graduates are those in joint-degree, off-site, exchange and similar programs. While MBA graduates may have moved between programs during their tenure at a university, for reporting purposes, MBA graduates should be counted as *Full-Time, Part-Time* or *Other* according to their status and inclusion of graduates as designated by the university registrar at the time of the graduate's completion of degree requirements (graduation). After Tables 1.A and 1.B (The Graduating Class) are completed, the remainder of the MBA Employment Report will focus on Full-Time graduates. However, if a school has a significant population of Part-Time graduates or graduates in some other program, e.g. MBA/JD, and the school wishes to publish separate Employment Reports covering those graduates, it is encouraged to do so.
2. Employment statistics should focus on *Full-Time* MBA graduates within three major categories: 1) Permanent Work Authorization, 2) Non-Permanent Work Authorization, and 3) all MBA graduates, with a footnote defining Permanent Work Authorization.

#### **Example: Work Authorization Definition**

For a school in the United States with a full-time program graduating MBA students, the footnote would read: Permanent Work Authorization is defined as U.S. Citizens and Permanent Residents. Likewise, a school in France would have a footnote reading: Permanent Work Authorization is defined as French and European Union Citizens.

3. The MBA Career Services & Employer Alliance's minimum target for "the percent of total graduates for whom your school has information" is *85 percent*. This includes graduates for whom you have reliable employment information from any source. The equation is: *number of graduates for whom you have information / total graduates in the graduating class, i.e., the number in the lower right-hand corner of Table (1.A) = percent of graduates for whom you have information*.
4. When the Standards were developed, reviewed, and approved, there was agreement that the MBA CSEA wanted to measure the "employment process experience" of MBA students. Therefore, categorize the graduating class into three major designations:
  - i. *Seeking Employment* (as defined in the Instructions for Table 1.A)
  - ii. *Not Seeking Employment* (as defined in the Instructions for Table 1.A) should be categorized in the following designations:
    1. *Company-Sponsored or Already Employed*
    2. *Continuing Education*

3. *Postponing Job Search*
  4. *Starting a New Business as Owner/Founder*
  5. *Not Seeking for Other Reasons*
- iii. *No Recent Information* (as defined in the Instructions for Table 1.A)
5. For any individual student whose **status changes** between the above categories over the time in the MBA program and in the three months following, it is the status *three months after graduation* that governs the status at all measurement points. Therefore, a student's status *at graduation* may change after graduation. Refer to Section B for additional information.
  6. Career Services Directors are charged with exercising professional judgment in making determinations about the usefulness of all information used in compiling an MBA Employment Report. Appropriate backup notes are required when making professional judgment calls.

*Note A.1:* Please note that the Tables used in this document are merely formatting examples. Schools may display their MBA Employment Reports in any format of their choosing, e.g., tables, graphs, spreadsheets, charts, etc.

*Table 1.A*

**MBA EMPLOYMENT STATISTICS  
THE GRADUATING CLASS**

*Prepare one final report with all data collected as of the data collection period*

CATEGORIES (1)	PERMANENT WORK AUTHORIZATION				NON-PERMANENT WORK AUTHORIZATION				TOTAL MBA GRADUATES			
	FT	PT (8)	Other (9)	Total	FT	PT (8)	Other (9)	Total	FT	PT (8)	Other (9)	Total
SEEKING EMPLOYMENT (2)												
NOT SEEKING EMPLOYMENT:												
Company-sponsored; already employed (3)												
Continuing education (4)												
Postponing job search (5)												
Starting a new business (6)												
Not seeking for other reasons (7)												
TOTAL NOT SEEKING EMPLOYMENT												
NO RECENT INFORMATION AVAILABLE (10)												
TOTAL GRADUATES												

## INSTRUCTIONS FOR TABLE 1.A

**Note A.2: Conjecture is not a valid reason for including or excluding a graduate in any category. You will have *valid information* or you will have *no information*. Do not make assumptions.**

### 1. CATEGORIES:

- a. Work Authorization: Establish categories that delineate your student population by their work authorization status (see above under A.2 Account for All Graduates). The key issue for Work Authorization classification is whether the student has permanent Work Authorization to work in the area where the MBA program is located. For example, for a school located in the EU, if a graduate has permanent authorization to work in the EU, that graduate would be included in the “Permanent Work Authorization” category.
- b. MBA Program Type: Establish categories that enable your school to detail all MBA Graduates (except Executive MBA Graduates). FT: Full-Time MBA Graduates; PT: Part-Time MBA Graduates; Other as appropriate to your school.

2. SEEKING EMPLOYMENT: This category is defined as graduates reporting seeking full-time professional MBA-level employment. This includes those graduates seeking and/or accepting a position with a start-up company.

**Note A.3:** When preparing the MBA Employment Report, career services staff are expected to use their best professional judgment when making a determination that a graduate’s job is a *professional MBA-level employment*. Title and salary level alone are not the determining factors in making a judgment call on whether a job is *MBA-level*. If the graduate believes the job is *MBA-level* and his/her job performance will be enhanced by an MBA education, then the job is *MBA-level*. When making judgment calls, MBA career center staff should document the reasons carefully and be consistent.

3. COMPANY-SPONSORED or ALREADY EMPLOYED: This category includes those graduates reporting not seeking employment because they were financially sponsored by an employer during the MBA and are intending to return to that employer, in a guaranteed position, for which they need not apply. This category also includes those graduates who were employed while a student and will continue to work for that employer, even if they were not sponsored for their education.
4. CONTINUING EDUCATION: Enrolled/will enroll in further graduate studies.

**Example: Continuing Education:**

Student X is enrolled as a JD/MBA student. Student X will complete the MBA degree requirements this year and will graduate from the MBA program. However, Student X has additional degree requirements for his law degree and will not graduate for another year from the law program. Therefore, upon MBA graduation this year, Student X should be classified as not seeking and continuing education.

5. POSTPONING JOB SEARCH: Includes graduates reporting postponing their job search for a specific reason, e.g., spouse is relocating, taking a long trip before commencing the job search.

**Note A.4:** A graduate’s lack of effort in the job search does not in itself make them eligible for this category. Professional judgment may be required, but if a graduate would accept a position (even if they were not actively searching) within 90 days of graduation then they should be considered seeking.



6. **STARTING NEW BUSINESS AS OWNER:** These graduates belong in the *Not Seeking Employment* category. Do not include graduates in this category who accept jobs with a salary in a new business or a start-up; those graduates should be in the *Seeking Employment* category. Two of the Standards' objectives are to measure the job search performance of your graduates and the effectiveness of the career services office in assisting their graduates in the employment search. The Standards Committee fully discussed the pros and cons of this issue and determined that persons starting their own businesses are not seeking employment in a 'typical' job-seeking mode and, therefore, should be included in the "Not Seeking" category.
7. **NOT SEEKING FOR OTHER REASONS:** Other reasons as defined and reported by the graduate. This includes graduates of dual-degree or joint-degree programs who are not seeking MBA-level employment.

*Note A.5: From the Agreed Upon Procedures (AUP):* For all not seeking categories, acceptable documentation includes written correspondence to or from the student confirming their status.

8. **NO RECENT INFORMATION AVAILABLE:** The *No Recent Information Available* category must include those graduates who *may be* seeking employment or who *may not be* seeking employment, but for whom you have no recent reliable information. If you know, *from a reliable source*, a person's status, that is, whether he was seeking a job or not seeking a job, count that student in the appropriate category. If you really have no information whatsoever, count that person in the *No Recent Information Available* category. Of course, we all have the challenge of developing processes for more thoroughly capturing the information from our graduates. The bottom line is that the Standards ask for an accounting of all MBA graduates, including those for whom we have no employment data whatsoever.

*Note A.6: From the Agreed Upon Procedures (AUP):* To classify a graduate in the "No Recent Information Available" Category the career services staff should have two evidences of outreach prior to graduation and two post-graduation with in the data collection period. The last attempt at outreach should be within the final month of data collection period. Refer to section B for additional information about the data collection period. Acceptable evidence of outreach includes a written log maintained by the University with contact dates, contact names, or written correspondence, (either a letter or email), requesting employment status.

*Note A.7: Recent information received about a graduate is considered information gathered two months prior to graduation up to the school's data collection deadline despite efforts outlined in Note A.6.* That is, if a school has information on a students' status as of two months prior to graduation or later and receives no further updates, despite efforts to obtain them, the school should consider the last known status to be the student's final status.

9. **PART-TIME STUDENTS:** *Part-Time* students are students enrolled in a Part-Time Program at your institution. This may also include Part-Time students who were employed during their studies but who sought new full-time professional employment.
10. **OTHER:** *Other* graduates are those in joint-degree, off-site, exchange and similar programs. The Standards recognize that a school may wish to develop separate employment reports for Part-Time and Other MBA graduates as appropriate for that school's purposes.

*Table 1.B*

**MBA EMPLOYMENT STATISTICS  
THE GRADUATING CLASS**

**Check only one per table as applicable to each school’s MBA student population:**

- Full-Time**
- Part-Time**
- Other (specify: \_\_\_\_\_)**

*Prepare one final report with all data collected as of the end of the data collection period*

<b>CATEGORIES (1)</b>	<b>PERMANENT WORK AUTHORIZATION</b>	<b>NON-PERMANENT WORK AUTHORIZATION</b>	<b>TOTAL MBA GRADUATES</b>
SEEKING EMPLOYMENT (2)			
NOT SEEKING EMPLOYMENT			
Company-sponsored or already employed (3)			
Continuing education (4)			
Postponing job search (5)			
Starting a new business (6)			
Not seeking for other reasons (7)			
TOTAL NOT SEEKING EMPLOYMENT			
NO RECENT INFORMATION AVAILABLE (10)			
TOTAL GRADUATES			

*Note A.7:* Instructions for Table 1.A apply.

**Example:** An example of an additional Table 1.B that breaks out programs of differing lengths follows. Similar tables may be created for each of the tables outlined within this Standards document.

**B. DATA COLLECTION AND TIMING**

- To ensure comparable data, MBA CSEA maintains two reporting dates for job offers and job acceptances, *at graduation* and *at three months after graduation*. Prospective students and the general public view *at graduation* as a “normal” reporting mark, and *three months after graduation* serves to give all schools equal time post graduation to report data.

*Note B1:* Graduation date is defined as the earliest date at which the university represents that the students have completed the degree requirements, i.e., the students can use the distinction of the degree.

**Example: Reporting Date Three Months after Graduation**

Your school graduates on June 3, 2015 - therefore your reporting dates for job offers and job acceptances will be at graduation (June 3, 2015) and at 3 months after graduation (September 3, 2015).

**Example: Schools with students that complete degree requirements and are eligible to work with the degree distinction well before actual graduation ceremony date**

Your school has a graduation ceremony on June 15, 2015, however students in the program complete their degree requirements and are certified by the school that they may use the distinction of the degree on March 30, 2015. Graduation date as defined above would be March 30, 2015 for offer and accepted offer timing. Three months post-graduation would be June 30, 2015.

2. Schools will have a cut-off date for **data collection** of one month following their final three months after graduation reporting date for the reporting year (July 1 to June 30). Schools should publish their MBA Employment Reports with all data collected as of their final data collection date. This is to bring closure to the reporting year. For Standards purposes, schools are not required to track graduates beyond three months post-graduation.

*Note B.2:* Schools will have one month past their 3 months post-graduation date to collect their employment data and prepare a final MBA Employment Report covering the 12 months ending June 30<sup>th</sup>. If your school has credible information from 100 percent of its job-seeking graduates prior to the end of the data collection period (or if you have less than a 100 percent response and believe that you are not going to receive any additional information), you may publish your final MBA Employment Report at an earlier date.

*Note B.3:* For schools preparing preliminary or interim reports, those reports should be identified clearly as *preliminary* or *interim*. These include reports made to the media and used in internal recruiting materials.

3. For any individual student whose **status changes** over time during the MBA program and in the three months following, it is the status *three months after graduation* that governs the status at all measurement points. That is, if a student who at graduation is planning to postpone the job search or start a business decides two and a half months after graduation to seek a job, that student's status becomes Seeking Employment for both the *at graduation* and the *three months after graduation* measurement points.
4. If a school has multiple graduation dates, all dates should be recorded so that you can accurately detail when a given student graduated.

**Example: Schools with Multiple Graduation Dates – Defining Reporting Periods:**

XYZ University has multiple graduation dates (May, August, and December). 400 students graduate on August 15, 2014, 100 students graduate on December 15, 2014, and 500 students graduate on May 15, 2015. The "Class of 2015", for MBA Employment Report purposes, includes all students graduating during the 12 months ending June 30, 2015. Therefore, in this example, 1000 students graduated during the 12 months ending June 30, 2015.

**Example: Schools with Multiple Graduation Dates – Defining Reporting Periods:**

Schools with multiple graduation dates should have one combined *at graduation* percentage for offers and accepted offers that includes all the graduation dates. Similarly, one combined *three months after*

*graduation* percentage should be shown, which includes the data for the three months after each graduation date.

XYZ University has ten graduates with three graduating on August 15, 2014, three graduating on December 15, 2014 and four graduating in May 2015. All of the graduates are seeking employment. The three August 15, 2014 graduates accepted jobs in September 2014 (*after graduation and before three months after graduation*). The three December 15, 2014 graduates accepted jobs in November 2014 (*by graduation*). Two of the four May 15, 2015 graduates accepted jobs in July, 2015. The other two May graduates did not accept jobs until September. You would account for the graduates in this way:

<b>REPORTING AN ACCEPTED OFFER</b>			
<b>DATES</b>	<b>ACCEPT BY GRAD DATE</b>	<b>ACCEPT AFTER GRAD AND BEFORE 3 MONTHS</b>	<b>HAVE NOT REPORTED ACCEPTING AN OFFER BY 3 MONTHS</b>
August 15, 2014	0	3 (30%)	0
December 15, 2014	3 (30%)	0	0
May 15, 2015	0	2 (20%)	2 (20%)
Combined dates to be reported in the 2015 MBA Employment Report	3 (30%)	5 (50%)	2 (20%)

**Example: Schools with One Graduation Date**

Your school has one graduation date each year in May. Your May 2015 graduating date falls within the “12 months ending June 30, 2015” and all students graduating in May 2015 will be included in your 2015 MBA Employment Report.

**Example: Data Collection Period**

Your school has its final graduation date of June 25, 2015 for the reporting year ending June 30, 2015. You will have up to four months post-graduation, or one month past the three-month post-graduation reporting date, to collect data for your MBA Employment Report for 2015. This would mean your school’s reporting date three months post-graduation is September 25, 2015 and your school would have up to October 25, 2015 to collect and finalize the data.

### **C. OFFERS (Table 2.A)**

1. Report Full-Time graduates' experiences on length of time to receive *their first offer* (Table 2.A) whether or not that is the offer they accept. Based upon all information received as of one month past your three month post-graduation date, develop a table or histogram indicating *the number and percent of job seeking full-time graduates* who had:
  - a. Received their first offer *by graduation*
  - b. Received their first offer *after graduation and by three months after graduation*, and
  - c. Did not receive offer *by three months after graduation*
2. The number of graduates in these three categories (C.1.a., C.1.b., and C.1.c.) must equal the number of *Total Graduates Seeking Employment* (from Table 1.A). Similarly, the denominator, when calculating the *percent* within each of the three categories is the *Total Graduates Seeking Employment*.
3. This information demonstrates when graduates had an *opportunity* for a job. A **job offer** is a valid offer for a specific position. The job offer to the graduate does not have to be in writing or include a salary. It should however, be MBA-level work, as noted in instruction 2 for Table 1.A. It does not include verbal speculation or suggestions involving possible or potential offers for unidentified positions. An information source may include an employer, a parent, your personal knowledge, or other reliable sources. The career office should document in an email communication or the Career Services office's tracking system the information on the offer sourced from the graduate, parent, employer or other source stated above, and should include the date of the offer or accepted offer and the date the career office received the information.

*Table 2.A*

**MBA EMPLOYMENT REPORT  
TIMING OF FIRST JOB OFFERS**

Check only one per table as applicable to each school's MBA student population:

- Full-Time
- Part-Time
- Other (specify: \_\_\_\_\_)

*Prepare one final report with all data collected as of the end of the data collection period*

	TOTAL SEEKING EMPLOYMENT	FIRST OFFER BY GRADUATION DATE: _____		FIRST OFFER AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION DATE: _____		HAVE NOT REPORTED RECEIVING AN OFFER BY 3 MONTHS AFTER GRADUATION	
		Number	Percent	Number	Percent	Number	Percent
Permanent Work Authorization							
Non-Permanent Work Authorization							
Total Graduates Seeking Employment							

*Note C.1:* The MBA CSEA Standards do not require schools to continue to track beyond one month past their three month post-graduation date.

*Note C.2:* For schools preparing preliminary or interim reports, those reports should be identified clearly as *preliminary* or *interim*.

*Note C.3:* *Graduation* means each individual student's graduation date, recognizing that some schools have multiple graduation dates.

*Note C.4:* The Total Seeking Employment must equal the number of graduates in the two time periods above, plus those who have not reported receiving an offer.

*Note C.5:* Social media can be used as a source to identify the employment status of a graduate. If there is evidence that the graduate has received and or accepted full-time employment, the school must document its attempt to verify from the graduate or another credible source. Likewise if there is evidence from social media that the graduate is not seeking full-time employment, the school must document its attempt to verify the graduate's status as not seeking.

#### **D. ACCEPTANCES (TABLE 2.B)**

1. Based upon all information received as of one month past your three month post-graduation date, develop a table or histogram indicating *the number and percent of job seeking full-time graduates* who had:
  - a. Accepted a job *by graduation*
  - b. Accepted a job *after graduation and by three months after graduation*, and
  - c. Did not accept a job *by three months after graduation*
  
2. A **job acceptance** occurs when a graduate has notified an employer that he or she has accepted a valid offer for a specific position. The number of graduates in these three categories must equal the number of Total Graduates Seeking Employment (from Table 1.A). Similarly, the denominator when calculating the *percent* within each of the three categories is the *Total Graduates Seeking Employment*. This information demonstrates when graduates actually had a job that was acceptable to them.

*Note D.1:* Do not report total number of offers or average number of offers. These measurements are deemed not to be reflective of the career services center's effectiveness nor individual graduates' effectiveness and satisfaction. In addition, they may be unnecessary deterrents to attracting employers to a campus.

*Note D.2:* To account for offers that are withdrawn or rescinded, see Appendix 1.

*Table 2.B*

**MBA EMPLOYMENT REPORT  
TIMING OF JOB ACCEPTANCES**

**Check only one per table as applicable to each school's MBA student population:**

- Full-Time**
- Part-Time**
- Other (specify: \_\_\_\_\_)**

*Prepare one final report with all data collected as of the end of the data collection period*

	TOTAL SEEKING EMPLOYMENT	FIRST OFFER ACCEPTED BY GRADUATION DATE: _____		ACCEPTED JOB AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION DATE: _____		HAVE NOT REPORTED ACCEPTING A JOB BY 3 MONTHS AFTER GRADUATION	
		Number	Percent	Number	Percent	Number	Percent
Permanent Work Authorization							
Non-Permanent Work Authorization							
Total Graduates Seeking Employment							

*Note D.3:* The MBA CSEA Standards do not require schools to continue to track graduates beyond the data collection period (one month past each School's three month post-graduation date).

*Note D.4:* For schools preparing preliminary or interim reports, those reports should be identified clearly as *preliminary* or *interim*.

*Note D.5:* *Graduation* means each individual student's graduation date, recognizing that some schools have multiple graduation dates.

*Note D.6:* The Total Seeking Employment must equal the number of graduates in the two time periods above, plus those who have not reported accepting an offer.



## **E. PRIMARY SOURCE OF FULL-TIME JOB ACCEPTANCES (Table 3.A)**

1. In keeping with the goal of meaningfully measuring the effectiveness of the services provided by career services offices and trends in the employment market, the Standards recommend two major categories for the sources of the jobs that MBA graduates accept: *school-facilitated* activities and *graduate-facilitated* activities. In making this determination, the Standards call for identifying internships according to whether they were *school-facilitated* or *graduate-facilitated*. In Table 3.A, report the number and percent of graduates indicating the primary source of the offer which they accepted in the following three categories:
  - a. All *school-facilitated* activities
  - b. All *graduate-facilitated* activities
  - c. No response provided by the graduate
  - d. Total acceptances (must equal 100 percent)

*Note E.1:* The summation of categories a, b and c must equal category d. (Total acceptances).

*Note E.2:* Table 3.A provides examples and serves as a worksheet to facilitate reporting the information under the *Primary Source of Full-time Job Acceptances* category. Schools should adapt these examples as appropriate to their needs.

*Note E.3:* It is recommended that Career Services offices do not publish the number of recruiters, as it is not a reflective measure of how MBA graduates find employment.

*Table 3.A*

**MBA EMPLOYMENT REPORT  
PRIMARY SOURCE OF FULL-TIME JOB ACCEPTANCES  
(SCHOOL-FACILITATED AND GRADUATE-FACILITATED)**

Check only one per table as applicable to each school's MBA population:

- Full-Time
- Part-Time
- Other (specify: \_\_\_\_\_)

*Prepare one final report with all data collected as of the data collection period*

	NUMBER	PERCENT
<b>SCHOOL-FACILITATED ACTIVITIES</b>		
Scheduled interviews on and off campus		
Consortia events		
Video and telephone interviews		
School-facilitated internships		
Off-campus activities supported by the career center		
Job fairs		
Employer information meetings/dinners		
Resume books, resume referrals, Web resumes		
Job postings		
Third-party sources, e.g., executive recruiters, etc.		
Faculty referrals		
Alumni referrals		
Other		
<b>TOTAL SCHOOL-FACILITATED ACTIVITIES</b>		
<b>GRADUATE-FACILITATED ACTIVITIES</b>		
Previous employers		
Graduate-facilitated internships		
Family, friends outside School		
Internet		
Third-party sources, e.g., executive recruiters, etc.		
Direct mail campaigns		
Newspaper, magazine and other advertisements		
Other		
<b>TOTAL GRADUATE-FACILITATED ACTIVITIES</b>		
<b>NO RESPONSE BY GRADUATE</b>		
<b>TOTAL JOB ACCEPTING GRADUATES</b>		100%

## **F. SALARY AND COMPENSATION DATA (Tables 4.A, 4.B, 4.C, 4.D, 4.E, 4.F, 4.G)**

1. REPORTING BASE SALARY, SIGNING BONUS AND OTHER GUARANTEED ANNUAL COMPENSATION
  - a. Salary/compensation data pertains only to job *acceptances received by three months after graduation*. If you have any information about positions, including salary information, for positions accepted later than three months post-graduation, you should not use it.
  - b. For Permanent Work Authorization, Non-Permanent Work Authorization, and Total Graduates, report compensation in three categories (Table 4.A provides a worksheet for this report).
    - i. Base Salary
    - ii. Signing Bonus
    - iii. Other Guaranteed Compensation
  - c. Salary/compensation data should be reported for all Full-Time graduates accepting new employment by three months after graduation. However, schools may develop separate salary/compensation reports for *Part-Time* students and/or *Other* graduates if appropriate for that school's population. Do not include salary information for graduates who were company-sponsored or already employed, i.e., who had not accepted a new employment offer (those graduates should have been included in the *Not Seeking Employment* category on Table 1.A).
  - d. Salary reports should carry a footnote indicating the percent of job-accepting graduates for whom you have useable salary information. While the goal is to obtain information from 100 percent of job-accepting graduates, the MBA CSEA minimum target is 80 percent. The equation is: *number of job-accepting graduates for whom you have useable salary information/total job-accepting graduates = percent*.
  - e. Compensation relates to job *acceptances* by three months after graduation (not job offers).
  - f. Base salary *excludes* bonuses, commissions, and other compensation such as benefits and perquisites (e.g., car, equipment, memberships, relocation expenses, etc.). Do not equate benefits and perquisites to cash and do not include them in a compensation report.
  - g. Report the salary of those graduates accepting employment with a start-up company.

*Note F.1:* The Standards do not *per se* allow clarification to identify the percentage of graduates within each industry/function who have accepted employment with start-ups. A school can elaborate, in a footnote, the background of its statistics.

- h. Schools may express salary in their local country currency or the currency most appropriate for their local employment market. For schools outside the U.S that wish to express their employment reports in US dollars, they may convert salary reported in €, £, or C\$ to US\$ on or near their own data collection cutoff date, using official currency rates published by the *Financial Times*.
- i. Schools may elect, in addition to reporting their salary tables in absolute terms, to provide or publish salary information to their prospective student populations using purchasing power parity (PPP) conversions to reflect purchasing power differences between countries. Schools

should not report regional or metropolitan area purchasing power parity differences within a single country. *Graduate salary information with country level purchasing power parity conversions should not be submitted to external publications and media outlets.* If a school elects to produce these salary tables with PPP conversions they should use the most recent conversion estimates supplied by the IMF – World Economic Outlook Database - for the current reporting year and footnote same on their report along with the published date.

- j. Express salary as reported and calculated, i.e., not rounded.
- k. Stock option values, tuition reimbursement and relocation and moving expenses are excluded from this compensation report. However, schools may report the number or percent of job-seeking graduates receiving stock options, or relocation and moving expenses.
- l. Other Guaranteed Compensation may include other taxable payroll compensation such as a guaranteed annual bonus and guaranteed “overtime” compensation. Do not include in Other Guaranteed Compensation items specifically excluded elsewhere (such as stock options, relocation, tuition reimbursement, and moving expenses).

**Example: Other Guaranteed Compensation**

Graduate Y reports that he has a guaranteed bonus, but the bonus may range from \$0 to \$10,000 (alternatively it may be reported in percentage 0% to 15%). The **operative word** in this provision is **guaranteed** and Graduate Y is not guaranteed more than \$0. Therefore, \$0 is the amount of *Other Guaranteed Compensation*. Do not report an amount greater than what is *guaranteed*.

If a range is reported, contact the graduate and ask for more information. Then use a good faith number as provided by the graduate. If you cannot reach/contact the graduate or if you choose not to contact the graduate, use the bottom of the range, since that is what is guaranteed. Anything above the bottom of the range is variable and by definition is not guaranteed.

- m. Base Salary, Signing Bonus and Other Guaranteed Compensation are not cumulative. Schools should not publish a “Total Compensation” or “Salary plus Signing Bonus” figure. Total Compensation does not provide an accurate representation of actual compensation since it represents the addition of base salary, plus other types of compensation. This combines one-time payments with ongoing or potentially ongoing payments. Thus, a total compensation figure does not provide a consistent, reliable salary figure. The most accurate way to depict MBA compensation is to list each type of compensation separately—base salary, signing bonus, and other guaranteed compensation.
- n. Report the median, mean, high and low salaries within the categories when there are a *minimum of three data points*, or the number of data points *is equal to or greater than one percent of Full-Time graduates seeking employment, whichever is greater*. This provides additional confidentiality for compensation reporting.
- o. Schools may display this information in any manner they choose (e.g., tables, charts, etc.).

**MBA EMPLOYMENT REPORT  
COMPENSATION REPORT**

**Include compensation information only for those graduates seeking employment who ACCEPTED  
EMPLOYMENT BY THREE MONTHS AFTER GRADUATION.**

*Prepare one final report with all data collected as of end of the data collection period*

<b>BASE SALARY</b>						
	<b>NUMBER Reporting Base Salary Information</b>	<b>PERCENT Reporting Base Salary(1) Information</b>	<b>MEAN</b>	<b>MEDIAN</b>	<b>LOW</b>	<b>HIGH</b>
<b>Permanent Work Authorization</b>						
<b>Non-Permanent Work Authorization</b>						
<b>TOTAL REPORTING</b>						

(1) Divide number of students reporting base salary by the number of students reporting accepting a position.

<b>SIGNING BONUS</b>						
	<b>NUMBER Reporting Signing Bonus Information</b>	<b>PERCENT Reporting Useable Signing Bonus(2) Information</b>	<b>MEAN</b>	<b>MEDIAN</b>	<b>LOW</b>	<b>HIGH</b>
<b>Permanent Work Authorization</b>						
<b>Non-Permanent Work Authorization</b>						
<b>TOTAL REPORTING SIGNING BONUS</b>						

(2) Divide the number of students reporting useable signing bonus information by the number of students providing base salary information.

<b>OTHER GUARANTEED COMPENSATION</b>						
	<b>NUMBER Reporting Other Guar. Comp. Information</b>	<b>PERCENT Reporting Useable Other Guar. Comp (3) Information</b>	<b>MEAN</b>	<b>MEDIAN</b>	<b>LOW</b>	<b>HIGH</b>
<b>Permanent Work Authorization</b>						
<b>Non-Permanent Work Authorization</b>						
<b>TOTAL REPORTING OTHER GUARANTEED COMPENSATION</b>						

(3) Divide the number of students reporting other guaranteed compensation information by the number of students providing base salary information.

## 2. REPORTING SALARY BY FUNCTION, INDUSTRY, GEOGRAPHIC REGIONS, UNDERGRADUATE MAJOR AND PROFESSIONAL EXPERIENCE

- a. Do not break out base salary information for *Permanent Work Authorization or Non-Permanent Work Authorization* under Functions, Industries, Geographic Regions, Undergraduate Major, and Professional Experience (Tables 4.B, 4.C, and 4.D). Simply report for all Full-Time MBA graduates seeking employment who accepted employment by three months after graduation in these categories.
- b. *Minimum data required:* Include data on a professional function, industry, geographic region, undergraduate major, or level of experience when there are a minimum of *three* data points, or the number of data points *is equal to or greater than one percent of full-time graduates seeking employment (whichever is greater)*. Data points not meeting the “minimum of three” or “one percent or greater” requirements should be reported in the *Other* category (assuming there are a minimum of three such data points), or indicated by an N/A designation.
- c. The number and corresponding percentage of graduates accepting new employment in Tables 4.B through Table 4.G is the number reporting employment by function, industry, geographic region, undergraduate major or level of experience, regardless of whether the graduate has provided base salary information.

### **Example: Minimum Data Required**

500 full-time graduates seeking employment; one percent equals five graduates:

- Four graduates accepted employment within one of the categories in this section. While the *minimum of three graduates* rule was met, the *one-percent or greater* rule was *not* met. Therefore, the graduates in this category could either be moved to the *Other* category, or the 0.8% of graduates who accepted jobs in could be left in the appropriate category and their salary shown as N/A.
- Fifteen graduates (three percent) accepted employment within one of the categories in this section. These fifteen graduates would be counted in that category and their salary would be shown, since *the minimum of three graduates* and the *one-percent or greater* rules have been met.

### **Example: Minimum Data Required**

90 full-time graduates seeking employment; one percent equals one graduate:

- Three graduates accepted employment within one of the categories in this section. The *minimum of three graduates* and the *one-percent or greater* rules have been met.
- Two graduates accepted employment within one of the categories in this section. While the *one-percent or greater* rule has been met, the *minimum of three graduates* rule has not been met. Therefore, these two graduates (2.2% of the class) could be shown as accepting jobs in this category, and the salary for the category be shown as N/A, or these graduates and their salaries could be included in the *Other* category.

3. PROFESSIONAL FUNCTIONS (*Table 4.B*): In addition to reporting the mean, median, high and low base salaries, report the percent of job-accepting graduates who have accepted employment offers within *Professional Functions* appropriate for your school. The major headings are defined in Table 4B; schools should expand upon those subsets as appropriate to their needs. See below Table 4B for examples.

- a. Prepare one final report with all data collected as of the end of the data collection period.
- b. Include compensation information only for those graduates ACCEPTING EMPLOYMENT by three months after graduation.

**MBA EMPLOYMENT REPORT  
COMPENSATION BY PROFESSIONAL FUNCTIONS**

**Include compensation information only for those graduates seeking employment who ACCEPTED  
EMPLOYMENT BY THREE MONTHS AFTER GRADUATION.**

*Prepare one final report with all data collected as of the end of the data collection period*

FUNCTION	GRADUATES ACCEPTING NEW EMPLOYMENT		MEAN BASE SALARY	MEDIAN BASE SALARY	LOW BASE SALARY	HIGH BASE SALARY
	Number	Percent				
Consulting						
Finance/Accounting						
General Management						
Human Resources						
Marketing/Sales						
Information Technology						
Operations/Logistics						
Other						

**EXAMPLES OF WAYS TO EXPAND THE MINIMUM FUNCTION LIST**

**CONSULTING**

- Internal Consulting
- IT / Systems Consulting
- General Consulting
- Management Consulting
- Operations / Process Consulting

**FINANCE/ACCOUNTING**

- Accounting/Auditing
- Corporate Finance
- Investment Banking
- Investment Management
- Public Finance
- Real Estate
- Private Equity
- Private Wealth Management
- Research
- Sales & Trading

**GENERAL MANAGEMENT**

- General Services
- Leadership Development Programs

**HUMAN RESOURCES**

**MARKETING/SALES**

- Advertising/Public Relations
- Brand Management
- Buying/Merchandising
- Research/Consumer Insights
- Product Management
- Sales

**INFORMATION TECHNOLOGY**

**OPERATIONS/LOGISTICS**

- Logistics/Supply Chain
- Production Management
- Purchasing
- Service Operations

**OTHER**

- Corporate Social Responsibility

4. **INDUSTRIES** (*Table 4.C*): In addition to reporting the mean, median, high and low base salaries, report the percent of job-accepting graduates who have accepted employment offers within *Industries* appropriate for your school. *Table 4.C* includes some, but clearly not all, of those industries. The major headings are defined; schools should expand upon the subsets as appropriate to their needs.
- Prepare one final report with all data collected as of the school's data collection period (one month past your three month post-graduation date).
  - Include compensation information only for those graduates **ACCEPTING EMPLOYMENT** by three months after graduation.

*Note G.1: For multi-business corporations such as GE (e.g. aviation, appliances, financial services) schools may opt to classify the student's accepted job at the business unit level. For example, a graduate going into GE Capital is grouped in the Financial Services industry, while another graduate going into GE Appliances is grouped in the Manufacturing industry. Hoovers.com, a global business directory, is one useful resource for identifying an organization's primary industry classification.*

**Table 4.C**

**MBA EMPLOYMENT REPORT  
COMPENSATION BY INDUSTRIES**

**Include compensation information only for those graduates seeking employment who **ACCEPTED EMPLOYMENT BY THREE MONTHS AFTER GRADUATION.****

*Prepare one final report with all data collected as of the data collection period*

INDUSTRY	GRADUATES ACCEPTING NEW EMPLOYMENT		MEAN BASE SALARY	MEDIAN BASE SALARY	LOW BASE SALARY	HIGH BASE SALARY
	Number	Percent				
Consulting						
Consumer Packaged Goods						
Financial Services						
Government						
Healthcare (Including Products and Services)						
Hospitality						
Manufacturing						
Media/Entertainment						
Non-Profit						
Energy						
Real Estate						
Retail						
Technology						
Transportation & Logistics Services						
Other						



## EXAMPLES OF WAYS TO EXPAND THE INDUSTRY LIST

### CONSULTING

### CONSUMER PACKAGED GOODS

### FINANCIAL SERVICES

- Asset / Investment Management
- Commercial Banking
- Hedge Funds
- Insurance
- Investment Banking
- Private Equity / Venture Capital

### GOVERNMENT

### HEALTHCARE

- Pharmaceuticals / Biotech
- Devices
- Health Services / Hospitals

### MANUFACTURING

- Aerospace
- Automotive
- Computers / Electronic Products
- Clean Technology
- Consumer Durables
- Diversified
- Other

### MEDIA / ENTERTAINMENT

### NON-PROFIT

### ENERGY

### REAL ESTATE

### RETAIL

### TECHNOLOGY

- Internet Services
- Retail
- Telecommunications

### TRANSPORTATION & LOGISTICS SERVICES

### OTHER

5. **GEOGRAPHIC REGIONS** (*Tables 4.D and 4.E*): In addition to reporting the mean, median, high and low base salaries, report the percent of job-accepting graduates who have accepted employment offers within prescribed *Geographic Regions*.
- Schools are encouraged to utilize subsets, if appropriate, for their population: e.g., specific cities within a given geographic region. Prepare one final report with all data collected as the end of the data collection period (one month past your three month post-graduation date).
  - Include compensation information only for those graduates **ACCEPTING EMPLOYMENT** by three months after graduation.

**Table 4.D**

**MBA EMPLOYMENT REPORT  
WORLD REGION BREAKDOWN**

**Include compensation information only for those graduates seeking employment who ACCEPTED EMPLOYMENT BY THREE MONTHS AFTER GRADUATION.**

*Prepare one final report with all data collected as of end of the data collection period*

REGION	GRADUATES ACCEPTING NEW EMPLOYMENT		MEAN BASE SALARY	MEDIAN BASE SALARY	LOW BASE SALARY	HIGH BASE SALARY
	Number	Percent				
Africa – sub Saharan						
Asia						
Australia and Oceania						
Central America and the Caribbean						
Europe – Free Trade Zone						
Non-Europe – Free Trade Zone						
Middle East and North Africa (MENA)						
North America	(A)	(B)				
South America						
<b>Total Reporting</b>		<b>100%</b>				

*Note F.2:* The number (A) and percent (B) of graduates in North America in Table 4.D should equal the total number and percent of graduates in Table 4.E.

*Note F.3:* Expand upon the geographic regions as appropriate to your school, using the definitions below.

## **MBA EMPLOYMENT STATISTICS WORLD GEOGRAPHIC REGIONS**

### **Africa – sub Saharan**

Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Democratic Republic of the Congo, Cote d'Ivoire, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mayotte, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, South Africa, South Sudan, Sudan, Swaziland, United Republic of Tanzania, Togo, Uganda, Zambia, Zimbabwe

### **Asia**

Bangladesh, Bhutan, Brunei, Cambodia, China, China Hong Kong Special Administrative Region, China, Macao Special Administrative Region, India, Indonesia, Japan, Kazakhstan, Democratic People's Republic of Korea (North Korea), Republic of Korea (South Korea), Kyrgyzstan, Lao People's Democratic Republic (Laos), Malaysia, Maldives, Mongolia, Myanmar, Nepal, Philippines, Singapore, Sri Lanka, Tajikistan, Thailand, Turkmenistan, Uzbekistan, Vietnam

### **Australia and Oceania**

Australia, Cook Islands, East Timor\*, Fiji, French Polynesia, Kiribati, Marshall Islands, Federated States of Micronesia, New Caledonia, Nauru, New Zealand, Norfolk Island, Niue, Palau, Papua, Pitcairn, New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu

### **Central America and the Caribbean**

Anguilla, Antigua and Barbuda, Aruba, The Bahamas, Barbados, Belize, Bonaire, Saint Eustatius and Saba, British Virgin Islands, Cayman Islands, Costa Rica, Cuba, Curacao, Dominica, Dominican Republic, El Salvador, Guadeloupe, Grenada, Guatemala, Haiti, Honduras, Jamaica, Martinique, Mexico, Montserrat, Nicaragua, Panama, Saint Barthelemy, Saint Kitts, Saint Martin, and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, Turks and Caicos

### **Europe - Free Trade Area Countries**

Andorra, Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Gibraltar, Greece, Greenland, Guernsey, Hungary, Iceland, Ireland, Isle of Man, Italy, Jersey, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Monaco, Netherlands, Norway, Poland, Portugal, Romania, Saint Pierre and Miquelon, San Marino, Slovakia, Slovenia, Spain, Sweden, Switzerland, United Kingdom of Great Britain and Northern Ireland, Vatican (Holy See)

### **Non Europe - Free Trade Area Countries**

Albania, Armenia, Belarus, Bosnia and Herzegovina, Croatia, Georgia, Kosovo, Macedonia, Moldova, Montenegro, Russian Federation, Serbia, Ukraine

### **Middle East and North Africa**

Afghanistan, Algeria, Azerbaijan\*, Bahrain, Egypt, Islamic Republic of Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Occupied Palestinian Territory, Oman, Pakistan, Qatar, Saudi Arabia, Somalia, Syrian Arab Republic, Tunisia, Turkey, Western Sahara, United Arab Emirates, Yemen

### **North America**

Bermuda, Canada, United States of America, United States Territories and Possessions

### **South America**

Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Falkland Islands (Islas Malvinas), Guyana, Paraguay, Peru, Suriname, Uruguay, Venezuela

*Table 4.E*

**MBA EMPLOYMENT REPORT  
COMPENSATION BY NORTH AMERICAN  
GEOGRAPHIC REGIONS**

**Include compensation information only for those graduates seeking employment who ACCEPTED  
EMPLOYMENT BY THREE MONTHS AFTER GRADUATION.**

*Prepare one final report with all data collected as of the end of the data collection period*

REGION	GRADUATES ACCEPTING NEW EMPLOYMENT		MEAN BASE SALARY	MEDIAN BASE SALARY	LOW BASE SALARY	HIGH BASE SALARY
	Number	Percent				
Mid-Atlantic						
Midwest						
Northeast						
South						
Southwest						
West						
U.S. Poss. & Territories						
Bermuda						
Canada						
Total	(A)	(B)				

<i>Note F.4:</i> The denominator in the percent column should be the total number of students accepting a full-position at 3 months after graduation (Total Reporting Table 4.D).
---

**Mid-Atlantic**

Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia

**Midwest**

Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin

**Northeast**

Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont

**Possessions and Territories**

American Samoa, Palau, Guam, Puerto Rico, Virgin Islands

**South**

Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee

**Southwest**

Arizona, Colorado, New Mexico, Oklahoma, Texas

**West**

Alaska, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming

6. UNDERGRADUATE MAJOR, i.e., *Technical, Business and Other (Table 4.F)* In addition to reporting the mean, median, high and low base salaries, report the percent of job-accepting graduates according to their *Undergraduate Major* (Technical, Business or Other).
  - a. Prepare one final report with all data collected as of the end of your data collection period (one month past your three month graduation date).
  - b. Include compensation information only for those graduates ACCEPTING EMPLOYMENT by three months after graduation.

*Table 4.F*

**MBA EMPLOYMENT REPORT  
COMPENSATION BY UNDERGRADUATE MAJOR**

**Include compensation information only for those graduates seeking employment who ACCEPTED EMPLOYMENT BY THREE MONTHS AFTER GRADUATION.**

*Prepare one final report with all data collected as of the end of the data collection period*

UNDERGRADUATE MAJOR	GRADUATES ACCEPTING NEW EMPLOYMENT		MEAN BASE SALARY	MEDIAN BASE SALARY	LOW BASE SALARY	HIGH BASE SALARY
	Number	Percent				
Technical						
Business						
Other						

7. PROFESSIONAL EXPERIENCE (*Table 4.G*). Report *Professional Experience* within the following groups:
- One year or less,
  - More than one year and up to three years,
  - More than three years and up to five years, and
  - More than five years.

In addition to reporting the mean, median, high and low base salaries, report the percent of job-accepting graduates according to *Years of Professional Experience* (since earning their first degree, see example below).

- Prepare one final report with all data collected as of the end of the data collection period (one month past your three month post graduation date).
- Include compensation information only for those employment seeking graduates ACCEPTING EMPLOYMENT by three months after graduation.
- Express *Professional Experience* as the number of years of full-time, professional work experience completed since earning the first degree, through graduation with the MBA.

**Example: Years of Professional Work Experience**

Helen Smith earned her BA degree in 1996. She worked four years and nine months for Compaq and another four months for Dell during the summer of her MBA program. Helen has five years and one month of professional experience.

*Table 4.G*

**MBA EMPLOYMENT REPORT  
COMPENSATION BY PROFESSIONAL EXPERIENCE**

**Include compensation information only for those graduates seeking employment who ACCEPTED  
EMPLOYMENT BY THREE MONTHS AFTER GRADUATION.**

*Prepare one final report with all data collected as of the end of the data collection period*

YEARS PROFESSIONAL EXPERIENCE	GRADUATES ACCEPTING NEW EMPLOYMENT		MEAN BASE SALARY	MEDIAN BASE SALARY	LOW BASE SALARY	HIGH BASE SALARY
	Number	Percent				
One year or less						
More than one year, up to three years						
More than three years, Up to five years						
More than five years						

## **G. GENDER, RACE, AND NATIONAL ORIGIN**

The MBA CSEA recommends that schools collect employment data pertaining to gender, race and national origin as it relates to salary, job function and industry statistics for internal tracking purposes, as appropriate to your school. This collection **should not be included as a part of a formal employment report.**

## **H. COMPLIANCE STATEMENT AND REQUIRED FOOTNOTES**

1. **FOOTNOTES:** Footnotes are **required** in certain areas: (a) the percent of graduates for whom you have reliable information, (b) the percent of job-accepting graduates for whom you have reliable salary information, (c), graduation dates within the reporting year, (d) employers withdrawing or rescinding job offers, (e) employers deferring job start dates, (f) graduates renegeing on accepted offers , (g) clearly identifying interim reports and (h) salary tables that include purchase price parity multiplier. Footnotes detailing employers' withdrawing or rescinding offers, employers deferring job start dates and graduates renegeing on accepted offers are intended to educate our audience(s) on employment trends in our industry.
2. **COMPLIANCE STATEMENT:** Include a *compliance statement* on your MBA Employment Report if it has been developed in accordance with the standards in this document. The Compliance Statement should appear on both printed and online MBA Employment Reports.

**Example: Sample Footnote**

*This report conforms to the MBA Career Services & Employer Alliance Standards for Reporting MBA Employment Statistics®.*

**Footnote example: Graduation dates within the reporting year**

*The university represents that the dates that graduates completed their degree requirements and therefore were able to use the distinction of their degrees as December 15, 2014 and May 15, 2015.*

**Footnote example: Graduation date within the reporting year**

*Graduates completed their degree requirements and were conferred their degrees in two ceremonies which were December 10, 2014 and June 10, 2015.*

**Footnote Example: Purchase Price Parity Multiplier**

*The salary tables expressed including Purchasing Power Parity were calculated using the IMF- World Economic Outlook Tables.*

3. **PERCENT OF GRADUATES FOR WHOM YOU HAVE USEABLE INFORMATION:** The MBA CSEA minimum target is 85 percent of all graduates, that is, the number in the lower right-hand corner of Table 1.B. While you may have received information from *less than 85 percent* of the total graduating class, you should nonetheless insert a footnote on the employment report clearly indicating the percent of the total class on which you *have* received information. Recognize that you may receive information from the graduate, from an employer, from a graduate's parent, or from some other credible source.

**Example: Useable Information**

Your school has 1000 total MBA graduates. You receive questionnaires from 700 graduates and you have reliable information from other sources on 180 additional graduates. Accordingly you have information on 88 percent of the graduating class (880/1000).

4. PERCENT OF JOB ACCEPTING GRADUATES PROVIDING USEABLE SALARY INFORMATION: The MBA CSEA minimum target is 80 percent. The equation is: *the number of job-accepting graduates for whom you have useable salary information / total job-accepting graduates = percent.*

**Example: Footnoting Graduates Who Submitted Salary Information**

- (a): Count the number of full-time students who have reported that they accepted a job by three months after graduation. The number is found in Table 2.B (TIMING OF JOB ACCEPTANCES). This is the denominator.
- (b): Count the number of these “job-accepting graduates” for whom you have useable salary information. This is the numerator. Divide the numerator by the denominator. Use this percentage in the footnote.

**Example: Footnoting Graduation Dates**

Graduation dates for the full-time MBA class were December 15, 2014 and May 15, 2015.

**Example 1: Useable Salary Information**

If 100 graduates had accepted a job by three months after graduation, and 92 of those graduates provided useable salary information, the percent of job-accepting graduates for whom you have useable salary information is 92%.

**Example 2: Useable Salary Information**

If 100 graduates had accepted a job by three months after graduation, 78 of those graduates provided useable salary information, and you have useable salary information from employers for 14 other graduates, the percent of job-accepting graduates for whom you have useable information is 92%.

**Footnote Example:**

*This salary report is based upon useable salary information from 92% of the graduates who accepted a job by three months after graduation.*

**Note H.1: Refer to Appendix 1 for more on Rescinded and Withdrawn Offers**

5. OFFERS WITHDRAWN OR RESCINDED BY EMPLOYERS: Include in a footnote the number and percent of employer-withdrawn or rescinded offers about which you have knowledge from any reliable source. Make appropriate back-up notes to support your data. This applies to offers that have been accepted by graduates (common reference is a *rescinded offer*) or offers that were extended to graduates, but the employer withdrew the offer before it was accepted (common reference is a *withdrawn offer*). The equation is *the number of withdrawn and rescinded offers / the number of Full-Time MBA graduates seeking employment = percent.*



**Example: Withdrawn Offers**

Fifteen graduates have informed you that the employer has rescinded the offer they have accepted. Through conversations with three employers, you learn that three additional offers have been withdrawn. 200 Full-Time graduates were seeking employment (from *Table 1.A*).

**Footnote Example:**

*Employers withdrew or rescinded 18 offers to graduates of the class of 2006. This impacted 9.0% of the 200 Full-Time MBA graduates who were seeking employment.*

**Example Rescinded Offer:**

Eleven graduates have informed you that the employer has rescinded the offer they have accepted. One of these graduates then accepts another offer. 100 Full-Time graduates were seeking employment (from *Table 1.A*).

**Footnote Example:**

Employers withdrew or rescinded 11 offers to graduates of the class of 2015. One graduate subsequently accepted another offer. This impacted 10% of the 100 Full-Time graduates who were seeking employment.

6. GRADUATE RENEGING ON ACCEPTED OFFERS: Include in a footnote the number and percent of graduates who renege on their acceptance of a job about which you have knowledge from any reliable source. The equation is  $\frac{\text{number of job seeking graduates reneging on an accepted job offer}}{\text{total Full-Time MBA graduates seeking employment}} = \text{percent}$ .

**Example: Reneging Offers**

Five employers inform you that five of your graduates reneged on a job, which they previously accepted. There are 160 Full-Time MBA graduates who seeking employment.

**Footnote Example:**

*Five MBA graduates, representing 3.1 percent of graduates seeking employment, reneged on offers they had accepted.*

7. STARTING-DATE DEFERRALS BY EMPLOYERS: Include in a footnote the number and percent of graduates impacted by employer-deferred employment starting dates about which you have knowledge from any reliable source. You are encouraged to make appropriate back-up notes to support your data. **This applies to deferrals of accepted jobs and not to offers that have not been accepted.** The equation is  $\frac{\text{the number of job seeking graduates with offers that have employer-deferred employment starting dates}}{\text{the number of Full-Time MBA graduates accepting employment}} = \text{percent}$ .

**Example: Offer Deferrals**

Twelve graduates inform you that their new employers have notified them that their employment starting dates have been deferred for as much as six months. Another five employers inform you of five additional graduates whose starting date has been deferred (for a total of 17 deferrals). There are 200 Full-Time MBA graduates who accepted employment.

**Footnote Example:**

*Employers deferred 17 graduates' employment starting dates. This impacted 8.5 percent of Full-Time MBA graduates who had accepted employment.*

8. INTERIM REPORTS: Schools may wish to prepare and publish any number of **interim** reports prior to the end of the data collection period (one month past your three month post graduation date). However, schools should date those interim reports and clearly indicate that those reports are **interim** reports.
9. If your school has reliable data on 100 percent of the total graduating class or 100 percent of the MBA graduates seeking employment before the end of your data collection period, then your school may publish your data as of that date.

**Example: Interim Reports**

*This is an INTERIM REPORT. A final MBA Employment Report, which will include all information received as of (the end of the data collection period) will be published at a later date.*

**Footnote Example:**

*This is XYZ UNIVERSITY'S FINAL MBA Employment Report. It is based upon information from 100 percent of the MBA graduates seeking employment.*

# APPENDICES

## APPENDIX I – RESCINDED AND WITHDRAWN OFFERS

1. RESCINDED OFFER: A rescinded offer is an offer that a graduate accepts for full-time MBA-level employment that the employer later retracts.

The bottom line: A FIRST OFFER is an offer when it is received and the timing does not change, even if the offer is later rescinded. An ACCEPTANCE can only be made to a valid offer. If an employer rescinds an offer, it is no longer valid and the timing of a graduate's acceptance of a subsequent offer should be reported.

### Example 1: Employers Rescinding Offers

Assume a student was offered a job on February 1, 2015. Graduation is May 15, 2015. This would be reported as an offer received before graduation.

Assume further that the student “accepts” this offer on April 30, 2015. The employer then rescinds the offer on May 10, 2015. The graduate finds and accepts another job on June 1, 2015.

For MBA CSEA Employment Report purposes, the graduate's first offer would still fall in the Before Graduation category and his acceptance (of the second job) would fall in the After Graduation and By Three Months Following Graduation category. It is important to note that MBA CSEA Employment Reports are compiled with all information on hand by one month after the three month post graduation reporting date.

If you had prepared an INTERIM report on May 1, 2015, you SHOULD have included the *first* offer and *first* acceptance in the *Before Graduation* category. But INTERIM reports become finalized with later, more complete information.

**The Standards require that schools footnote instances of employers rescinding accepted offers in the school's final report. Footnote examples can be found below.**

### Example 2: Employers Rescinding Offers

Premises: (1) 100 Full-Time job-seeking students; (2) 80 students have offers before graduation and all 80 students have accepted those offers; (3) Graduation is May 15, 2015; (4) An *Interim Report* is prepared May 1, 2015 and a *Final Report* is prepared one month after the three month post graduation date. (5) Employers rescind five graduates' offers on May 10, 2015; (6) These five graduates, and the remaining 20 graduates, receive offers and accept these offers on June 1, 2015, that is, *after graduation and before three months after graduation*. (7) For these examples, we will use numbers only and omit percentages.

**EXAMPLES – EMPLOYERS RESCINDING OFFERS  
INTERIM REPORT DATED MAY 1, 2015  
TIMING OF FIRST JOB OFFER**

	TOTAL SEEKING EMPLOYMENT	FIRST OFFER BY GRADUATION		FIRST OFFER AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION		HAVE NOT REPORTED RECEIVING AN OFFER	
		Number	Percent	Number	Percent	Number	Percent
Permanent Work Authorization	70	60				10	
Non-permanent Work Authorization	30	20				10	
Total Graduates Seeking	100	80				20	

**INTERIM REPORT DATED MAY 1, 2015  
TIMING OF JOB ACCEPTANCES**

	TOTAL SEEKING EMPLOYMENT	ACCEPTED OFFER BY GRADUATION		ACCEPTED OFFER AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION		HAVE NOT REPORTED ACCEPTING AN OFFER	
		Number	Percent	Number	Percent	Number	Percent
Permanent Work Authorization	70	60				10	
Non-permanent Work Authorization	30	20				10	
Total Graduates Seeking	100	80				20	

**FINAL REPORT DATED SEPTEMBER 15, 2015  
TIMING OF FIRST JOB OFFER**

	TOTAL SEEKING EMPLOYMENT	FIRST OFFER BY GRADUATION		FIRST OFFER AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION		HAVE NOT REPORTED RECEIVING AN OFFER	
		Number	Percent	Number	Percent	Number	Percent
Permanent Work Authorization	70	60		10			
Non-permanent Work Authorization	30	20		10			
Total Graduates Seeking	100	80		20			

**FINAL REPORT DATED SEPTEMBER 15, 2015  
TIMING OF JOB ACCEPTANCES**

	TOTAL SEEKING EMPLOYMENT	ACCEPTED OFFER BY GRADUATION		ACCEPTED OFFER AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION		HAVE NOT REPORTED ACCEPTING AN OFFER	
		Number	Percent	Number	Percent	Number	Percent
<b>Permanent Work Authorization</b>	70	55		15			
<b>Non-permanent Work Authorization</b>	30	20		10			
<b>Total Graduates Seeking</b>	100	75		25			

2. **WITHDRAWN OFFERS:** A withdrawn offer is defined as a Full-Time MBA-level employment offer made to a graduate that is later withdrawn *before* the graduate accepts the offer.

The bottom line: A **FIRST OFFER** is an offer when it is received and the timing does not change, even if the offer is later withdrawn.

**Example 1: Offer Withdrawal**

Assume a student was offered a job on February 1, 2015. Graduation is May 15, 2015.

This would be reported as an offer received *Before Graduation*. The employer then withdraws the offer on May 10, 2015. The graduate finds and accepts another job on June 1, 2015.

For *MBA CSEA Employment Report* purposes, the graduate's first offer would still fall in the *Before Graduation* category, and his acceptance (of the second job) would fall in the *After Graduation and By Three Months Following Graduation* category. It is important to note that MBA CSEA Employment Reports are compiled with all information on hand by one month after the three month post graduation date.

If you had prepared an *INTERIM* report on May 1, 2015, you **SHOULD** have included this *first* offer in the *Before Graduation* category.

**The Reporting Standards require that schools footnote instances of employers withdrawing offers in the school's final report. Footnote examples can be found on page 33.**

**Example 2: Offer Withdrawal**

Premises: (1) 100 Full-Time job-seeking students; (2) 80 students have offers before graduation; (3) Graduation is May 15, 2015; (4) An *Interim Report* is prepared May 1, 2015 and a *Final Report* is prepared September 30, 2015; (5) Employers withdraw 5 graduates' offers on May 10, 2015; (6) These 5 graduates, and the remaining 20 graduates receive offers and accept these offers on June 1, 2015, that is, *after graduation and before three months after graduation*. (7) For these examples, we will use numbers only and omit percentages.

**The Reporting Standards require that schools footnote instances of employers rescinding accepted offers in the school's final report. Footnote examples can be found in section H above.**

**EXAMPLES – EMPLOYERS WITHDRAWING OFFERS**

**INTERIM REPORT DATED MAY 1, 2015  
TIMING OF FIRST JOB OFFER**

	TOTAL SEEKING EMPLOYMENT	FIRST OFFER BY GRADUATION		FIRST OFFER AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION		HAVE NOT REPORTED RECEIVING AN OFFER	
		Number	Percent	Number	Percent	Number	Percent
Permanent Work Authorization	70	60					
Non-permanent Work Authorization	30	20					
Total Graduates Seeking	100	80					

**INTERIM REPORT DATED MAY 1, 2015  
TIMING OF JOB ACCEPTANCES**

	TOTAL SEEKING EMPLOYMENT	ACCEPTED OFFER BY GRADUATION		ACCEPTED OFFER AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION		HAVE NOT REPORTED ACCEPTING AN OFFER	
		Number	Percent	Number	Percent	Number	Percent
Permanent Work Authorization	70	60				10	
Non-permanent Work Authorization	30	20				10	
Total Graduates Seeking	100	80				20	

**FINAL REPORT DATED SEPTEMBER 15, 2015  
TIMING OF FIRST JOB OFFER**

	TOTAL SEEKING EMPLOYMENT	FIRST OFFER BY GRADUATION		FIRST OFFER AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION		HAVE NOT REPORTED RECEIVING AN OFFER	
		Number	Percent	Number	Percent	Number	Percent
Permanent Work Authorization	70	60		10			
Non-permanent Work Authorization	30	20		10			
Total Graduates Seeking	100	80		20			

**FINAL REPORT DATED SEPTEMBER 15, 2015  
TIMING OF JOB ACCEPTANCES**

	TOTAL SEEKING EMPLOYMENT	ACCEPTED OFFER BY GRADUATION		ACCEPTED OFFER AFTER GRADUATION AND BY THREE MONTHS AFTER GRADUATION		HAVE NOT REPORTED ACCEPTING AN OFFER	
		Number	Percent	Number	Percent	Number	Percent
<b>Permanent Work Authorization</b>	70	55		15			
<b>Non-permanent Work Authorization</b>	30	20		10			
<b>Total Graduates Seeking</b>	100	75		25			

3. **RENEGED OFFERS:** A reneged offer is an acceptance of a Full-Time MBA-level job offer that a graduate at a later date chooses to inform the employer that he/she will no longer honor. Include in a footnote the number and percent of graduates who renege on their acceptance of a job about which you have knowledge from any reliable source. The equation is the *number of job seeking graduates reneging on an accepted job offer / total Full-Time MBA graduates accepting employment = percent*.

**Example: Reneged Offers**

Five employers inform you that five of your graduates reneged on a job, which they previously accepted. There are 160 Full-Time MBA graduates who accepted employment. Therefore, 3.1% of the graduates reneged on offers they had accepted.

## **APPENDIX II – STANDARDS HISTORY**

Listed below are the substantive changes made to the Standards. They are listed in order of the academic year they were recommended by the Standards Committee and approved by the Board of Directors. Significant changes have not been effective until the following reporting year's cycle.

**SUBSTANTIVE CHANGES MADE IN THE 2004 – 2005 REPORTING YEAR:  
(Month/Year approved by Board of Directors)**

- To ensure an accurate and complete list of world regions, the US Census Bureau definitions were adopted for the geographic country/region breakdown. (June 2004)
- To meet the changing needs of schools' reporting practices, the industry category breakdown was expanded. This had the additional benefit of making it easier for schools to respond to media requests for industry information. (June 2004)
- In response to member interest in more complete data, the minimum target for the "percent of total graduates for whom your school has information" was increased from 80% to 85% and put into effect beginning with the Class of 2006. In addition, the word "recommended" was removed before "minimum target" to provide greater clarity. This change was prompted by the Agreed Upon Procedures (AUP) process. (April 2005)



- To improve the ability for international schools to represent their students in a more meaningful manner, the language for accounting for all graduates was changed. The employment reports would focus on Full-Time MBA graduates within three major categories: Permanent Work Authorization, Non-Permanent Work Authorization, and all MBA graduates with a footnote defining Permanent Work Authorization (to improve the international understanding of the Standards) (April 2005)
- To clarify the timing of collecting and reporting offer and acceptance data, the charts indicating the number and percent of job seeking full-time graduates and when they received either job offers and/or accepted offers was revised. The statement “Received their first offer more than three months after graduation” was deleted. For Standards purposes, this is not relevant data, though a school may choose to collect it for its own purposes. (April 2005)

#### **SUBSTANTIVE CHANGES MADE IN THE 2005 – 2006 REPORTING YEAR:**

- In order to make the Standards more “user-friendly, all the documents were reorganized and consolidated into one document. This included the 1<sup>st</sup> edition (1999), 2<sup>nd</sup> edition (2002), FAQs (1999) and any additional changes made after 2002. (2005-2006)
- With the goal of working towards the internationalization of the Standards, for schools outside the U.S., the MBA CSEA decided to release currency conversion rates between the reporting cycle cutoff date (June 30<sup>th</sup>) and data collection date (September 30<sup>th</sup>). Schools could convert salary reported in €, £, or C\$ to \$ on or near the data collection cutoff date (September 30). (December 2005)
- In order to provide clarity, the word “recommended” was removed before “minimum target” for the percent of “job accepting graduates providing useable salary information”. This change was prompted by the effort to provide comparable data as well as by the AUP process. (December 2005)

#### **SUBSTANTIVE CHANGES MADE IN THE 2011 – 2012 REPORTING YEAR:**

- In continuing the effort to make the Standards more useful and easier to adopt globally, a note was added in Section B of the Standards to clarify that graduation date is defined as the earliest date at which the university represents that the students have completed their degree requirements. In some locations, there is a long period of time between completion of degree requirements and the actual graduation ceremony. Instruction was added in Section H requiring that universities list their graduation dates for the reporting year.
- The definition of the data collection period was redefined, to allow global programs to more easily adopt the Standards. The data collection cut off was changed from a fixed date of September 30<sup>th</sup>, to a relative date of one month past the final three month post graduation reporting date. For example if the final graduation date of the reporting year is June 1, the three month post graduation reporting date is September 1 and the end of the data collection period for that reporting year is October 1.
- In Section F of the Standards, Non-US based schools can report and publish their employment reports in their local currency as well as in US dollars. The other addition in Section F allows programs to express their compensation tables with country-level purchase price parity multipliers as supplied by IMF-WEO tables.  
<http://www.imf.org/external/pubs/ft/weo/2011/02/weodata/index.aspx>. The IMF-WEO tables have PPP conversions for 184 countries. The conversions are based on global survey of prices

for a wide range of goods and services. According to the website the statistics are updated twice a year.

- The World Region breakdown in Table 4.D was updated to more accurately reflect the world geographical regions in 2012. Mexico is included in the Central America region and taken out of the North America Table 4.E.

### **SUBSTANTIVE CHANGES MADE IN THE 2014 – 2015 REPORTING YEAR:**

- To ensure that schools attempt to contact the graduates they have not heard from near the end of the collection period, the No Information category was relabeled the No Recent Information category, a time parameter was established to determine that any graduate who had not provided recent information be contacted in the final month of the collection period, and a time parameter was established that information received two months prior to graduation or after was considered recent.
- The way to classify graduates whose status changes during the reporting period was outlined.
- The definition of “work authorization” was expanded to specify that it is for the location where the school is located.
- The definition of “MBA-level job” was updated to make clear that the job need not require an MBA.
- Clarification was added to indicate that although job offers do need not always be in writing, the knowledge of the offers needs to be documented by the Career Center.
- The appropriate use of social media as a source of employment information was specified.
- Additional specification was added clarifying that the number of graduates going to a specific industry, function, or geography should reflect graduates accepting, not graduates reporting salary information.
- Schools’ options for classifying students in industries and functions that did not meet minimum data thresholds were illustrated in expanded examples.
- Optional ways to expand the minimum function list were provided.
- Schools’ options for classifying the industry of a company in multiple lines of business were outlined.
- Industry categories were changed slightly, and examples of optional subcategories were added.

### **HISTORY OF THE STANDARDS**

In July 1994, the MBA Employment Statistics Standards Committee was formed at the MBA Career Services & Employer Alliances’s (formerly MBA Career Services Council) inaugural meeting in San Diego, California. Pete League (George Mason University), Glen Payne (University of Maryland) and Jackie Wilbur (Babson College) agreed to lead the effort to conduct a survey of then current reporting practices and report back to the membership at the next meeting in Toronto, Canada in June 1995.

The survey was conducted, and Mr. League and Ms. Wilbur presented a report as requested (Mr. Payne had withdrawn from the committee upon accepting other employment). The survey data indicated a wide variance in how MBA programs reported employment statistics. The data clearly showed that some programs were reporting statistics based upon information provided by as few as 10-20 percent of their graduates. There were no recognized standards nor common definitions (or informal understandings) of the key components of a quality employment report. Additionally, few published reports provided adequate footnotes to enable the reader to understand *exactly* what was being presented.

At the June 1995 Toronto meeting, the committee was expanded and asked to develop specific preliminary reporting recommendations and to submit those recommendations at the June 1996 meeting in Chicago. During the next year, the committee met in Fairfax, Virginia and in Atlanta, Georgia and developed its recommendations. Mr. League (then with the Monterey Institute of International Studies) and Ms. Wilbur (then with Georgetown University) presented a formal report at the June 1996 Chicago meeting. Approximately 25 schools volunteered, as pilot schools, to use the preliminary standards in developing their MBA employment statistics during the next year. The committee was asked to incorporate a number of recommendations, meet again, and report to the MBA Career Services Council Board in December 1996. The Board adopted the committee's recommendations in December 1996.

During the 1997 and 1998 MBA Career Services & Employer Alliance annual meetings, additional membership comments and suggestions were solicited and accepted. The first edition of the reporting standards was adopted in 1999. The second edition, adopted February 2002, is based on feedback from the membership over the previous year and the identification of new situations that arose in the employment market. Modifications were made which addressed both employers' and students' rescission and renegeing of offers, respectively.

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