



2006 - 2007 Alumni Follow-up Survey
Of the
MSA Program

Jamie B. Slater, Ed.D., Director
Ahmed El Gammal, MSA, Research Associate
Katherine H. Clendening, M.A., Research Associate
Organizational Research and Assessment

August, 2007

TABLE OF CONTENTS

Documents

- Alumni Follow-up Survey
- Survey Cover Letter

Data Analysis

- Introduction
- Sample Profile
- Question 1: Student Goals for Their Education
- Question 2: Reasons for Choosing CMU
- Question 3: Quality of Instruction
- Question 4: Alumni Learning Outcomes
- Alumni Employment Outcomes

Data Mining

- “Engaged in Learning; Rewarded in Life”
- MSA Learning Outcomes, by Cluster
- Teaching Effectiveness in the MSA, by Cluster
- Employment Outcomes in the MSA, by Cluster
- Conclusions and Recommendations

Appendix

- Question 1: Other Primary Goals in Attending CMU
- Question 2: Other Reasons for Choosing CMU
- Question 5: Not Employed, Not Seeking Work
- Question 6: Name of Employer and Job Title
- What Services Would You Like to See Offered?
- Other Comments
- Detailed Data Summary

MSA: Alumni Follow-up Survey

NAME _____

E-mail address: _____

PURPOSE OF YOUR CMU EDUCATION

1. What was your PRIMARY GOAL in attending the M.S.A. program at CMU?

(Rank order all that apply: 1 = most important goal; 2 = next most important goal; etc.)

- | | |
|---|--|
| _____ To earn a degree | _____ To prepare for a new career or field of work |
| _____ To get a salary increase | _____ To get a job promotion |
| _____ To improve my skills in my current job or field of work | |
| _____ Other _____ | |

2. Why did you choose CMU, instead of another school?

(Rank order all that apply: 1 = most important reason; 2 = next most important reason; etc.)

- | | |
|---------------------------------|---|
| _____ Cost | _____ Offered desired degree program |
| _____ Convenient location | _____ Services provided |
| _____ Flexibility in scheduling | _____ Credit for previous work through Prior Learning portfolio |
| _____ Other _____ | |

QUALITY OF YOUR CMU EDUCATION

3. During my M.S.A. program, overall, my instructors:

	Strongly Agree	Moderately Agree	Slightly Agree	Slightly Disagree	Moderately Disagree	Strongly Disagree
Understood and respected individual students' differences						
Communicated clear expectations for classes						
Applied course content to real life, especially the workplace						
Used a variety of teaching methods and learning activities						
Encouraged students to be responsible for their own learning						
Helped students achieve course learning objectives						
Challenged students intellectually						
Encouraged students to summarize, synthesize, analyze and apply information						
Provided feedback to help students keep track of their learning						
Chose assessments of students' knowledge which were relevant to course learning objectives						

Continue on Back Page

4. To what extent did your M.S.A. program help you improve your ability to:

	Substantial Improvement	Moderate Improvement	Small Improvement	No Improvement
Apply management perspectives in your workplace				
Use quantitative methods and approaches to solve workplace problems				
Evaluate workplace problems and recommend strategies or tools to address them.				
Take a position on an organizational issue, and defend it both orally and in writing.				
Apply the concepts of finance, as practiced in your employer's organization.				
Apply the concepts of marketing, as practiced in your employer's organization.				
Use information systems to support decision-making.				
Apply principles of good administration in organizations operating in a global environment.				
Integrate computer and production systems into administrative decision making.				
Evaluate how the organization's environment and processes affect the work behavior of employees.				
Understand how legal and political systems impact the operation of organizations.				
Understand how social and economic systems impact the effectiveness of organizations.				
Improve communication of individual and groups within and between organizations.				

EMPLOYMENT

5. I am currently: (check all that apply)

- Employed in a job RELATED to my M.S.A. program On active duty with the U.S. military
 Employed in a job NOT RELATED to my M.S.A. program Continuing my education
 Not employed, but seeking work
 Not employed, not seeking work, because: _____

6. I am employed by:

Name of Employer: _____
 City: _____ State: _____ Zip Code: _____
 Job Title: _____

	YES	NO
Did you obtain your current position because you completed your most recent degree?		
Did you receive a promotion upon completion of your most recent degree?		
Did you receive a raise in income because of your completion of your most recent degree?		
Were you serving in the military while you were taking CMU courses?		

ALUMNI

	YES	NO
Have you participated in CMU alumni events?		
Would you like to be involved in future alumni events?		

What services would you like to see offered to alumni?

CMU's Director of Development would like to contact you regarding your CMU experience. Can he contact you

by: Email: _____ Phone: _____ Please do not contact: _____

Dear _____ (first name) _____:

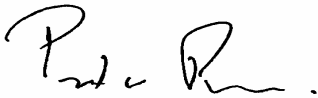
As an alumnus of the Master of Science in Administration program, ***you are the only person*** who can tell us about the impact of your learning experience at Central Michigan University! If we are to maintain our high level of quality in the M.S.A. program, we need your input.

Would you please take a few minutes to help us continue to grow our high quality programs? Please complete the enclosed survey, and use the business reply envelope to return it to us. As our way of thanking you for your participation, when we receive your completed survey, we will place your name in a drawing for ***one of the following***:

- ***300 sweatshirts with CMU Alumni logo***
- ***150 T-shirts with CMU Alumni logo***
- ***50 18-inch Weekender Duffle Bags with CMU logo***

The drawing will take place in May 2007. Please be sure to put your name on the survey to be considered for the drawing.

Thanks very much for your help!



Peter G. Ross, Ph.D.
Director of M.S.A. Program



Merodie A. Hancock, Ph.D.
Vice President/Executive Director
Off-Campus Programs

2006 MSA Alumni Follow-up Survey: Data Analysis

Introduction

During the academic year 2004-05, the CMU Off Campus Programs' Office of Organizational Research & Assessment undertook a process that led to development of the Alumni Follow-up Survey. The process was a highly collaborative one, in which major stakeholders and CMU/OCP staff were asked to assess their needs for data from a survey of alumni. The resulting survey was first administered during 2004-05, and produced satisfactory results. The Office of Organizational Research & Assessment has again administered the Alumni Follow-up Survey to graduate of the Master of Science in Administration program, and has compiled the following analysis of data.

Methodology

In February 2007, the Alumni Follow-up Survey was distributed to 1,998 graduates of the MSA program who completed their degree since 2004. The distribution method chosen was two-pronged:

- For those alumni whose e-mail addresses were known and current, a web-based version of the survey was sent. The Survey Monkey service was used.
- For those alumni whose e-mail addresses were not known, first-class mail was used. A business reply envelope was provided for respondents. The survey instrument and cover letter are included in the Appendix.

This bifurcated distribution method was consciously selected. In so doing, the Office of Organizational Research & Assessment attempted to establish the efficacy of web-based survey distribution, versus that of mailed surveys. Those results will be communicated and published in the near future.

By early May 2007, returned and usable surveys numbered 829, for a strong response rate of 41.5%.

Data were cleaned, and data fields constructed. The resulting database is available in MS Access, MS Excel, and SPSS for individuals who wish to request data not included in this report.

Communication Plan

Prior to data analysis, a communication plan was developed. Various stakeholders were identified who might benefit from receiving all or part of the data analysis:

- MSA Program Director and MSA Council
- CMU/OCP Executive Director & Vice President
- CMU/OCP Enrollment Management
- CMU/OCP Director of Development

- CMU/OCP Program Directors group
- CMU/OCP Product Development unit
- CMU/OCP website, where it will reach alumni, current students, and faculty

Distribution and communication of the data analysis will proceed with the groups and individuals identified.

Sample Profile

Respondents in the sample (n = 829) are representative of the population of MSA alumni, as measured on several variables. For instance, their geographic location and MSA concentration nearly mirror those of the population.

State of Residence	Respondents		Population	
	Count	% of 829	Count	% of 1,998
Michigan	230	27.7%	521	26.1%
Ohio	86	10.4%	220	11.0%
Virginia	77	9.3%	193	9.7%
Georgia	70	8.4%	183	9.2%
Maryland	49	5.9%	106	5.3%
North Carolina	39	4.7%	92	4.6%
New York	28	3.4%	80	4.0%
Tennessee	23	2.8%	58	2.9%
Hawaii	20	2.4%	39	2.0%

MSA Concentration	Respondents		Population	
	Count	% of 829	Count	% of 1,998
General Administration	249	30.0%	588	29.4%
Human Resources Administration	203	24.5%	474	23.7%
Health Services Administration	151	18.2%	343	17.2%
Information Resource Management	61	7.4%	190	9.5%
Leadership	76	9.2%	152	7.6%
Public Administration	51	6.2%	142	7.1%
Software Engineering Administration	14	1.7%	67	3.4%
International Administration	16	1.9%	42	2.1%

Of 829 respondents, it was possible to match 821 on demographic variables. In terms of year of degree completion, gender, and age, the sample is a near reflection of the population.

Characteristic	Respondents		Population	
	Count	Percent	Count	Percent
Year of Degree Completion:				
2000	2	0.2%	3	0.2%
2002	2	0.2%	7	0.4%
2003	5	0.6%	11	0.6%
2004	561	68.3%	1,386	69.4%
2005	251	30.6%	582	29.1%
Gender:				
Female	441	53.2%	1,087	54.4%
Male	379	45.7%	909	45.5%
Age:				
< 30	47	5.8%	114	5.8%
30 – 34	103	12.8%	285	14.5%
35 – 39	171	21.3%	437	22.3%
40 – 44	169	21.0%	416	21.2%
45 – 49	137	17.0%	316	16.1%
50 – 54	103	12.8%	230	11.7%
55 – 59	60	7.5%	129	6.6%
60+	14	1.7%	34	1.7%

The sample encompassed 223 students who served in the U.S. military forces while taking MSA coursework (28.1%).

	YES		NO	
	Count	%	Count	%
Were you serving in the military while you were taking CEL courses?	223	28.1	572	71.9

The respondents' ethnic groups were identified and they largely reflected the population.

Ethnicity	Respondents		Population	
	Count	% of 829	Count	% of 1998
Caucasian	383	46.2%	828	41.4%
African American	264	31.8%	753	37.7%
Hispanic	26	3.1%	56	2.8%
Asian or Pacific Islander	14	1.7%	49	2.5%
International Program Student	12	1.4%	49	2.5%
Native American or Alaskan Native	9	1.1%	19	1.0%
Non-USA in CEL Program	4	0.5%	13	0.7%
Unknown	117	14.1%	231	11.6%

Question 1: Student Goals for Their Education

Respondents were emphatic in their goal statement for their MSA education: **To earn the degree**. Nearly two-fifths stated that goal as either most important or second most important; no other goal statement was close. What does that mean about student motivation in choosing the CMU MSA program? While the statement itself – **to earn a degree** – is a bit ambiguous, one cannot help but connect it to the well-worn phrase, “I need the piece of paper.” MSA students may well believe that they need the degree, and the MSA “fills the bill”. The goal **skills improvement** was cited by 20% as very important. Other goals – **salary increase, new career, job promotion** – were identified as less important more often than they are designated as most important.

	Most Important or 2 nd Most Important		3 rd Most Important- Least Important		Not a Goal	
	Count	% of 1,753	Count	% of 1,311	Count	% of 1,910
To earn a degree	649	37.0%	103	7.9%	77	4.0%
To get a salary increase	210	12.0%	337	25.7%	282	14.8%
To improve my skills in my current job or field of work	351	20.0%	261	19.9%	217	11.4%
To prepare for a new career or field of work	273	15.6%	263	20.1%	293	15.3%
To get a job promotion	224	12.8%	305	23.3%	300	15.7%
Other	46	2.6%	42	3.2%	741	38.8%
TOTALS	1,753	100.0%	1,311	100.0%	1,910	100.0%

These findings differed somewhat by MSA concentration, as shown in the table below:

“Primary Goal in attending the MSA program at CMU” – Responses of “most important” or “2nd most important”	General Admin (n=249)		HR Admin (n=203)		Health Svcs Admin (n=151)		Info Resource Admin (n=61)		Leadership (n=76)	
	Freq	% of 249	Freq	% of 203	Freq	% of 151	Freq	% of 61	Freq	% of 76
To earn a degree	199	79.9%	160	78.8%	114	75.5%	48	78.7%	58	76.3%
To get a salary increase	61	24.5%	44	21.7%	52	34.4%	16	26.2%	17	22.4%
To improve my skills in my current job/field of work	105	42.2%	84	41.4%	67	44.4%	23	37.7%	37	48.7%
To get a job promotion	66	26.5%	44	21.7%	53	35.1%	24	39.3%	15	19.7%
To prepare for a new career/field of work	69	27.7%	85	41.9%	52	34.4%	19	31.1%	18	23.7%
Other	15	6.0%	11	5.4%	4	2.6%	5	8.2%	5	6.6%

(Please see the end of this section for SPSS output)

Because of the large differences in numbers of respondents across the concentrations, only the five concentrations with the most returned surveys were used in the analysis above. For the following analysis, the six **primary goal** fields were recoded as individual dummy variables, with “1” meaning “rated most important or second most important”, or “0”. Cross-tabulations were performed using X^2 analysis to determine observed and expected values, and possible differences between them. Differences that reached statistical significance are reported below. SPSS output is included in the Appendix.

- Health Service Administration concentration alumni may see their primary goals in a somewhat different light than those in other concentrations. A higher proportion of those alumni were focused more than expected upon **“to get a salary increase”** and **“to get a job promotion”**.
- Information Resource Administration alumni were the most likely to state **“to get a job promotion”** as a primary goal.
- General Administration concentration alumni were the least likely to state **“to prepare for a new career or field of work”** as the primary goal.
- Human Resources Administration alumni cited **“to get a salary increase”** and **“to get a job promotion”** as their primary goals less frequently than other alumni respondents. Moreover, they cited **“to prepare for a new career or field of work”** as their primary goal more frequently than others.
- Leadership concentration alumni were the least likely to state **“to prepare for a new career or field of work”** and **“to get a job promotion”** as their primary goal.

SPSS Output

Question 1: Primary Goals in Attending MSA Program at CMU

		Concen_Recode					Total
		GA	HR	HS	IR	LA	
To get a salary increase	Count	191	162	101	45	58	557
	Expected Count	187.9	153.6	114.1	45.5	55.9	557.0
	% within SALINCR	34.3%	29.1%	18.1%	8.1%	10.4%	100.0%
	% within Concen_Recode	75.8%	78.6%	66.0%	73.8%	77.3%	74.6%
	% of Total	25.6%	21.7%	13.5%	6.0%	7.8%	74.6%
Most Important Goal And 2 nd Most Important Goal	Count	61	44	52	16	17	190
	Expected Count	64.1	52.4	38.9	15.5	19.1	190.0
	% within SALINCR	32.1%	23.2%	27.4%	8.4%	8.9%	100.0%
	% within Concen_Recode	24.2%	21.4%	34.0%	26.2%	22.7%	25.4%
	% of Total	8.2%	5.9%	7.0%	2.1%	2.3%	25.4%
Total	Count	252	206	153	61	75	747
	Expected Count	252.0	206.0	153.0	61.0	75.0	747.0
	% within SALINCR	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%
	% within Concen_Recode	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.228(a)	4	.084
Likelihood Ratio	7.945	4	.094
Linear-by-Linear Association	.506	1	.477
N of Valid Cases	747		

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.52.

		Concen_Recode					Total
		GA	HR	HS	IR	LA	
To get a job promotion	Count	185	163	99	37	60	544
	Expected Count	183.5	150.0	111.4	44.4	54.6	544.0
	% within PROMO	34.0%	30.0%	18.2%	6.8%	11.0%	100.0%
	% within Concen_Recode	73.4%	79.1%	64.7%	60.7%	80.0%	72.8%
	% of Total	24.8%	21.8%	13.3%	5.0%	8.0%	72.8%
Most Important Goal and 2 nd Most Important Goal	Count	67	43	54	24	15	203
	Expected Count	68.5	56.0	41.6	16.6	20.4	203.0
	% within PROMO	33.0%	21.2%	26.6%	11.8%	7.4%	100.0%
	% within Concen_Recode	26.6%	20.9%	35.3%	39.3%	20.0%	27.2%
	% of Total	9.0%	5.8%	7.2%	3.2%	2.0%	27.2%
Total	Count	252	206	153	61	75	747
	Expected Count	252.0	206.0	153.0	61.0	75.0	747.0
	% within PROMO	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%
	% within Concen_Recode	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.789(a)	4	.003
Likelihood Ratio	15.550	4	.004
Linear-by-Linear Association	.646	1	.422
N of Valid Cases	747		

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 16.58.

		Concen_Recode					Total
		GA	HR	HS	IR	LA	
To prepare for a new career or field of work	Count	181	121	101	42	57	502
	Expected Count	169.3	138.4	102.8	41.0	50.4	502.0
	% within CAREER	36.1%	24.1%	20.1%	8.4%	11.4%	100.0%
	% within Concen_Recode	71.8%	58.7%	66.0%	68.9%	76.0%	67.2%
	% of Total	24.2%	16.2%	13.5%	5.6%	7.6%	67.2%
Most Important Goal and 2 nd Most Important Goal	Count	71	85	52	19	18	245
	Expected Count	82.7	67.6	50.2	20.0	24.6	245.0
	% within CAREER	29.0%	34.7%	21.2%	7.8%	7.3%	100.0%
	% within Concen_Recode	28.2%	41.3%	34.0%	31.1%	24.0%	32.8%
	% of Total	9.5%	11.4%	7.0%	2.5%	2.4%	32.8%
Total	Count	252	206	153	61	75	747
	Expected Count	252.0	206.0	153.0	61.0	75.0	747.0
	% within CAREER	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%
	% within Concen_Recode	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.947(a)	4	.018
Likelihood Ratio	11.916	4	.018
Linear-by-Linear Association	.254	1	.614

N of Valid Cases	747
------------------	-----

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 20.01.

Question 2: Reasons For Choosing CMU

Overall, two reasons emerged as clearly important to MSA alumni – “**convenient location**” and “**flexibility in scheduling**”. One other – “**offered desired degree program**” – was cited by about one-fifth of MSA alumni as very important. Perhaps surprisingly, “**cost**” was a distant fourth.

	Most Important or 2 nd Most Important		3 rd Most Important- Least Important		Not a Reason	
	Count	% of 1,850	Count	% of 1,645	Count	% of 2,308
Cost	219	11.8%	359	21.8%	251	10.9%
Convenient location	573	31.0%	178	10.8%	78	3.4%
Flexibility in scheduling	494	26.7%	223	13.6%	112	4.9%
Offered desired degree program	364	19.7%	263	16.0%	202	8.8%
Services provided	94	5.1%	327	19.9%	408	17.7%
Credit for previous work through Prior Learning portfolio	61	3.3%	269	16.4%	499	21.6%
Other	45	2.4%	26	1.6%	758	32.8%
TOTALS	1,850	100.0%	1,645	100.0%	2,308	100.0%

As in question 1, the alumnus’ reasons for choosing CMU differed somewhat by concentration. A similar procedure was used to construct dummy variables, perform cross-tabulations and test observed and expected values using X² analysis. Statistically significant differences are reported below.

“Why did you choose CMU instead of another school” – Responses of “most important” or “2 nd most important”	General Admin (n = 249)		HR Admin (n = 203)		Health Svcs Admin (n = 151)		Info Resource Admin (n = 61)		Leadership (n=76)	
	Freq	% of 249	Freq	% of 203	Freq	% of 151	Freq	% of 61	Freq	% of 76
Cost	56	22.5%	51	25.1%	55	36.4%	17	27.9%	20	26.3%
Convenient location	175	70.3%	144	70.9%	95	62.9%	48	78.7%	55	72.4%
Flexibility in scheduling	146	58.6%	122	60.1%	96	63.6%	33	54.1%	40	52.6%
Offered desired degree program	93	37.3%	102	50.2%	72	47.7%	23	37.7%	35	46.1%
Services provided	32	12.9%	21	10.3%	18	11.9%	13	21.3%	5	6.6%
Credit for previous work thru Prior Learning portfolio	21	8.4%	11	5.4%	9	6.0%	7	11.5%	8	10.5%
Other	22	8.8%	10	4.9%	4	2.6%	2	3.3%	3	3.9%

(Please see the end of this section for SPSS output)

Differences that reached statistical significance include:

- General Administration alumni were less likely than alumni of other MSA concentrations to state that **“cost”** and **“offered desired degree program”** was the reason they chose CMU.
- Human Resource Administration alumni cited **“services provided”** less frequently than other concentration as the over-riding factor in their decision. Moreover, they were more likely than other alumni to cite **“offered desired degree program”** as motivating their choice.
- Health Service Administration alumni were the most likely to cite **“Cost”** and **“Offered desired degree program”** as the primary reason they chose CMU.
- Information Resource Administration alumni were most likely than other alumni to cite **“services provided”** as very important in their decision, and the less likely to cite **“offered desired degree program”**.
- Leadership Administration alumni were the least likely to cite **“services”** as the most important factor in their decision, and more likely than other alumni to see **“offered desired degree program”** as the motivating factor

SPSS Output

Question 2: Reasons for Choosing CMU

		Concen_Recode					Total	
		GA	HR	HS	IR	LA		
COST	0	Count	196	155	97	44	55	547
		Expected Count	184.5	150.8	112.0	44.7	54.9	547.0
		% within COST	35.8%	28.3%	17.7%	8.0%	10.1%	100.0%
		% within Concen_Recode	77.8%	75.2%	63.4%	72.1%	73.3%	73.2%
		% of Total	26.2%	20.7%	13.0%	5.9%	7.4%	73.2%
	Most Important Reason and 2 nd Most Important Reason	Count	56	51	56	17	20	200
		Expected Count	67.5	55.2	41.0	16.3	20.1	200.0
		% within COST	28.0%	25.5%	28.0%	8.5%	10.0%	100.0%
		% within Concen_Recode	22.2%	24.8%	36.6%	27.9%	26.7%	26.8%
		% of Total	7.5%	6.8%	7.5%	2.3%	2.7%	26.8%
Total		Count	252	206	153	61	75	747
		Expected Count	252.0	206.0	153.0	61.0	75.0	747.0
		% within COST	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%
		% within Concen_Recode	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.665(a)	4	.031
Likelihood Ratio	10.302	4	.036
Linear-by-Linear Association	3.125	1	.077
N of Valid Cases	747		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 16.33.

			Concen_Recode					Total
			GA	HR	HS	IR	LA	
PROGRAM	0	Count	158	103	82	38	41	422
		Expected Count	142.4	116.4	86.4	34.5	42.4	422.0
		% within PROGRAM	37.4%	24.4%	19.4%	9.0%	9.7%	100.0%
		% within Concen_Recode	62.7%	50.0%	53.6%	62.3%	54.7%	56.5%
		% of Total	21.2%	13.8%	11.0%	5.1%	5.5%	56.5%
Most Important Reason and 2 nd Most Important Reason		Count	94	103	71	23	34	325
		Expected Count	109.6	89.6	66.6	26.5	32.6	325.0
		% within PROGRAM	28.9%	31.7%	21.8%	7.1%	10.5%	100.0%
		% within Concen_Recode	37.3%	50.0%	46.4%	37.7%	45.3%	43.5%
		% of Total	12.6%	13.8%	9.5%	3.1%	4.6%	43.5%
Total		Count	252	206	153	61	75	747
		Expected Count	252.0	206.0	153.0	61.0	75.0	747.0
		% within PROGRAM	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%
		% within Concen_Recode	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.942(a)	4	.063
Likelihood Ratio	8.974	4	.062
Linear-by-Linear Association	.957	1	.328
N of Valid Cases	747		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 26.54.

		Concen_Recode					Total
		GA	HR	HS	IR	LA	
SERVICES 0	Count	220	185	135	48	70	658
	Expected Count	222.0	181.5	134.8	53.7	66.1	658.0
	% within SERVICES	33.4%	28.1%	20.5%	7.3%	10.6%	100.0%
	% within Concen_Recode	87.3%	89.8%	88.2%	78.7%	93.3%	88.1%
	% of Total	29.5%	24.8%	18.1%	6.4%	9.4%	88.1%
Most Important Reason and 2 nd Most Important Reason	Count	32	21	18	13	5	89
	Expected Count	30.0	24.5	18.2	7.3	8.9	89.0
	% within SERVICES	36.0%	23.6%	20.2%	14.6%	5.6%	100.0%
	% within Concen_Recode	12.7%	10.2%	11.8%	21.3%	6.7%	11.9%
	% of Total	4.3%	2.8%	2.4%	1.7%	.7%	11.9%
Total	Count	252	206	153	61	75	747
	Expected Count	252.0	206.0	153.0	61.0	75.0	747.0
	% within SERVICES	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%
	% within Concen_Recode	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.832(a)	4	.098
Likelihood Ratio	7.339	4	.119
Linear-by-Linear Association	.050	1	.824
N of Valid Cases	747		

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.27.

Question 3: Quality of Teaching

On ten different measures of teaching effectiveness, MSA alumni overwhelmingly agree that their instructors were supportive, knowledgeable, and effective in their courses. Alumni responded between 86.6% and 97.0% that they “strongly agree or somewhat agree” to statements that directly reflect the ProfEd Maximizing Learning Principles. Mean scores and standard deviations indicate that, as a group, alumni were consistent in their responses. Not one mean score fell below the “somewhat agree” level, and standard deviations were not high.

	Strongly Agree/ Somewhat Agree		Descriptive Stats (6-pt. scale)	
	Count	Valid %	Mean	Std Dev
Understood and respected individual students' differences	797	97.0%	5.63	0.674
Communicated clear expectations for classes	791	96.5%	5.58	0.670
Applied course content to real life, especially the workplace	763	92.9%	5.52	0.746
Used a variety of teaching methods and learning activities	748	91.2%	5.45	0.752
Encouraged students to be responsible for their own learning	761	93.1%	5.52	0.773
Helped students achieve course learning objectives	757	92.3%	5.45	0.755
Challenged students intellectually	733	89.4%	5.41	0.829
Encouraged students to summarize, synthesize, analyze and apply information	735	89.5%	5.43	0.808
Provided feedback to help students keep track of their learning	709	86.6%	5.30	0.851
Chose assessments of students' knowledge which were relevant to course learning objectives	726	88.7%	5.33	0.776

The level of agreement among MSA alumni was such that only one statistically significant difference between concentrations was found. That difference is noted with highlighting in the appropriate cells of the table below.

Health Services Administration alumni were less likely to agree that their instructors help students achieve course objective. (Please see the end of this section for SPSS output)

“During my MSA program, overall, my instructors:” (Responses of “strongly agree” and “somewhat agree”)	General Admin (n = 249)		Human Resources Admin (n = 203)		Health Svc Admin (n = 151)		Information Resource Admin (n = 61)		Leadership (n=76)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
	Understood and respected individual students' differences	244	98.0	197	97.0	146	96.7	60	98.4	73
Communicated clear expectations for classes	241	96.8	195	96.1	148	98.0	57	93.4	74	97.4
Applied course content to real life, especially the workplace	236	94.8	184	90.6	141	93.4	56	91.8	74	97.4
Used a variety of teaching methods and learning activities	236	94.8	182	89.7	135	89.4	56	91.8	69	90.8
Encouraged students to be responsible for their own learning	233	93.6	189	93.1	140	92.7	58	95.1	70	92.1
Helped students achieve course learning objectives	236	94.8	189	93.1	132	87.4	59	96.7	72	94.7
Challenged students intellectually	225	90.4	186	91.6	133	88.1	56	91.8	66	86.8
Encouraged students to summarize, synthesize, analyze and apply information	231	92.8	181	89.2	133	88.1	53	86.9	66	86.8
Provided feedback to help students keep track of their learning	217	87.1	175	86.2	133	88.1	55	90.2	65	85.5
Chose assessments which were relevant to course learning objectives	221	88.8	181	89.2	135	89.4	53	86.9	68	89.5

SPSS Output

Question 3: Quality of Teaching

		Concen_Recode					Total	
		GA	HR	HS	IR	LA		
OBJECTIV	0	Count	14	16	20	2	4	56
		Expected Count	18.9	15.4	11.5	4.6	5.6	56.0
		% within OBJECTIV	25.0%	28.6%	35.7%	3.6%	7.1%	100.0%
		% within Concen_Recode	5.6%	7.8%	13.1%	3.3%	5.3%	7.5%
		% of Total	1.9%	2.1%	2.7%	.3%	.5%	7.5%
Strongly Agree or Somewhat Agree		Count	238	190	133	59	71	691
		Expected Count	233.1	190.6	141.5	56.4	69.4	691.0
		% within OBJECTIV	34.4%	27.5%	19.2%	8.5%	10.3%	100.0%
		% within Concen_Recode	94.4%	92.2%	86.9%	96.7%	94.7%	92.5%
		% of Total	31.9%	25.4%	17.8%	7.9%	9.5%	92.5%
Total		Count	252	206	153	61	75	747
		Expected Count	252.0	206.0	153.0	61.0	75.0	747.0
		% within OBJECTIV	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%
		% within Concen_Recode	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.320(a)	4	.035
Likelihood Ratio	9.733	4	.045
Linear-by-Linear Association	.135	1	.714
N of Valid Cases	747		

a. 1 cells (10.0%) have expected count less than 5. The minimum expected count is 4.57.

Question 4: Quality of Learning

Subjects were presented with seven questions that directly reflect the MSA program learning outcomes. These questions posed a choice of “levels of improvement” in the alumnus’ learning in each objective. (Each concentration has its own learning objectives. Likewise, they were developed as questions, and included in the question #4 matrix. See the Appendix for analysis of concentration objectives.)

Between 62.3% and 88.9% of alumni stated they had experienced “substantial improvement” or “moderate improvement” in their understanding of these objectives during their MSA program. On a scale 1 (no improvement) – 4 (substantial improvement), no mean score fell below 2.72 (between “small” and “moderate” improvement), and standard deviations were not large.

To what extent did your program help improve your ability to:	Stated “Substantial” or “Moderate” Improvement		Descriptive Statistics	
	Count	Valid %	Mean	Std Dev
Apply management perspectives in your workplace	724	88.9%	3.31	0.728
Use quantitative methods and approaches to solve workplace problems	648	79.2%	3.11	0.814
Evaluate workplace problems and recommend strategies or tools to address them	699	85.9%	3.30	0.782
Take a position on an organizational issue, and defend it both orally and in writing	667	82.1%	3.24	0.850
Apply the concepts of finance, as practiced in your employer’s organization.	526	65.6%	2.79	0.943
Apply the concepts of marketing, as they relate to your employer’s organization.	489	62.3%	2.72	0.972
Use information systems to support decision-making	598	74.1%	3.00	0.923

Statistically significant differences between alumni responses in various concentrations were negligible, reflecting the relatively low standard deviations.

To what extent did your program help improve your ability to: (Stated “substantial” or “moderate” improvement)	General Admin (n = 249)		HR Admin (n = 203)		Health Svcs Admin (n = 151)		Info Resource Admin (n = 61)		Leadership (n=76)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
	Apply management perspectives in your workplace	224	90.0	178	87.7	136	90.1	54	88.5	66
Use quantitative methods and approaches to solve workplace problems	194	77.9	159	78.3	125	82.8	47	77.0	61	80.3
Evaluate workplace problems; recommend strategies/tools to address them	213	85.5	176	86.7	131	86.8	52	85.2	63	82.9
Take a position on an organizational issue, and defend it both orally and in writing	202	81.1	166	81.8	127	84.1	44	72.1	60	78.9
Apply the concepts of finance, as practiced in your employer’s organization.	157	63.1	131	64.5	110	72.8	37	60.7	46	60.5
Apply the concepts of marketing, as they relate to your employer’s organization.	150	60.2	122	60.1	102	67.5	34	55.7	41	53.9
Use information systems to support decision-making	184	73.9	145	71.4	116	76.8	49	80.3	49	64.5

Alumni Employment Outcomes

Nearly three-fifths of all MSA alumni are currently employed in a job that is related to their MSA program. More than one-fourth is employed in a position unrelated to their MSA work.

(Please see appendix for names of employers and job titles)

I am currently: (check all that apply)	YES	
	Count	%
Employed in a job RELATED to my MSA program	485	58.5%
Employed in a job NOT RELATED to my MSA program	212	25.6%
On active duty with the U.S. military	122	14.7%
Continuing my education	76	9.1%
Not employed, but seeking work	19	2.3%
Not employed, not seeking work, because	30	3.6%

These findings do not vary much by MSA concentration. The only statistically significant findings of differences between groups are as follows:

- Health Services Administration alumni and Information Resource Administration alumni appear to have the highest rate of **job related employment**, and General Administration alumni and Human Resources Administration the lowest.
- Leadership alumni maintain the highest rate of **“on active duty with the U.S. military”** and Health Services Administration alumni the lowest.

(Please see the end of this section for SPSS output)

I am currently:	General Admin (n = 249)		HR Admin (n = 203)		Health Svcs Admin (n = 151)		Info Resource Admin (n = 61)		Leadership (n=76)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Employed in a job RELATED to my MSA program	139	55.8	110	54.2	102	67.5	41	67.2	46	60.5
Employed in a job NOT RELATED to my MSA program	66	26.5	56	27.6	35	23.2	15	24.6	12	15.8
On active duty with the U.S. military	41	16.5	32	15.8	9	6.0	11	18.0	18	23.7
Continuing my education	22	8.8	20	9.9	12	7.9	8	13.1	2	2.6
Not employed, but seeking work	7	2.8	6	3.0	3	2.0	2	3.3	0	0.0
Not employed, not seeking work	8	3.2	8	3.9	8	5.3	2	3.3	1	1.3

CMU's MSA alumni have seen success in the most sought-after job outcomes: promotions, salary increases, and better jobs. More than one-third of MSA alumni indicate a raise in income because of degree completion; more than one-fifth have received a promotion; 27.9% landed their job because of the MSA degree.

	YES		NO	
	Count	%	Count	%
Did you obtain your current position because you completed your most recent degree?	222	27.9%	574	72.1%
Did you receive a promotion upon completion of your most recent degree?	177	22.3%	617	77.7%
Did you receive a raise in income because of your completion of your most recent degree?	269	33.6%	531	66.4%

Alumni Participation

There appears to be a very large difference between those alumni who have participated in alumni events (**6.5%**), and those who state they would like to (**46.1%**).

	YES		NO	
	Count	%	Count	%
Have you participated in CMU alumni events?	53	6.5%	761	93.5%
Would you like to be involved in future alumni events?	359	46.1%	420	53.9%

SPSS Output

Employment

		Concen_Recode					Total	
		GA	HR	HS	IR	LA		
Employed in a job related to my MSA program	0	Count	112	94	50	20	30	306
		Expected Count	103.2	84.4	62.7	25.0	30.7	306.0
		% within RELATE	36.6%	30.7%	16.3%	6.5%	9.8%	100.0%
		% within Concen_Recode	44.4%	45.6%	32.7%	32.8%	40.0%	41.0%
		% of Total	15.0%	12.6%	6.7%	2.7%	4.0%	41.0%
Yes		Count	140	112	103	41	45	441
		Expected Count	148.8	121.6	90.3	36.0	44.3	441.0
		% within RELATE	31.7%	25.4%	23.4%	9.3%	10.2%	100.0%
		% within Concen_Recode	55.6%	54.4%	67.3%	67.2%	60.0%	59.0%
		% of Total	18.7%	15.0%	13.8%	5.5%	6.0%	59.0%
Total		Count	252	206	153	61	75	747
		Expected Count	252.0	206.0	153.0	61.0	75.0	747.0
		% within RELATE	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%
		% within Concen_Recode	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.175(a)	4	.057
Likelihood Ratio	9.306	4	.054
Linear-by-Linear Association	3.753	1	.053
N of Valid Cases	747		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 24.99.

On Active Duty with the U.S. Military

		Concen_Recode					Total	
		GA	HR	HS	IR	LA		
ACTIVEDUTY	0	Count	211	175	143	50	57	636
		Expected Count	214.6	175.4	130.3	51.9	63.9	636.0
		% within ACTIVEDUTY	33.2%	27.5%	22.5%	7.9%	9.0%	100.0%
		% within Concen_Recode	83.7%	85.0%	93.5%	82.0%	76.0%	85.1%
		% of Total	28.2%	23.4%	19.1%	6.7%	7.6%	85.1%
Yes		Count	41	31	10	11	18	111
		Expected Count	37.4	30.6	22.7	9.1	11.1	111.0
		% within ACTIVEDUTY	36.9%	27.9%	9.0%	9.9%	16.2%	100.0%
		% within Concen_Recode	16.3%	15.0%	6.5%	18.0%	24.0%	14.9%
		% of Total	5.5%	4.1%	1.3%	1.5%	2.4%	14.9%
Total		Count	252	206	153	61	75	747
		Expected Count	252.0	206.0	153.0	61.0	75.0	747.0
		% within ACTIVEDUTY	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%
		% within Concen_Recode	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	33.7%	27.6%	20.5%	8.2%	10.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.219(a)	4	.007
Likelihood Ratio	15.414	4	.004
Linear-by-Linear Association	.422	1	.516
N of Valid Cases	747		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.06.

Data Mining

“Engaged in Learning; Rewarded in Life”	page 29
MSA Learning Outcomes, by Cluster	page 31
Teaching Effectiveness in the MSA, by Cluster	page 34
Employment Outcomes in the MSA, by Cluster	page 34
Conclusions and Recommendations	page 36

Data Mining: “Engaged in Learning; Rewarded in Life”

While descriptive statistics and tests of significant differences were informative, overall commonalities and/or profiles did not emerge satisfactorily from those “first-level” statistical manipulations. It was decided to undertake data mining of the sample of MSA alumni responses.

Using the categorical variables (“dummy variables”) resulting from previous re-codes of questions 3 and 4, a Two Step Cluster Analysis was performed in SPSS. This procedure is an exploratory tool designed to reveal natural groupings (or clusters) within a data set that would otherwise not be apparent. The technique produced clusters of cases (MSA alumni).

Using Schwarz’s Bayesian Criterion (BIC) for clustering, the number of resulting clusters was left to the procedure to determine. Variable importance measures were requested, to be tested using X^2 analysis, with a 95% confidence interval. Variables that were not statistically significant at the specified confidence level were identified. Descriptive statistics were requested for each cluster, and for each variable in the cluster. Cluster membership variables were created, such that further manipulations could be performed.

The Clusters

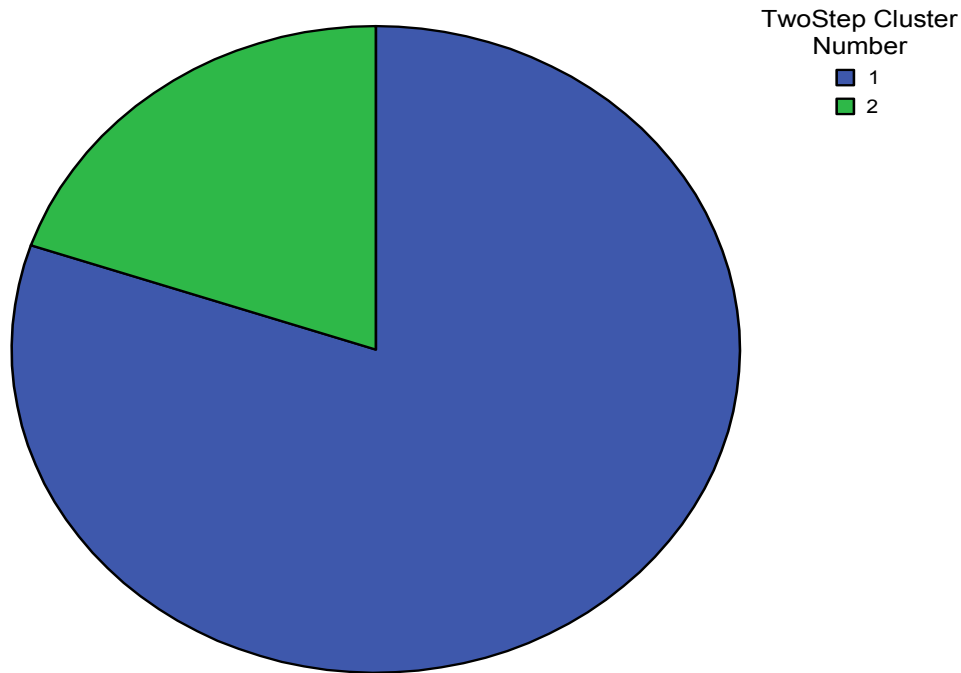
Two clusters emerged from the SPSS routine, with the following distributions:

Cluster Distribution

	N	% of Combined	% of Total
Cluster 1	665	80.2%	80.2%
Cluster 2	164	19.8%	19.8%
Combined	829	100.0%	100.0%
Total	829		100.0%

Thus, 100% of the 829 surveys in the sample were assigned to Cluster 1 or Cluster 2 by SPSS. The larger Cluster 1 was comprised of 665 surveys (cases). Both clusters are depicted in the pie chart shown on the following page.

Cluster Size



Cluster 1: “Engaged in Learning; Rewarded in Life”
Cluster 2: “Less Engaged; Less Satisfied”

At 665 respondents, Cluster 1 is four times the size of Cluster 2 (164 respondents) and represents about four-fifths (80.2%) of all MSA alumni respondents.

Cluster 1 is entitled “Engaged in Learning; Rewarded in Life”; Cluster 2 is entitled “Less Engaged; Less Satisfied” These titles are characterizations of the attitudes, opinions, and self-reports expressed by cluster members with regard to learning in the MSA program’s major outcomes, classroom instruction, and employment outcomes.

Although the clusters are similar in some ways – for instance, a clear majority of both groups cited “to earn a degree” as their main goal (78.9% for cluster 1 and 75.6% for cluster 2) – cluster members differentiated themselves in the following specific ways:

Learning in MSA program outcomes

- “Engaged” cluster members averaged **47.2 percentage points** higher than the “Less Engaged” cluster members on these questions.
- “Engaged” cluster responses of “substantial improvement” or “moderate improvement” to these questions averaged **84.3%**; “Less Engaged” cluster responses of “substantial/moderate improvement” to averaged **37.1%**.

MSA “Quality of Learning” Questions, by Cluster

To what extent did your MSA program help you improve your ability to: (Responses of “substantial improvement” or “moderate improvement” only)	<u>Cluster 1:</u> “Engaged in Learning; Rewarded in Life”		<u>Cluster 2:</u> “Less Engaged; Less Satisfied”	
	Count	% of 665	Count	% of 164
MSA Program Outcomes:				
Apply management perspectives in your workplace	633	95.2%	91	55.5%
Use quantitative methods and approaches to solve workplace problems	585	88.0%	63	38.4%
Evaluate workplace problems and recommend strategies or tools to address them	622	93.5%	77	47.0%
Take a position on an organizational issue and defend it both orally and in writing	592	89.0%	75	45.7%
Apply the concepts of finance as practiced in your employer’s organization.	490	73.7%	36	22.0%
Apply the concepts of marketing as they relate to your employer’s organization	461	69.3%	28	17.1%
Use information systems to support decision-making	542	81.5%	56	34.1%

The greatest difference between the two clusters was in their self-reported level of learning. (All differences rose to the level of statistical significance.) The seven statements presented to respondents in the matrix are, in fact, the MSA program’s learning outcomes, and reflect learning expectations of all MSA students.

Specific MSA concentration learning outcomes were not included in the overall cluster analysis, because, of course, they differ between concentrations. As a confirmatory analysis, each concentration’s learning outcomes were broken out by cluster. They appear in the table below. The results of this analysis appear to confirm the data from MSA program outcomes – that is, the “Engaged” cluster members felt much more positive about their learning in the MSA concentration

MSA Concentration Learning Outcomes, by Cluster Membership

To what extent did your MSA program help you improve your ability to: (Responses of “substantial improvement” or “moderate improvement” only)

	<u>Cluster 1:</u> “Engaged in Learning; Rewarded in Life”		<u>Cluster 2:</u> “Less Engaged; Less Satisfied”	
	Count	Valid %	Count	Valid %
General Administration				
Apply principles of good administration in organizations operating in a global environment	183	85.1	18	48.6
Integrate computer and production systems into administrative decision making	141	65.6	15	40.5
Evaluate how the organization’s environment and processes affect the work behavior of employees	190	88.4	15	40.5
Understand how legal and political systems impact the operation of organizations	165	76.7	21	56.8
Understand how social and economic systems impact the effectiveness of organizations	182	84.7	20	54.1
Improve communication of individual and groups within and between organizations	192	89.3	20	54.1
Human Resource Administration				
Understand the theory and practices of human resource administration	162	98.8	24	57.1
Utilize the principles of collective bargaining, labor law and negotiations in your organization	130	79.3	12	28.6
Utilize negotiation skills in labor and employee relations	128	78.0	14	33.3
Make staffing decisions using a range of evaluative measures such as compensation, economics, personnel psychology	142	86.6	14	33.3
Health Services Administration				
Understand the role of directors, administrators and supervisors in health services organizations	118	96.7	22	71.0
Utilize the broad range of skills required for directors, administrators and supervisors	115	94.3	14	45.2
Apply financial analysis to decision-making in health services organizations	102	83.6	14	45.2
Understand legal decisions appropriate to health services administration	116	95.1	19	61.3
Information Resource Administration				
Comprehensive administration of information systems in your organization	45	91.8	5	41.7
Identify and select appropriate solutions to information administration in your organization	43	87.8	4	33.3
Apply systems analysis and design to administering information in your organization	45	91.8	6	50.0
Leadership				
Apply your knowledge and skills in the area of leadership	57	95.0	11	73.3
Apply the principal of group dynamics in your organization	58	96.7	12	80.0
Facilitate organizational change	51	85.0	8	53.3
Manage conflict in your organization	53	88.3	10	66.7
Apply the principles of negotiation within your organization	50	83.3	9	60.0
Enhance cultural diversity and community in you organization	41	68.3	5	33.3

Teaching Effectiveness

- “Engaged” cluster members averaged **37.8 percentage points** higher than the “Less Engaged” cluster members on these questions.
- “Engaged” cluster responses of “strongly agree” or “agree” to these questions averaged **98.2%**.
- “Less Engaged” cluster responses of “strongly agree” or “agree” to these questions averaged **60.4%**

“During my MSA program, overall, my instructors: (Responses of “Strongly agree” or “Somewhat agree” only)	Cluster 1: “Engaged in Learning; Rewarded in Life”		Cluster 2: “Less Engaged; Less Satisfied”	
	Count	% of 665	Count	% of 164
Maximizing Learning Principles				
Understood and respected individual students’ differences	662	99.5%	135	82.3%
Communicated clear expectations for classes	662	99.5%	129	78.7%
Applied course content to real list, especially the workplace	654	98.3%	109	66.5%
Used a variety of teaching methods and learning activities	651	97.9%	97	59.1%
Encouraged students to be responsible for their own learning	652	98.0%	109	66.5%
Helped students achieve course learning objectives	656	98.6%	101	61.6%
Challenged students intellectually	649	97.6%	84	51.2%
Encouraged students to summarize, synthesize, analyze and apply information	656	98.6%	79	48.2%
Provided feedback to help students keep track of their learning	640	96.2%	69	42.1%
Chose assessments of students’ knowledge which were relevant to course learning objectives	647	97.3%	79	48.2%

Employment Outcomes

- More than three-fifths (**60.6%**) of the “Engaged” cluster members reported working in a job related to their MSA degree. Moreover, half (**50.0%**) of the “Less Engaged” cluster members reported the same.
- Employment “rewards” for degree completion accrued to the “Engaged” cluster members at about twice the rate as that of the “Less Engaged”:
 - Nearly one-third (**28.9%**) of the “Engaged” cluster members reported they “obtained their job because of MSA degree completion”. Less than one-fifth (**18.3%**) of the “Less Engaged” reported the same thing.

- Nearly one-quarter (**23.3%**) of the “Engaged” cluster members reported they were promoted because of MSA degree completion. Just **13.4%** of the “Less Engaged” reported the same.
- More than one-third (**34.7%**) of the “Engaged” cluster members reported they received a salary increase because of MSA degree completion. Only **23.2%** of the “Less Engaged” reported the same thing.

	Cluster 1: “Engaged in Learning; Rewarded in Life”		Cluster 2: “Less Engaged; Less Satisfied”	
	Count	Percent	Count	Percent
Employed in a job related to my MSA program	403	60.6	82	50.0
Employed in a job NOT related to my MSA program	159	23.9	50	30.5
Not employed, but seeking work	17	2.6	2	1.2
Not employed, Not seeking work	22	3.3	8	4.9
Continuing my education	63	9.5	12	7.3
Obtained current position because of degree completion	192	28.9	30	18.3
Received a promotion upon completion of degree	155	23.3	22	13.4
Received a raise in income because of degree completion	231	34.7	38	23.2

Similarly, multiple job rewards were disproportionately reported by alumni in the “Engaged” cluster. For instance, nearly one-fifth (**19.1%**) of “Engaged” alumni reported experiencing **both** a salary increase **and** employment in their current job as a result of completing the MSA. In the “Less Engaged” group, just **11.0%** reported the same.

	Cluster 1: “Engaged in Learning; Rewarded in Life”		Cluster 2: “Less Engaged; Less Satisfied”	
	Count	% of 665	Count	% of 164
Obtained current position and received an income raise because of MSA completion	127	19.1%	18	11.0%
Received an income raise and received a promotion because of MSA completion	128	19.2%	14	8.5%
Obtained current position and received a promotion because of MSA completion	92	13.8%	12	7.3%
Experienced all three of the above	86	12.9%	9	5.5%

Conclusions and Recommendations

The MSA Alumni Survey was distributed by first-class mail and Web-based survey to the population of 1,998 alumni who graduated since 2004. An excellent size sample (n = 829) was returned. The sample profile, as determined by state of residence, gender, graduation year, and MSA concentration, closely resembled population proportions.

The following may be concluded from data analysis:

EDUCATIONAL GOALS

- **“To earn a degree”** was by far the most commonly (**37.0%**) cited goal in attending the MSA program (“Most important” or “2nd most important”); **“Skills improvement”** was second (**20.0%**).
- **“To get a salary increase”**: Health Services alumni were **more** likely to cite this as a primary goal; Human Resources were **less** likely to do so.

REASONS for CHOOSING CMU

- The most important reasons cited for choosing CMU included **“convenient location”** (**31.0%**), **“flexibility in scheduling”** (**26.7%**), and, to a lesser degree, **“offered desired degree program”** (**19.7%**).
- **“Cost”** was **not** among the most commonly cited reasons for choosing CMU.

INSTRUCTION

- On ten measures of teaching effectiveness, which directly reflect the Maximizing Learning Principles, the overwhelming majority of MSA alumni stated they “strongly agree” or “agree” (**86.6% - 97.0%**)
- On the ten measures, using a 6-point scale (6 = strongly agree), mean responses ranged from **5.30 – 5.63**.
- Basic agreement across MSA concentrations; very few statistically significant differences.

STUDENT LEARNING IN MSA PROGRAM OUTCOMES

- On seven questions that directly reflect the MSA program learning objectives, the majority indicated they experienced “great improvement” or “moderate improvement” (**62.3% - 88.9%**).
- On the seven measures, using a 4-point scale (4 = great improvement), mean responses ranged from **2.72 – 3.31**.
- Statistically significant differences between concentrations were minimal.

EMPLOYMENT OUTCOMES

- Nearly three-fifths of MSA alumni are employed in a job related to their MSA program, with Health Services Administration alumni the highest at **67.5%**.
- Nearly one-quarter of Leadership alumni are on active duty with the U.S. military. That differs significantly from other concentrations. (In 2004 Survey, General Administration alumni were the majority on active duty with the military).
- More than one-third of MSA alumni (**33.6%**) stated that they received a salary increase because of degree completion.
- More than one-fifth (**22.3%**) said they received a promotion, and **27.9%** stated they obtained their current job because of degree completion

ALUMNI OUTCOMES

- Only **6.5%** stated they have participated in an alumni event; however, **46.1%** stated that they would like to.

“ENGAGED IN LEARNING; REWARDED IN LIFE”

- The emergence of this natural data cluster provides a profile of the **engaged adult student**:
 - Employed in a position related to his/her MSA program
 - Almost unanimously happy with aspects of classroom instruction
 - Attests to solid learning in MSA program outcomes **and** concentration outcomes, much more so than Cluster 2 (“Less Engaged; Less Satisfied”)
 - Experiences job rewards at more than the rate of Cluster 2.
 - Much more anxious to participate in alumni events than Cluster 2.
- This profile is congruent with much research on adult students, particularly with regard to the **relevance of education**. Further investigation should be done to connect this cluster with demographic and socioeconomic factors

- The “Engaged” alumni cluster has implications for most aspects of ProfEd operations:
 - Course objectives should be tied to discipline practice, and the realities that practitioners must address.
 - Classroom teaching and learning activities should encompass the realities of the working adult student.
 - Academic advising, library research, and other student services that support degree programs should focus as nearly as possible on the connection between students’ degree programs and their professional lives.

APPENDIX

Question 1: Other Primary Goals in Attending CMU

Question 2: Other Reasons for Choosing CMU

Question 5: Not Employed, Not Seeking Work

Question 6: Name of Employer and Job Title

What Services Would You Like to See Offered?

Other Comments

Detailed Data Summary

Question 1: Other Primary Goals in Attending the MSA Program at CMU

1	1st college graduate in my family
2	A STEPPING STONE TO A phd
3	Additional education in something other than nursing
4	All of the above
5	Be able to teach at jr college
6	Change JOB
7	For added creditability in my career
8	For my own personal gain and knowledge
9	For my own personal growth
10	Future security
11	Goal
12	Graduate certificate
13	Growth opportunity
14	Had to have a masters to be eligible for promotion
15	I like the field of study and wanted more education on it
16	I promised myself that i would get msa
17	I wanted to get a new job, but it is hard, we should have career counseling/support
18	International jobs
19	It WAS JUST A PERSONAL GOAL
20	Job requirement
21	Join A NEW CAREER FIELD
22	Keep MY MIND ACTIVE
23	Many new kids at job already had/ working on their masters i did not want to be left behind
24	Marketability
25	Meet a goal
26	Meet OTHER PEOPLE AND DISCUSS ISSUES
27	Military promotion
28	Move to phd program
29	My boss wanted me to earn the degree
30	Overall self improvement
31	Personal attainment
32	Personal challenge/ development
33	Personal goal
34	Personal goal
35	Personal GROWTH
36	Personal improvement
37	Personal satisfaction
38	Personal satisfaction of earning an advance degree
39	Prepare for the future
40	Professional development
41	Requirement for supervisory position
42	Retirement planning
43	Self-accomplishment
44	Self achievement
45	Self goal
46	Self gratification
47	Self IMPROVEMENT

48	Self improvement & satisfaction
49	Self satisfaction
50	SHOW MY FAMILY THAT i COULD DO IT.
51	To be more marketable in the working field
52	To BEGIN TEACHING AT COMMUNITY COLLEGE
53	To better my chances of promotion
54	To challenge myself to earn a master's and better grades than i attained in my undergraduate degree
55	To change career fields
56	To GAIN BACK MY SELF-CONFIDENCE AFTER A DIVORCE.
57	To GET BACK INTO THE SCHOOL MINDFRAME SINCE i WAS APPLYING FOR A phd PROGRAM.
58	To IMPROVE MY RESEARCH AND THINKING PROCESSES
59	To increase qualification for professional certification
60	To learn
61	To maintain competitiveness with peers
62	To PREPARE FOR A FUTURE CAREER CHANGE
63	To PROVE TO MYSELF THAT i WAS CAPABLE WHEN OTHERS TRIED TO DISCOURAGE ME!
64	To show personal growth and development in the army
65	Told by my gm manager i needed a masters degree for any more promotions
66	Utilized SOME OF MY MILITARY EDUCATION BENEFITS

Question 2: Other Reasons for Choosing CMU

1	8 week courses allowed me to finish quickly
2	8 wk terms are very convenient
3	Additional feedback: the staff at the atlanta center was good, except 2 hurl taylor+ shelia jones. I attended an on campus graduation which was great! It ended my experience on a high note please see attached
4	Agency provided the program
5	Agency sponsored program
6	Army tuition assistance
7	Best program that was offered in the area
8	Class held on work site
9	CMU did not require that a sea
10	CMU were at Locations were I maybe moved in the future.
11	Cohort offered by organization (employer)
12	Did not have to take gmat
13	Did not have to take the gmat exam
14	Did not make or require the gmat
15	Didn't have to take GMAT
16	Employer offered
17	Entry requirements
18	Extended learning centers were easily accessable
19	Great aspects of a quality "in class" program
20	I am a mi resident
21	I will get reimbursement from my company if I did in CMU
22	Length of program (36 hrs) and 8 week terms
23	Military campus
24	My employer paid 100% of the total cost
25	My manager recommended the msa program to me
26	No entrance exam required
27	No gmat
28	No gmat or gre required
29	No gre needed
30	No gre or gmat required
31	No gre required
32	No gre requirement
33	Number of locations
34	Offered and paid by employer
35	Offered high quality education
36	Online classes
37	Online education
38	Only program offered at Grand
39	Only real option that offered in class program
40	Overall convenience/ excellent referral
41	Recommended by co worker
42	Recommended to me by Bobbie Butler
43	Reputation
44	School where i earned my b.s.
45	Shorter program & no GRE
46	Sponsored by us army (supported)
47	State school
48	State university

49	Strongly recommended from business associates in health care
50	The fast pase environment
51	The msa program was offered and supported by my employer
52	Transferred previous credits
53	Weekend schedule
54	Well known programs

Question 5: Not Employed, Not Seeking Work Because:

1	Decided to be a stay-at-home mom for now
2	Disability
3	Due to job layoffs- but also to be a stay at home mom for awhile
4	Gave birth to twin boys about 7 months after graduation & decided to stay home with them for a couple of years
5	I'm changing careers to Speech Language pathology because I couldn't get a job with My MSA is there any help with career searches
6	I'm working on my Ph.D. (Capella University; Minneapolis, MN)
7	I am a full time graduate student
8	I am a Stay at Home Mom now
9	I am currently taking care of my child
10	I am still a teacher. Opportu
11	I gave birth to twins in 9/06, taking some time off to raise them
12	I lost my job due to budget cu
13	I own my own business
14	I retired
15	I took buyout @ ford to stay with my children & help husband business
16	Illness
17	Illness
18	Job elimination
19	No langer working in correctional healthcare administration
20	No one would hire me because of hearing impairment even though I am qualified for the positions
21	Relocating to metro detroit
22	Retired
23	Retired- taking care of my mother (94 yrs)
24	Retired
25	Retired, seeking part time work
26	Self employed
27	Stay at home mom
28	Was involved in work force reduction from an administration position

Question 6: Name of Employer, City, State, Zip Code, and Job Title

Employer	City	STATE	ZIP	Job title
	Columbus	OH		Programmer analyst
	Glen burnie	MD	21061	Chief warrant officer
	Richmond	VA	23237	Credentialing specialist
	Columbus	OH	43220	Asset recovery manager (international portfolio)
	Southfield	MI	48075	Home care nurse
	Tinker AFB	OK	73020	Assistant director of operations
	Ft hood	TX	76544	Us army
				Hr generalist
				Consultant
				Usa
				Manager
	Washington	DC		Financial analyst
15 ces/css	Hickam AFB	HI	96853	Personnel technician
3 M	Atlanta	GA		Health care consultant
355th medical group, davis-monthan afb	Tucson	AZ	85747	Chief, pharmacy services
AAA of Michigan	Dearborn	MI	48123	Investigator
ABF freight system	Dayton	OH	45424	District sales manager
Accenture	Southfield	MI		Human performance specialist
Ach- llc	Dearborn	MI	48120	Purchasing buyer
Act 1 personnel services	Atlanta	GA	30338	Records analyst
Aerotek	Warren	MI	48093	Project mgr
Agaluc integrated resources llc	Bronx	NY	10467	Mgr
Ajilon consulting	Mcclean	VA		Senior project mgr
Alcatel- lucent	Headquarters: paris, france			Project mgr- it
Alcoa automotive	Farmington hills	MI		New business development mgr
Allegra network	Northville	MI	48167	Learning & development training manager
Alliance dala	Gahanna	OH	43230	Compliance analyst
Alorica southwest llc	Nashville	TN	37207	Hr administrator
Alvarez & marsal	Birgham farms	MI	48035	Data analyst
American society of employers	Southfield	MI	48075	Staffing specialist/ preemployment services sales
Aps healthcare	Silver spring	MD	20910	Account executive
Arent foy llp (law firm)	1050 connecticut ave, nw	DC	20036	Legal secretary
Arlington county gov't	Arlington	VA	22204	Administrative manager
Army career & alumni program	Ft riley	KS	66442	Contractor installation manager
Arup laboratories	Salt lake city	UT	84108	Outreach development mgr
Arysta lifescience	Cary	NC	27513	Corporate purchasing manager
Ascension health	Grosse point woods	MI	48236	Value analyst supply chaing management
At & t	Atlanta	GA	30316	Manager
At & t	Atlanta	GA	30375	Mgr- network planning
At & t	Kansas city	MO	64130	Field service manager

At & t wireless	Farmington hills	MI		Roa- retail operation auditor
Atlanta public schools	Atlanta	GA	30303	Employee relations officer
Atlanta public schools	Atlanta	GA	30303	Learning technologies specialist
Ave maria foundation	Ann arbor	MI	48106	Human resources specialist
Awrey bakeries	Livonia	MI	48150	Hr director
Bae systems	Huntsville	AL	35806	Hr manager
Baker's	Bellevue	NE	68005	Hr coord
Bartech it group	Bingham farms	MI		Computer programer/ analyst
Baseview assembly of god church	Emerado	ND	58228	Pastor
Battle creek health systems	Battle creek	MI	49012	Director of emergency services
Black gold	Grand forks	ND	58201	Hr generalist
Blue care network	Southfield	MI		Nurse case manager
Blue Cross Blue Shield of MI	Southfield	MI	48034	Sr. Hr representative
Blue cross blue shield of mi	Detroit	MI	48225	Manager of member quality assurance
Blue cross blue shield of mi	Detroit	MI	48226	Senior analyst
Blue Cross Blue Shield of Michigan	Detroit	MI	48226	Manager
Blue Cross Blue Shield of Michigan	Detroit	MI	48226	Manager
Blue water area transportation commission	Port huron	MI	48060	Hr manager
Bon secours hampton roads	Norfolk	VA	23502	Administrator
Bon secours health system organization	Marriottsville	MD	21104	Application coordinator
Booz allen hamilton	Annapolis junction	MD		Associate (level 3)
Booz allen hamilton	San diego	CA		Associate
Boys & girls republic	Farmington hills	MI	48336	Treatment specialist i
Bp associates, inc.	Alexandria	VA	22309	President
Bp products north america	Forrest view	IL	60517	Qa supervisor
Bradley county government	Cleveland	TN	37311	Training coordinator/ gade director
Bridge organics	Vicksburg	MI	49097	Office mgr
Bronson healthcare group	Kalamazoo	MI	49007	Vp patient care chief nurse executive
Brookdale hospital	Brooklyn	NY	11212	Recreation therapist
Brookdale university hospital medical center	Brooklyn	NY	11212	Nurse manager
Burton police dept	Burton	MI	48519	Administrative lieutenant
Caltech industries	Midland	MI	48642	Product engineer
Camden bd of educations	Camden	NJ	08104	Teacher of business
Careers usa	Charloette	NC	28262	Franchise owner (staffing agency)
Cargill inc	Lake odissa	MI	48549	Production supervisor

Carolina medcare	Florence	SC	29502	President/CEO
Cass informative systems, inc	Columbus	OH	43231	Mgr, hr
Cci	Portsmouth	VA	23708	Disease manager
Celite- world minerals inc	Lompoc	CA	93436	Production supervisor
Centers for Disease Control and Prevention	Atlanta	GA	30333	Public health analyst
Centers for Disease Control and Prevention	Atlanta	GA	30331	
Centers for Disease Control and Prevention	Atlanta	GA	303333	Public health advisor
Central clearance facility	Ft mede	MD	20755	Personnel security specialist
Central corp credit union	Southfield	MI	48076	Hr manager
Central-rha manitoba inc	Carman	MB	ROJOXO	Community integrated health services leader
Chamber of Commerce	Richmond hill	GA	31324	Executive director
Chattanooga state tech comm college	Chattanooga	TN	37405	Asst. Vp, continuing education & community outreach
Chestonfield twp		MI	48047	Fire chief
Chicago public schools	Chicago	IL	60641	Jrotc dept chair
Children's hospital	Columbus	OH	43205	Outreach coordinator
Children's hospital of mi	Detroit	MI	48201	Administrative mgr- surgical services
Christins health	Magnolia	AR	71753	Ceo- magnolia hospital
Chrysler financial	Overland park	KS		Accounts payable supervisor
Chrysler financial	Overland park	KS		Account rep
Chrysler financial corp	Overland park	KS		Quality mgr
Church of st ignatues loyola	980 park ave	NY	10028	Asst director of finance
Citizens first bank	Port huron	MI	48060	Hr business partner- acting hr director
City of Alexandria	Alexandria	VA	22314	Residential counselor
City of columbus	Columbus	OH	43082	Paramedic/ firefighter
City of columbus	Colimbus	OH	43215	City council member
City of gallup	Gallup	NM	87301	Water conservation coordinator
City of Lapeer	Lapeer	MI	48446	Director of Planning
City of Riverdale	Riverdale	GA	30274	Police sergeant
City of sterling heights	Sterling heights	MI	48311	City development director
Clesterfield county police	Clesterfield	WA	23832	Career detective/ poligraph examiner
Clinton memorial hospital	Wilmington	OH	45177	Head athletic trainer
Clinton memorial regional hospital	Wilmington	OH	45177	
Cmu	Atlanta	GA	30135	Ass. Dir. Of Enrollment Mgt
Cmu	Afb	NC	27531	Program administrator
Cmu	Atlanta	GA	30339	Assoc director of marketing and sales

Cmu	Troy	MI	48084	Program administrator
Cof training services	Burlington	KS	66839	Employment services supervisor
Columbus children's hospital	Columbus	OH	43205	Lead coordinator
Comerica bank	Detroit	MI	48226	Marketing representative
Comerica bank	Detroit	MI		Senior employee relations specialist
Common wealth of va dept of social services	Richmond	VA	23219	Office manager
Commonwealth of va	Fairfax	VA		Law enforcement mgr
Community services planning council	Sacramento	CA	95814	Director, business services
Compuware corp	Columbus	OH	43229	Software developer
Compuware corporation	Detroit	MI		Project manager
Conoco philips	Ponca city	OK	74602	Sr engineer
Corning cable systems	Hickory	NC	28602	Project portfolio manager
Corpat inc	Minot	ND	58703	Manager
Coventry healthcare	W. Sacramento	CA	95605	Mgr, network mgt
Crawford ausable Schools	Grayling	MI	49738	Business manager
Cumberland county	Fayetteville	NC	28314	Tutor
Daimler chrysler	Auburn hills	MI	48858	Supervisor
Daimler chrysler	Warren	MI		Labor relations representative
Daimler chrysler	Detroit	MI	48215	Tech 2 level 3, member of executive board, women's
Daimler chrysler	Center line	MI	48015	Parts technical group supervisor, global service
Damiler chrysler financial services	Troy	MI	48098	Business system analyst
Damiler chrysler financial services	Lisle	IL	60490	Business center analyst
Darton college	Albany	GA	31707	Director of Minority Advising
Dayton daily news	Dayton	oh	45385	Editor
Dayton vamc	Dayton	OH		Chief of prosthetica
Dbs corporation	Chattanooga	TN	37402	Estimator
Def business transformation agency	Crystal city	VA		Military personnel technician (hr) a reservist
Defense contract audit agency	Atlanta (smyrna)	GA	30080	Equal employment opportunity officer (manager)
Defense finance & accounting service	Columbus	OH	43213	Chief, training & procedures branch
Defense logistics agency	Pearl harbor	HI	96860	Security specialist
Defense logistics agency	Richmond	VA		Contract specialist
Defense supply center	Philadelphia	PA	19111	Ist supervisor
Defense supply center	Philadelphia	PA	19152	Acquisition specialist
Defense supply center philadelphia	Philadelphia	PA	19111	Supply planner
Delph corporation	Flint	MI	48556	Senior system analyst

Delphi	Vandalia	OH	45377	Sr buyer
Delta air lines	Atlanta	GA	30354	General manager- hr
Dematic	Grand rapids	MI	49505	Manufacturing engineering manager
Department of Children's Services	Chattanooga	TN	37406	TennCare Representative
Department of defense	Fayetteville	NC	28307	Statistical assistance
Department of Defense	Alexandria	VA	22332	Hr specialist
Department of Defense	Chesterfield	VA	23832	Staff administrative assistant
Department of defense	Orlando	FL	32803	Senior resident agent
Department of defense	Schofield barracks	HI	96857	Instructor
Department of defense	Philadelphia	PA	19111	Acquisition specialist
Department of defense	Washington	DC	20319	Professor
Department of defense	Ft meade	MD	20755	Information systems security analyst
Department of defense	Frederick	MD	21702	Contracting officer
Department of defense	Arlington	VA	22202	Program director
Department of defense	Arlington	VA	22202	Assistant director, dod hotline
Department of Homeland Security	Washington	DC	20229	Human resources specialist
Department of Human Resources	Atlanta	GA	30303	Program consultant
Department of interior	Atlanta	GA		Dispatcher- federal
Department of Justice, CRD/OSC	Washington	DC	20005	Equal opportunity specialist
Department of the army	Fort buchanan	PR	00934	65th RRC
Department of Veterans Affairs	Baltimore	MD	21201	Business manager
Dept of Agriculture	Richmond	VA	23218	Human resource analyst
Dept of army	Fort riley	KS	66442	Personnel security technician
Dept of correction	Atlanta	GA	303337	Office mgr
Dept of education ny city	New york	NY	10463	Public health nurse
Dept of navy, naval inventory control point	Philadelphia	PA	19111	Supervisory contract specialist
Dept of social services	New llano	LA	71446	Child welfare specialist
Dept of the army (as a civilian)	Ft lee	VA	23801	Director of plans, analysis and integration
Dept of treasury	Las vegas	NV		Tax resolution rep
Dept of veteran affairs, benefit office	Ft gordon	GA	30905	Military service coordinator
Dept of veteran's administration	Columbus	OH	43203	Contracting officer & contract compliance officer
Dept. Of the Army	Washington	D.C.	20310	Manpower analyst
Diebold	Grand rapids	MI	49512	Service acct executive
Digital insurance	Atlanta	GA	30339	Account manager
Directorate of Morale, Welfare and Recreation/DOD Organization	Ft riley	KS	66442	Strategic Plans and Operations
Disc of America	Kennesaw	GA	30144	Management

District of columbia army national guard	Washington	DC	20003	Commander recruiting and retention
Dmc	Detroit	MI	48201	Director
Dmc	Detroit	MI		Adm. Director
Dod- inspector general	Arlington	VA	22202	Branch head, report follow up and gao liason
Dod Office of Inspector General	Arlington	VA	22202	Program director
Dod us army	Ft shafter	HI	96858	Supervisory logistic mgt specialist
Dod, office of the inspector general	Arlington	VA	20222	Audit technical specialist
Dod, office of the inspector general	Arlington	VA		Gao reports analyst
Dod-defense logisitcs agency dsc-columbus	Columbus	OH	43218	Demand planner- inventory mgt
Dod-dsc	Columbus	OH	43218	Business process analyst
Draper chevrolet dodge toyota	Saginaw	MI	48603	Parts mgr/ dir of info tech/ adj professor
Dsc	Columbus	OH	43218	Contract specialist
Dsc	Columbus	OH	43230	Electronic technician
East windsor twp (nj) police dep	East windsor	NJ	08520	Police lieutenant
Eisai inc				Medical sales specialist
Electronic data systems	San diego	CA	92110	Regional logistics coordinator
Electronic data systems	Southfield	MI	48034	Facilitator
Elizabeth city state university	Elizabeth city	NC	27909	Business and Computer Applications Analyst
Elmhurst hospital center	Elmhurst	NY	11373	Health care plan program analyst qty mgt dept
Embry riddle aeronautical university	Minot AFB	ND	58705	Director of Academics
Emirates telecommunications	Abu dhabi	UAE		Ict manager
Emory healthcare	Atlanta	GA	30308	Human resources manager
Employment central- state of mi	Detroit	MI	48202	Trade act program case manager
Emracing hospice	Atlanta	GA	30340	Volunteer coordinator
Engineering solutions and products, inc	Eatontown	NJ		Senior systems analyst
Excel personal development	Fayetteville	NC	28301	Associate professional
Fairfield medical center	Lancaster	OH	43130	Vice president- hr
Faurecia automotive seating	Auburn hills	MI	48326	Material supervisor/ scheduler
Fayette county board of education	Fayetteville	GA	30215	Social studies teacher
Fayetteville medical center	Fayetteville	NC	28301	Nurse manager of pcc
Fbi	Washington	DC	20535	Contracting officer
Fbi	935 pennsylvania ave nw	DC	25005	Analyst
Fbi	Detroit	MI		Assistant special agent in charge

Fccs	Columbus	OH	43223	Adoption supervisor
Federal government	Washington	DC	20301	Deputy director, admin services
Fedex	Akron	OH	44685	Training supervisor
Feed services, inc.	Albany	OR	97321	Dairy management consultant
Fifth third bank	Dayton	OH	45402	Hr business partner
First guard health plan	Kansas city	MO	64130	Plan director of pharmacy
Fit Zone for Women	Portage	MI	49024	Owner
Flint community schools	Flint	MI	48503	Educational development plan (edp) coordinator
Florida Department of Motor Vehicles	Jacksonville	FL	32225	Compliance examiner
Ford motor co	Dearborn	MI	48124	Material control analyst
Ford motor co	Livonia	MI	48150	Maintenance planning specialist
Ford motor co	Allenpark	MI		Project manager
Ford motor co	Avon lake	OH	44012	Sr labor rep
Ford motor co	Dearborn	MI	48121	Mustang program management
Ford motor co	Dearborn	MI	48126	Executive security
Ford motor co	Dearborn	MI		Stationary engineer
Ford motor co	Atlanta	GA		Zone manager
Ford motor co	Dearborn	MI		Transportation manager
Ford motor co	Dearborn	MI	48126	Hr manager
Fori automation inc	Shelby twp	MI	48315	Mechanical project engineer
Frimo inc	Wixom	MI	48393	Purchasing manager
Fulton co. Schools/ creekside hs	Atlanta	GA	30315	Assistant ad/ math teacher
Fulton county police department	Atlanta	GA	30303	Police officer
Fulton county superior court	Atlanta	GA	30303	Record & documents specialist
Ga. Dept. Of Corrections	Forsyth	Ga.	31029	Mental health director
Gaphc, inc	Decatur	GA	30030	Director, ga state based collaborative
General dynamics	Tampa	FL	30612	Program manager
General dynamics land systems	Sterling heights	MI	48310	Senior engineer
General electric- commercial finance	Atlanta	GA	30339	Commercial credit analyst
General motors	Buffalo	NY	14207	Safety manager
General motors	Warren	MI	48008	Specialist
General motors	Ypsilanti	MI	48198	General supervisor
General motors	Detroit	MI	48206	It strategic planning manager
General motors	Pontiac	MI	48340	Training rep
General motors	Pontiac	MI	48340	Specification analyst
General motors	Pontiac	MI	48341	Supervisor, furniture coordination
General motors	Grand blanc	MI	48346	Human resource representative
General motors	Lansing	MI	48829	Material group leader

General motors	Frederick	MD	21702	Dpm
General motors	Pontiac	MI	48430	Product quality engineer
General motors	Lansing	MI	48921	Controls engineer
General motors	Grand blan	MI		Buyer
General motors				
General motors	Flint	MI		It/is liaison
Genesee county	Flint	MI	48502	Health education coordinator
Genworth financial	Raleigh	NC	27615	Asset management specialist
Genworth financial				Project manager
Georgia regional hospital	Decatur	GA	30374	Charge nurse
Girliny health care	Brooklyn	NY		Case mgr, educator supervisor
Given imaging inc.	Duluth	GA	30096	Clinical support specialist
Glaxo smithkline	Newport news	VA	23666	Pharmaceutical sales rep
Glaxosmithkline	Zebulon	NC	27597	Packaging operator iii
Gm corp	Warren tech center	MI	30100	Global design program mgr
Gm corporation	Warren	MI	48090	Supervisor
Gm global headquarters	Detroit	MI		Hr planner
Gm service & parts operations	Grand blanc	MI	48439	General supervisor- international supply chain
Gmac insurance	Southfield	MI	48034	Senior mgr
Gmac llc	Coral springs	FL	33076	Area financial services manager
Grand blanc parks & recreation	Grand blanc	MI	48439	Recreation programmer
Green plaza	Great neck	NY		Otr/l
H & e enterprise (owner)	Stockbridge	GA	30281	Owner
Habitat for Humanity International	Westerville	OH	43086	Organizational development consultant
Hallmark	Bellevue	NE	68123	Sales associate
Hamilton co general gov't-health dept.	Chattanooga	TN	37401	Intake case -manager
Harnett county dept of social services	Lillington	NC	27546	Social worker
Harnett county schools- central office	Lillington	NC	27546	Personnel coordinator
Hcr- manorcare	Toledo	OH		Regional nurse liaison
Heart plan of mi	48075			Manager of providor reactions
Heartland homecare	Dayton	OH	45429	Social worker
Henkel	Madison heights	MI	48071	Chemist
Henkel of america	Madison heights	MI	48071	Purchasing manager
Henry ford health system	Detroit	MI	48201	Compliance officer
Henry ford health system	Detroit	MI	48202	Pratice administrator
Henry ford health system	Detroit	MI	48202	Practice administrator
Henry ford health system	Detroit	MI	48224	Hr specialist

Hewlett-packard	Dearborn	MI	48213	Network analyst
Holy cross hospital	Silver spring	MD	20910	Director
Howard university hospital	Washington	DC	20060	Nurse manager
HQDA, Office of the Deputy Chief of Staff, G-4	Washington	D.C.	20310	Executive officer
Humana military health care	Camp shelby	MS	39407	Benefits counseling assistance coordinator
Huntington learning center	Peachtree	GA	30269	Assistant Director of Administration
Hurley medical center	Flint	MI	48502	Service access mgt/revenue cycle
Hurley medical center	Flint	MI	48503	Administrative Director of Clinical Laboratory
I corps	Fort lewis	WA	98433	Us army
Independent contractor				Health information administrator
Ing americas	Atlanta	GA	30327	Hr project manager
Inkster housing commission	Inkster	MI	48141	Programs internal auditor
Institute for Defense Analyses	Alexandria	VA	22311	Information technology asset management, supervisor
Intelligence +security command	Ft belvoir	VA	226060	Chief finance+ accounting division
Ipc	Troy	MI	48098	Business development director
Irmc sleep & alertness ctr	Lansing	MI	48917	Registered sleep tech (rpsgt)
Irs	Oxon hill	MD	20742	Contract specialist
Irs	Overland park	KS	66221	Chief, learning & education
Isp sports	Winston-salem	NC	27104	Dr. Human resources
Itt technical institute	Omaha	NE	68127	Chair, school of electronics
Itt-tech	Troy	MI	48327	Instructor
J. Sargeant reynolds community college	Richmond	VA	23285	Human resource analyst
Jacobi medical center	Bronx	NY	10468	Rn
Janus research group	St. Louis	MO		Senior systems engineer
Jean simpson personnel services	Shreveport	LA	71105	Personnel consultant
Jm consultants, llc	Macomb	MI	48044	Case manager/ legal nurses consultant
Job corps dept of labor	Flint	MI	48505	Hr/ st manager
John tylor community college	Chester	VA	23831	Assistant business manager
Jpm chase	Columbus	OH	43081	Officer (release analyst)
Jpmorgan Chase	Southfield	MI	48076	Operations manager
Kadant johnson inc	Three rivers	MI	49093	Is director
Kalser permanent	Atlanta	GA		Regional clinical educator
Kansas city baptist temple	Kansas city	MO	64133	Administrative assistant
Kc hospie				
Keane, inc.	Southfield	MI	48075	Project manager/business analyst

Keiperllc	Troy	MI	48083	Hr
Kelly Services @daimlerchrysler	Auburn hills	MI	48307	Executive assistant
Kettering hospital	Kettering	OH	45429	Surgical educator
Kettering medical center	Kettering	OH		Director
Kettering medical center network	Kettering	OH	45419	Hr manager
Kexstone property mgt	Lansing	MI		Property mgr
Kienbaun opperwall hardy & pelton, plc	Birmingham	MI	48009	Business manager
King county hospital	Brooklyn	NY		Controller
Kpmg	Washington	DC	20036	Consultant
L & t health & fitness	Falls church	VA		Hr generalist
L-3 communications services group	Annapolis junction	MD	20701	Senior software engineer
Lake fenton community schools	Fenton	MI	48430	Teacher/ union president
Laurus strategies	Milford	MI	48381	Account manager
Leavenworth, united school district	Leavenworth	KS	66027	Nurse
Lepfa	Lansing	MI	48933	Catering sales coordinator
Lexisnexis	Miamisburg	OH	45324	Sr systems engineer
Liasophia advisor consultant				Sel employed
Liberty mutual insurance	Lawrenceville	GA	30044	Service manager
Lincare	Grovetocon	GA	30813	Center mgr
Lisner-louise-dickson-hurt home	Washington	DC	20015	Administrator
Lmi (govt consulting)	Mclean	VA		Research fellow
Lockheed martin	KI	MO	64153	
Logansport memorial hospital	Logansport	IN	46947	Laboratory director
Lokheed martin	Augusta	GA	30905	Training development
Lorillard tobacco	Novi	MI	48375	Sales rep
Lorillard tobacco	Novi	MI	48375	Sales rep
Lorillardtobacco company	Greensboro	NC	27404	Senior system analyst
Lowe's home improvement	Mouresville	NC		Product content coordinator
Lrmc	Lake land	FL		Rn shift supervisor- stronk unit
Ltc martens		Iraq	09342	Us army
Macaulay-brown	Dayton	OH		Business system analyst ii
Mahec	Asheville	NC	28732	Associate director
Maimonides medical center	Brooklyn	NY	11219	Post anesthesia care unit staff nurse
Maimonides medical center	Brooklyn	NY	11234	Assistant director ped-amb network
Mainonides medical center	Brooklyn	NY	11219	Bsn rn
Marriott vacations	Arlington	MD	22209	Marketing executive

Mary rutan hospital	Bellefontaine	OH	43311	Vice president of patient services
Maxim radiology staffing services	Lutherville	MD		Nuclear medicine technologist
Mbpia	Detroit	MI	48207	Manager human resources
Mcmonn associations inc		AZ	85635	Observer trainer
Mcquire veterans affairs medical center	Richmond	VA	23235	Nurse manager specialty clinics
Mda	Huntsville	AL	35811	Budget analyst
Mead west raco corporation	Glen allen	VA	23060	Talent acquisition coordinator
Med- trans inc and germantown rescue inc	Germantown and dayton	OH	45327	Paramedic
Medical careers college	Richmond	VA	23223	Professor
Medical College of GA	Augusta	GA	30912	Patient care coordinator
Medpointe pharmaceuticals	Somerset	NJ		Pharmaceutical sales rep in columbus, oh
Memphis managed care	Memphis	TN	38104	Supervisor of operations
Memphis shelby county health dept	Memphis	TN	38105	Program director
Mercy medical center / clark state community coleg	Springfield	OH	45504	Staff rn/ adjunct faculty
Metro credit union				
Metropolitan police dept	Washington	DC	20002	Police officer
Mi dept of state police	Traverse city	MI	49684	Post commander
Mi public health institute	Okemos	MI	48864	Hr manager
Mi works association	Lansing	MI	48912	Member services director
Miami valley hospital- brighter futures	Dayton	OH	45408	Home visit coordinator
Mid michigan medical center	Midland	MI	48670	Hr generalist
Midwest united credit union	Kansas city/ blue springs	MO	64015	Vp, sales marketing
Military	Fort lee	VA	23801	Chief, reserve component evaluation division
Minority alliance capital	West bloomfield	MI	48322	Controller
Minot state university	Minot	NB	58707	Registrar
Missile defense agency dod	Arlington	VA		Deputy information assistance, office of cio
Mks group	Ypsilanti	MI	48197	Vp, business development
Mlgw	Memphis	TM	38128	Training specialist ii
Montgomery county	Dayton	OH	45315	Inventory control specialist
Montgomery county bd mrdd	Dayton	OH	45408	Assistant superintendant
Morc	Clinton twp	MI	48083	Occupational therapy consultant
Moses cone hospital	Greensboro	NC		Asst. Dept. Director
Mott community college	Flint	MI	48503	Supervisor- hr services
Mott community college				Executive director of student financial services

Mt. Pleasant Area Chamber of Commerce	Mt. Pleasant	MI	48858	Membership director
Munson healthcare	Traverse city	MI	49686	Internal auditor
Muskingum County Bd of MRDD	Zanesville	OH	43701	Service support administrator
Muskingum county board mrdd	Zanesville	OH	43701	Support services director
Muskinguor starlight programs	Zanesville	OH		Behaviour specialist
Mutual of omaha	Omaha	NE	68147	Corporate translator
National center for dispute settlement	Clinton twp	MI	48035	Dispute resolution operations manager
National ocean service	Silver spring	MD	20910	Doc/noaa corps
Nationwide	Columbus	OH	43215	Director
Nationwide insurance	Columbus	OH	43215	It.speciaist
Nationwide insurance	Columbus	OH	43225	Lead business analysis
Nationwide insurance	Columbus	OH		Sr compliance analyst
Naval inventory control point	Philadelphia	PA	19111	Inventory manager
Naval medical center (us navy military health serv	Ports mouton	VA	23708	Quality management/ risk mgt coordinator
Naval medical center portsmouth	Portsmouth	VA	23321	Access mgr
Naval reactors	Honolulu	HI	96818	Assisstant to naval reactors representative, pearl
Navicp	Philadelphia	PA	19111	Logistics management specialist
Navy- supply officer				Navy- supply officer
Nbnclw cdc	Bronx	NY	10466	Fiscal officer
NC Dept of Labor	Raleigh	NC	27601	Safety education specialist
Nc dept of transportation	Raleish	NC	27601	Transportation engineer
Nc-dhs- division of child dev / pamlico com colleg	Raleigh / grantsboro	NC		Program compliance consultant / adjunct professor
Ncis	Washington	DC		Criminal investigator
Ncr corp.	Dayton	OH	45479	Manager
New kent county public schools	New kent	VA	23141	Special education teacher
Nissan technical center	Farmington hills	MI	48843	Project engineer
Nissan usa	Franklin	TN		
North general hospital	New york	NY	10035	Nursing adm.
North of grumman	Mclean	VA		System test manager
Northrop grumman	Stafford	VA	22554	Systems engineer
Northrop grumman	Leavenworth	KS	66048	Work area commander
Northrop grumman	Bellevue	NE	68113	Computer security analyst
Northrop grumman	Daegu	South Korea		Program control analyst
Northwood university	Midland	MI	48640	Director, era systems
Nrg energy	Princeton	NJ	08540	Senior director
Nsdar			20006	Human resources
Nsf international	Ann arbor	MI	48105	Hr manager, recruiting
Ny presbyterian hospital	New york	NY	10021	Staff assistant

Oakland county hr	Pontiac	MI	48341	Manager human resources
Oakland county medical care facility	Pontiac	MI	48341	Clinical mgr
Oakland county sheriff office	Pontiac	MI	48341	Case mgr
Office of mental health	Shreveport	LA	71107	Contract monitor/ safety coordinator
Office of Personnel Management	Dayton	OH	45434	Federal investigator
Office of the inspector general dod/ audit	Cleveland	OH	44199	Program director
Oh department of corrections- corrections medical	Columbus	OH	43229	Clinical operation manager
Opm	Arlington	VA		
Opnet	Bethesda	MD		Soks
P e systems @ wpaib	Dayton	OH	45433	Senior acquisition manager
Palmetto health richland hospital	Columbia	SC	29203	Nurse manager ob/gyn
Parker hannifin-hds	Kalamazoo	MI	49001	Director product integrity
Paypal- ebay	Omaha	NE	68007	Senior agent- acceptable use policy
Perot systems government services	Honolulu	HI	96819	Business manager
Pfizer	Kalamazoo	MI	49001	Procurement specialist
Pha	Philadelphia	PA	19130	Investigator
Piedmont fayette hospital	Fayetteville	GA	30214	Charge nurse radiology/ clinical support unit
Piedmont hospital	Atlanta	GA	30309	Clinical nurse manager
Pitney bowes	Troy	MI		Cust operations mgr
Polk community college	Lakeland	FL	33881	Program director
Pontiac school district	Pontiac	MI	48342	As/400 administrator
Porsche cars north america, inc.	Atlanta	GA	30328	Senior buyer
Port huron hospital	Port huron	MI	48060	Director medical surgical & critical care services
Precyse solutions, llc	Alpharetta	GA		Sr. Him consultant
Professional intelligent services, inc	Alexandria	VA	22306	President , ceo
Providence hospital	Washington	DC	20017	Director, center for life
Providence hospital	Ne washington	DC	20017	Case mgt coordinator
Psc inc	Lontree	CO		Project director- usnorthcom, command surgeon
Pulte homes	Scottsdale	AZ		Senior customer relations manager
Qc data inc.	West palm beach	FL	33407	General manager
Regions bank	Memphis	TN	38119	Hr specialist
Renewed health & wellness	Marietta	GA	30062	Small business owner
Resources at work inc	Oxford	MI	48371	President

Resurrection health care- st joseph hospital	Chicago	IL	60657	Staff nurse
Rha/howells, inc.	Winston salem	NC	27107	Qp/cm
Richard a. Ray dds- dental office mgt	Taylor	MI	48180	Office mgr
Richard stocton college	Pomona	NJ	08240	State of nj
Robert half international	Lansing	MI	48912	Staffing manager
Robins AFB	Robins AFB	GA	31005	Cost analyst
Rockhill mennonite community	Sellersville	PA	18960	Chief operating officer
Rockwell collins, inc	Cedar rapids	IA	52403	Principal subcontracts manager
Rs medical	Vancouver	WA		Sales associate
Rsm mcgladrey	Phoenix	AZ	85008	Senior associate
Rsoc of mi	Holt	MI	48842	Customer service mgr
Ryerson coil processing	Middletown	OH	45042	General manager
Saginaw county community mental health authority	Saginaw	MI	48602	Wraparound coordinator
Saic	Bellevue	NE	68125	Staff accountant
Saic	Reston	VA		Team leader
Saint mary's health care	Grand rapids	MI	49503	Clinical services manager
Sarannah chatha community bd or ed	Sarannah	GA	31408	Teacher
Schering- plough pharmaceuticals	Kenilworth	NJ		District sales manager primary care kansas city, m
Schneider logistics, inc	Farmington hills	MI	48331	Sr director, global supply chain management
Science application international corp	Honolulu	HI	96853	Weather systems trainer
Science applications international corp(saic)	Lithilum	MD		Senior information assurance engineer
Scientific research corporation	Quantico MCB	VA		Database Administrator & Operations Research Analyst
Scripps healthcare	San diego	CA	92103	Director
Sector solutions, inc	Arlington	VA	22202	Management analyst
Security packaging	Flint	MI	48503	General manager
Sedgwick cms	Southfield	MI		Claims supervisor
Sedgwick CMS	Southfield	MI		Claims supervisor
Self dare came training	Lansing	MI		Vise president
Self employed				
Self employed-old south building corp	Petersburg	VA	23805	Chairman+ ceo
Semco energy inc	Port huron	MI	48060	Hr generalist
Sensicore, inc.	Ann arbor	MI	48108	Manager of Purchasing and Materials
Sentusa care	Woodmere	NY		Case mgr
Serco	Fort Meade	MD	21008	Mobilization deployment assistant
Shaw industries	Dalton	Ga	30720	Business excellence

Shelby county government	Memphis	TN	38103	Hr manager
Sheridan college	Brampton	ON		Coordinator & professor in the practical nursing p
Shore bank	Detroit	MI	48225	Commercial loan officer
Souris valley special services	Minot	ND	58703	Behaviour specialist
Southeastern mi health association (semha)	Detroit	MI	48202	Hiv counselor
Spectrum health	Grand rapids	MI	49503	Laboratory mgr
Spectrum health	Grand rapids	MI	49503	Training specialist
Springfield metropolitan housing authority	Springfield	OH	45502	Director of administrative services
Sra systems ltd	Chennai	TAMIL NADU	600034	Business development- resource mgt solutions
St clair college	Windsor ont. Canada		N9A 654	Faculty- business studies
St john health	Warren	MI	48092	Rehab manager
St john health				
St john's episcpal hospital	Far- rockaway	NY	11691	Clinical supervisor
St joseph's college	Brooklyn	NY	11238	Adjunct professor
St joseph's medical center	Clinton twp	MI	48039	Dispatcher- patient transportation
St mary's of mi	Saginaw	MI	48603	Rn coordinator
St. Elizabeths hospital	Washington	DC	20032	Nurse educator
State farm insurance	Bloomington	IL	61709	Commercial fire field underwriter
State of mi	Mt clemens	MI	48042	Probation officer
State of mi	Detroit	MI	48202	Nurse consultant
State of mi	Lansing	MI	48909	Department manager
State of mi	Lansing	MI	48913	Accounting manager
State of MI	Muskegon	MI	49442	Family resource center case manager
State of mi	Gaylord	MI	49735	Nurse consultant
State of mi				
State of mi dept of civil service	Lansing	MI	48909	Senior personnel management analyst
State of mi- treasury				Audit specialist
State of mi/ dept of human services	Grand rapids	MI	49507	Case manager
State of michigan	Detroit	MI	48213	Correction officer
State of Michigan				Consultant/trainer
State of mi-dept of corrections	Troy	MI	48084	Probation agent
State of oh	Columbus	OH	43026	System programmer 4
State of oh	Coluimbus	OH		Program specialist
State of Ohio Auditor's Office	Columbus	OH	43215	Audit manager
State of Tennessee	Chattanooga	TN	37402	Admin. Sec.
Steelcase	Grand rapids	MI	49508	Account operations manager
Sterling promotion co.	Sterling hts	MI	48312	Sales mkt mgr
Steve walker reality	Monticello	FL	32344	Office mgr

Stg international	Alexandria	VA	22311	Director- health programs
Structural concepts corporation	Muskegan	MI	49441	Product development mgr
Substance abuse and addiction recovery alliance va	Glen allen	VA	23060	Executive director
Sunrise rehabilitation	Haslett	MI	48840	Owner
Swcs	Detroit	MI	48209	Human resource specialist
Symsonett medical center inc	Colton	CA	92324	Physician asst in primary care
Syngenta crop protection, inc.	Omaha	NE	68116	Account manager
Talecris biotherapeutics	Clayton	NC	27520	Senior buyer
Target	Sherwood	OR	97140	Executive team leader- assets protection
Target distribution	Stuarts draft	VA	24477	Operations group leader
Tata	Hartford	CT	06053	Sr TEAM LEAD
Teacher special ed				
Th plastics	Mendon	MI	49072	Logistic mgr
The community college of baltimore county	Baltimore	MD	21222	Finance manager
Theramatrix	Pontiac	MI		Physical therapy director
T-mobile usa	Chattanooga	TN	37421	Trainer
Trinity information services	Farmington hills	MI		Project manager
Tripler army medical center	Tame	HI	96859	Management analyst in resource mgt division
U.s. air force	Cincinnati	OH	45221	Air force rotc instructor
U.s. air force	Columbus	OH	43210	Afrotc instructor
U.s. air force	Grand forks afb	ND	58201	Project manager/technical specialist
U.s. air force	Mannheim	Germany	09267	Chief of Maintenance/Support Flight Commander
U.s. air force	Wright patterson afb, oh	OH	45433	Contract negotiator
U.s. air force	Wright-patterson afb	OH	45433	Staff analyst
U.s. air force	Great falls	MT	59402	Officer
U.s. air force	Scott AFB	IL	62221	Communications officer
U.s. air force	Yokota AB	Japan	96326	Chief, special security manaement
U.s. air force	Rosslyn	VA	22209	It specialist
U.s. air force	European regional service ctr raf molesworth	UK	09469	Chief, acquisition and contract mgmt
U.s. air force	Andrews afb	MD	20762	Section commander
U.s. air force	Rockville	MO	20852	Student
U.s. air force	Warner robins	GA	31088	Officer
U.s. air force	Miami	FL	33023	Public affairs
U.s. air force	Enterprise	AL	36330	Flight commander
U.s. air force	Keesler AFB	MS	39534	Superintendent, comm-electronics systems
U.s. air force	Wright patierson	OH	45433	First sergeant

U.s. air force	Wright-patterson afb	Oh	45433	Chief, facility management
U.s. air force	Minot	ND	58701	Icbm chief, wing codes training
U.s. air force	Minot AFB	ND	58704	Officer
U.s. air force	Scott afb	IL	62225	Life skills flight ncoil
U.s. air force	Ft leavenworth	KS	66048	Student, army command + general staff college
U.s. air force	Offutt afb	NE	68113	Deputy chief of tactics, 45 reconnaissance squadro
U.s. air force	Offutt afb	NE	68128	Major
U.s. air force	Oklahoma	OK	73145	Deputy chief, center test authority
U.s. air force	Colorado springs	CO	80921	Account manager
U.s. air force	Colorado springs	CO	80922	Gps satellite systems operator
U.s. air force	Hickam afb	HI	96853	Space planner
U.s. air force	Maxwell afb	AL		Protocol, project officer
U.s. air force	Misawa air base	JAPAN		Manpower & organization flight commander, 35th mis
U.s. air force	Hickam afb	HI		Plans officer
U.s. air force	Korea			Airfield operations flight commander
U.s. air force audit agency	Wright-patterson afb	OH		Auditor
U.s. air force real property agency	Arlington	VA		Chief operation officer
U.s. army	Ft bragg	NC	28310	Commander
U.s. army	Ft bragg	NC	28310	
U.s. army	Friedberg, RAY BARRACKS	APO AE	09074	Brigade Chief of Plans
U.s. army	Fort belvoir	VA	22060	Chief, program structures division
U.s. army	Fort leavenworth	KS	66077	Student
U.s. army	Pearl harbor	HI	96860	First sergeant
U.s. army	Iraq			Executive officer
U.s. army		GERMANY	09110	
U.s. army	Camp slayer, iraq		09342	Military
U.s. army	Ft meade	MD	20755	Tour coordinator/ pr
U.s. army	Afb	MD	21028	Chief
U.s. army	Fort belvoir	VA	22060	
U.s. army	Ft belvor	VA	22060	Supervisory engineer
U.s. army	Alexandria	VA	22315	Product manager global positioning systems
U.s. army	Ft lee	VA	23831	Cascom training directorate
U.s. army	Winston- salem	NC	27284	Assistant professor of military science
U.s. army	Ft bragg	NC	28307	
U.s. army	Ft bragg	NC	28310	Army family team building manager (aftb)
U.s. army	Ft bragg	NC	28310	Commander 4 bct rear detachment

U.s. army	Columbus	SC	29202	Hr mgr
U.s. army	Ft jackson	SC	29207	Division chief
U.s. army	Ft mcpherson	GA	30330	Signal staff officer
U.s. army	Ft gordon	GA	30809	Mi officer/ plans training
U.s. army	Ft stewart	GA	31315	Executive officer
U.s. army	Ft benning, columbus	GA	31909	Executive officer
U.s. army	Birmingham	AL	35209	Medical Plans and Operations Officer
U.s. army	Montgomery	AL	36012	Student
U.s. army	Ft bragg	NC	38310	Colonel
U.s. army	Ft campbell	KY	42223	Brigade operations officer
U.s. army	Ft campbell	KY	42223	Operations officer
U.s. army	Fort campbell	KY	42223	Aviation brigade executive officer
U.s. army	Fort campbell	KY	42223	Bde operations officer
U.s. army	Muncie	IN	47306	Major, operations research analyst
U.s. army	Scott afb	IL	62225	Strategic planner
U.s. army	Leavenworth	KS	66048	Cgsoc student
U.s. army	Ft riely	KS	66442	Battalion executive officer
U.s. army	Ft polk	LA	71459	Company commander
U.s. army	Ft houd	TX	76544	Force health protection sergeantmajor
U.s. army	Ft hood	TX	76544	Maj
U.s. army	San antonio	TX	78234	Operation chief
U.s. army	Ft irwin	CA	92310	Executive officer
U.s. army	Ft irwin	CA	92310	Senior fire support trainer
U.s. army	Camp red cloud	APO AP	96208	Battalion executive officer
U.s. army	Honolulu	HI	96819	Budget officer
U.s. army	Honolulu	HI	96859	Chief, business operations
U.s. army	Fort lewis	WA	98433	Platoon leader
U.s. army	Fort lewis	WA	98433	Deputy corps cbrn officer
U.s. army				
U.s. army				
U.s. army	Ft knox	KY		Logistics officer for future combact systems
U.s. army	Wiesbaden	GERMANY		Inspector general
U.s. army				
U.s. army		LA		Language student
U.s. army				Executive officer
U.s. army	Washington	DC		Project manager
U.s. army & air force exchange service, hickom afb	Hickom afb	HI	96853	Food manager
U.s. army airforce exchange svc.	Honolulu	HI	46818	Manager

U.s. army, 101st airborne division	Ft campbell	KY	42223	Brigade operations officer (53)
U.s. dept of agriculture	Washington	DC	20024	Contract specialist
U.s. marine corps	Allentown	PA	18109	Inspector- instructor
U.s. marine corps	San diego	CA	92129	Deputy commander
U.s. marine corps	Oceanside	CA		Company commander
U.s. marine corps				Logistic officer
U.s. military	Ft bragg	NC	28314	Directorate mgr/ supervisor
U.s. navy	Mayport	FL	32228	Pilot
U.s. navy	San diego	CA	92135	
U.s. navy	Seaside	CA	93955	Student- post graduate school
U.s. navy	Ft gordon	GA		Division officer
U.s. navy				
U.s. navy				
U.s. navy	Norfolk	VA		Surface warfare officer
U.s. office of personnel management fed investigat	Boyers	PA	16068	Investigator
U.s. postal service	Washington, dc	DC	20260	Strategic planning specialist
Uaw-ford national programs ctr.	Detroit	MI	48232	Program assistant ii
Umdnj/ copsa	Piscatawas	NJ	08855	Mental health clinic
Undp	Phnom penh	Cambodia		Security advisor
Union pacific railroad	Kansas city	KS	66102	Manager, yard operations
Union pacific railroad	Omaha	NE	68179	Employment manager
United states postal service	Arlington	VA	22209	Program Manager, Latin America & the Caribbean
Universal 1 credit union	Dayton	OH	45409	Training specialist
University hospital	Augusta	GA		Clinical nurse manager
University oblgyn inc	Detroit	MI	48201	Admin asst
University of iowa	Iowa city	IA	52242	Coach
University of oklahoma	Apo	AE	09459	Uk field assistant
University of Winnipeg	Winnipeg	Manitoba	R3B 2E9	Instructor
Upper iowa university	Ft riley	KS	66442	Center coordinator
Us army 4-319th airborne field artillery 173 abct	Bamberg	GERMANY		Executive officer
Us army clemson army rotc	Easley	SC	29642	Assistant professor of military science
US Army Corps of Engineers	Philadelphia	PA	19107	Strategic planner
Us army criminal investigation laboratory	Forest park	GA	30297	Evidence controller
Us army- university if sc army rotc	Columbia	SC	29208	Assistant prof of military
Us army, 4th squadron 6th us cavalry	Ft lewis	WA	98366	Squadron operations officer
Us army, 500th military intelligence brigade	Wahiawa	HI	96857	Executive officer
US Department of State	Washington	DC		Management analyst
Us dept of justice	Boise	ID	83709	Contracting officer

US Dept of Justice/Prisons	Grand prairie	TX	75051	Contracting officer
Us dod	Phoenix	AZ	85003	Special agent
Us environmental protection agency	Washington	DC	20460	Project manager
Us food and drug administration (fda)	Rockville	MD	20850	Regulatory scientist
Us government	Columbus	OH	31901	Medical supply technician
Us govt eisenhower army medical center	Ft gordon	GA	30809	Nurse manager, rn
Us military				
Us nuclear regulatory commission	Rockville	MD	20854	Senior special agent/ group leader
Us postal services	Washington	DC	20260	International operations specialist
Us probation officer	Montgomery	AL	36104	Probation officer
Usa rdecom acquisition center	Durham	NC	27703	Contract and grant specialist
Usaf, air force reach lab, air base science divisi	Panama city	FL	32404	Air base science branch chief
Usaf, los angeles afb	El segundo	CA	90245	Sbirs systems integration division chief
Usar readiness cmd	Ft jackson	SC	29207	Hhd commandor
Usda/fsis	Washington	DC	200250	Program manager
Usdao addis ababa, 2030 addis ababa pl.	Dulles	VA	20188	Operations coordinator
Utica community schools	Sterling heights	MI	48317	Secretary - human resources
Va dept of corrections	Goochland	VA	23063	Warden
Va medical center	Decatur	GA	30039	Histology supervisor
Va medical center	Shreveport	VA	71101	It specialist
Va medical center	Shrwport	LA	71101	Operations manager, primary care service
Valeo	Auburn hills	MI	48326	Hr manager
Vamc	Alexandria	LA	71306	Medical record technician
Vamc-mphs	Memphis	TN	38104	Staff nurse
Vanguard services unlimited	Arlington	VA	22203	Hr manager
Verizon business	Atlanta	GA	30328	Service manager
Veterans administration	Middletown	OH		Medical administration specialist
Veterans affairs	Hampton	Va	23667	Nurse educator
Veterans affairs	Tamph	FL		
Veterans affairs	Atlanta	GA		Veteran service rep
Vip health services	116-06 murtle ave, richmond hill	NY	11418	Intake manager
Virginia common wealth university	Richmond	VA	23234	Hr generalist
Virginia common wealth university	Richmond	VA	23298	Director of diversity access programs
Virginia department of transportation	Richmond	VA	23219	Information security specialist
Virginia Department of Transportation	Richmond	VA	23219	Program manager

Visteon corp	Ypsilanti	MI	48197	Cad supervisor
Vital signs colorado inc	Englewood	CO	80112	Calibration coordinator
Wake tech	Raleigh	NC	27603	Instructional supervisor
Wal-mart stores, inc.	Roanoke	VA	24014	Market human resource manager
Washington township fire department	Dublin	OH	43016	Administrative manager
Waste management, inc	Atlanta	GA	30339	Market area safety manager
Wayne co. Dept of social services	Goldsboro	NC	27530	Social worker
Wayne county	Detroit	MI	48226	Chief of staff
Wayne county	Detroit	MI	48226	Dept. Supv.
Wayne county community college district	Detroit	MI	48228	Campus executive vice president
Wayne state university	Detroit	MI	48202	Internal auditor
Webasto sunroof	Rochester hills	MI		Buyer
Wellpoint Inc.	Worthington	OH	43085	Hr manager
Wellpoint inc	Mason	OH		Financial operation analyst
Wellpoint Inc.	Worthington	OH	43085	Senior process expert
Westchester county dss	Mount vernon	NY	10550	Eligibility examiner ii
Wheelttime network llc	Sanasota	FL	34228	Ceo
William beaumont hospital	Royal oak	MI	48307	Director clinical systems improvement
Wolters kluwer financial services	Troy	MI	48098	Quality control analyst
Woodmere dialysis center	Woodmere	NY	11598	Nurse manager
Woodridge school district 68	Woodridge	IL	60517	Bilingual teacher
Worldspan	Kansas city	MO	64153	It engineer fares & pricing
Wright patterson afb	Dayton	OH	45433	Contracting officer
Wright patterson afb	Dayton	OH	45433	Contract negotiator
Wyle laboratories, inc	Dayton	OH	45440	Hr manager
XI health of tennessee	Memphis	TN	38125	Sr providers services mgr
Youth villages	Memphis	TN	38133	Hr director
Yulista mgt services	Hickam afb	HI	96818	Electronic technician iii
Yuzuki north america	Canton	MI	48187	Design release engineer

What Services Would You Like to See Offered?

1	1) contact with local alumni to offer support to current students. 2) gala events.
2	1) Forwarding new job information based on qualifications. 2)Offering information related to individuals we may have attended class with - networking and linking is necessary for future endeavors. We met some really great people at the Columbus branch b

3	1) networking events with community, business+ non profit directors in the area 2) satellite cast or showing of major events on speeches held on campus (cosby) 3) development of research center or site to allow alumni access for writing papers to be publ
4	A better job via networking wi
5	A free of charge job listing websites. I paid to use this service and was extremely dissapointed in the lack of jobs listed - I really should have asked for my money back. It was advertised to be something it was NOT.
6	A listing of practical application of the degree
7	A local Cincinnati group formed to help attract other adult learners to the program.
8	A who's who of CMU alumni
9	Access to university data bases and references online that are provided to currently articulated students.
10	Additional continuing educatio
11	All is great
12	Alumni access to library services
13	Alumni activities related to my field
14	Alumni chapters targeted at th
15	Alumni events of different variety to promote unity and networking
16	Alumni membership cards (visa)
17	Alumni should have access to the off campus librar
18	An effective on-line/ web based networking tool-
19	An opportunity to network with other alumni in the Columbus, OH area.
20	An outlet for those seeking other employment
21	Any
22	Assistance in job placement in states where off- campus programs were offered
23	Assistance with job placement
24	Assistance with job searches and networking.
25	Better career services opportunities
26	Better financial program when an individual company does not pay for schooling i was a pre-pay student + my how rude the staff try you.
27	Business development services and opportunity to give back to student body through public speaking
28	Career advice- job placement
29	Career counseling Expansion of Network
30	Career Counseling/Networking Career Changing Phd/edd programs Teacheing/Professor
31	Career growth.
32	Career networking for CEL grad
33	Career placement
34	Career services networking
35	Career services, networking opportunities
36	CMU Alumni Luncheons or Dinners near Fort Campbell, KY
37	Computer lab (hands on)
38	Continue learning opportunities, certifications, and networking
39	Continued access to the library services online
40	Continued education seminars/ workshops in hr
41	Continuing education
42	Continuing education to update msa graduates
43	Current level of service is good
44	Currently work at CMU so I assist where I can at events. I earned the Graduate Certificate in Leadership at CMU and then started a Ph.D. At Oakland University so I did not earn an MSA here. My intent was only the Graduate Certificate to get back into

45	Currently, my schedule does no
46	Dental services and a doctoral program at for riley campus
47	Discount game tix
48	Discounts
49	Discounts on food, movies, retail, gas station, travel, etc
50	Doctoral program in hawaii
51	Doctoral program in mgt
52	Email news letter
53	Employment opportunities
54	Employment opportunities/ classifieds
55	Establish an alumni associatio
56	Exchange business cards/ services events!
57	Financial planning networking
58	Gathering of classmates in the city where the classes took place including 1 or 2 of the professors.
59	Happy with current offerings
60	Have a local career office for graduates
61	Having interested students attend alumni dinners, where alumni can share experiences. This would also promote a godd strong networking foundation for the university, and its alumni.
62	How to get a job after graduating. Im very very disappointed that after spending my money, time & sanity to get my degree- no body wants to hire me because i don't have 3 or 4 years of experience un qulaified or over qualify
63	I'm not aware of one, but mayb
64	I am currently a phd student. Any position that will not take too much of my times will do.
65	I am not aware of the Atlanta
66	I am not familiar with the services currently offe
67	I don't know enough to answer about this to answer
68	I would like to be able to outline the libraryresources that were afforded to me when i was a student.
69	Information regarding relevant course offerings. Significant happenings to other alumni. New location information.
70	It would be nice to have access to the online library and search engines in order to do research on the job
71	Job fair information; second career for retiting military officers
72	Job Fair, K - 12 awareness of CMU
73	Job fairs
74	Job Fairs for alumni or POC for major employers of
75	Job networking opportunities.
76	Job placement
77	Job placement Allowing more past students teachi
78	Job placement and networking opportunities.
79	Job placement if already offered pls advise
80	Job placement opportunities.
81	Job placement service & connected to network of companies entry level jobs. Most of the services you are providing only to on campus people. But after doing ms at off campus, we did not get any of this services or any help from cmu
82	Job reference, networking
83	Job referral
84	Job search
85	Job search
86	Job Training or Services. I am currently retiring

87	Jobs postings for alumni
88	Jobs, networking
89	Library access (online)
90	Library services
91	Local activities for alumni.
92	Local job placement
93	MBA program
94	Mentor program for high schools
95	More discounted event tickets and more preferred seating for Alumni.
96	More diverse instructors.
97	More group insurance plans suc
98	More information regarding sporting events. No call for fund raising after 8:00 pm - family time.
99	More local activity, and gathering of local alumni
100	More networking for employment opportunities
101	Needs for health service admin/ hospital admin internship to go with the msa health services admin degree. Can not get a job without the internship
102	Networking and job placement opportunities
103	Networking events Chances for alum to help recruit students to the program
104	Networking for material job search
105	Networking for various states list of alumni by state
106	Networking opportunities
107	Networking sessions
108	Networking social (happy hour) with graduates with same/similar degree
109	Networking/Social Events in the DC/Baltimore area
110	Newly created programs
111	News letter and updates of cmu
112	No comments
113	No opinion
114	None
115	None more than what is currently offered at this t
116	Not sure
117	Not sure at this time... What
118	Not sure what is offered
119	Not sure, what services are available to alumni?
120	Not Sure. Campus is a long way from my home.
121	Offer services that will allow
122	Online library services, bigger more sophisticated classrooms.
123	Only after I get better
124	Opportunities to meet other active duty military CMU alumni, maybe on installations throughout the Army
125	Other colleges offer ticket packages specifically for alumni- this would get me to some games
126	Phd in leadership
127	Phd program in org theory
128	PHD Programs in Atlanta, Ga. Area.
129	Placement
130	Please assist me with the gold program-for alumni.i have been unable to access this.
131	Professional certification offered by shrm with financial aid assistance.
132	Provide a support for network for new students in helping them accomplish requirements for graduation.
133	Receive newsletters to alumni

134	Recommending to employers students, past and present that has the required qualifications for the vacant jobs in public Administration and the other areas.
135	Reduced doctoral degree fee
136	Refresher training/workshops
137	Regional alumni chapters would be nice. This would
138	Reopen satellite locations near Kansas City, MO
139	Resume and job search networking
140	Reunions
141	Social networking
142	Socials in the Washington DC area
143	Sports ticket
144	Stop sending credit card applications
145	Stujenmarshall@charter.net
146	Suggestion: offer less online classes. As a recruiting manager, I have noticed the difference between students who have completed online coursework than students who have all classroom learning. Online students have poor writing and business communication
147	Surveys of type of work and salary raises for graduates of the MSA programs. Share results of this survey
148	Teaching positions
149	To contribute back to CMU programs,
150	Travel packages to away football games
151	Unsure. Have not been active because of current employment and educational pursuits (Ph.D. candidate)
152	Updates of any courses related to degree as a refresher
153	Use of online research library
154	What services are currently available?
155	When I attended CMU I took my classes at Fort Bragg. I had to drive 4 hours to get there. What other alternatives do North Carolinians have other than Fort Bragg and Camp Lejeune. It would really benefit this area (northeast region) and surrounding area
156	Workshops on international issues and networking opportunities.

Other Comments

1	A reservist on active duty at a dod agency
2	Being located in korea does not allow me to be involved in alumni events
3	But i would not have my current job if i did not have a master degree. I did enjoy my educational experience through cmu.
4	Cmu was great- these responses are dependent on the individuals job function. For quality of teaching- of coursesome instructors were better than others
5	Don't share my employment address with anyone
6	Dorothy f-name in our data base
7	I believe no grad program should be offered online
8	I have not been in a position to apply any of my education
9	I started my own company, so i own the company
10	I was employed by dmc
11	I was given the opportunity to serve as interim executive director for the center for molicular medicene (new joint venture) for one year
12	I was very pleased and satisfied with my program from cmu.
13	I work from home
14	I would like to be involved but very difficult
15	I would like to see a doctoral program in leadership
16	Looking at phd
17	Most of the instructors were good of the classes taken. There were 2 sides,best+worst. The best was x, msa 660 he was an expereined executive that brought his knowledge to the class. I enjoyed his class very much and still use his class materials. The
18	Need mba- i had to go to walsh to get a finance degree hr is too hard to get a job
19	Newsletters are nice no time to travel for social
20	Not sure, what services are available to alumni?
21	One professor (org behaviour) was useless
22	Ph. D canidate ism
23	Please contact me to discuss the systemic technical content deficiencies
24	Sadly, the department does not recognize higher education
25	Share results of this survey
26	The army is relocating me to the 84th division (milwaukee, wi) in may 2007. I look forward to participating in alumni events at cmu
27	This degree has opened doors that i had no idea that it would. Thank you!
28	Though now feel prepared for a director position

2007 MSA Alumni Follow-up Survey: Detailed Data Summary

PURPOSE OF YOUR CMU EDUCATION

1. What was your PRIMARY GOAL in attending the MSA program at CMU?

(Rank order all that apply: 1 = most important goal; 2 = next most important goal; etc.)

	Most important		2 nd most important		3 rd most important		4 th most important		5 th most important		Least important		Not a goal		Total
	Count	% of 1,039	Count	% of 714	Count	% of 527	Count	% of 398	Count	% of 319	Count	% of 67	Count	% of 1910	
To earn a degree	520	50.0%	129	18.1%	54	10.2%	22	5.5%	23	7.2%	4	6.0%	77	4.0%	829
To get a salary increase	78	7.5%	132	18.5%	162	30.7%	105	26.4%	57	17.9%	13	19.4%	282	14.8%	829
To improve my skills in my current job or field of work	161	15.5%	190	26.6%	99	18.8%	80	20.1%	73	22.9%	9	13.4%	217	11.4%	829
To prepare for a new career or field of work	150	14.4%	123	17.2%	94	17.8%	64	16.1%	95	29.8%	10	14.9%	293	15.3%	829
To get a job promotion	102	9.8%	122	17.1%	114	21.6%	119	29.9%	64	20.1%	8	11.9%	300	15.7%	829
Other	28	2.7%	18	2.5%	4	0.8%	8	2.0%	7	2.2%	23	34.3%	741	38.8%	829
TOTALS	1,039	100.0	714	100.0	527	100.0	398	100.0	319	100.0	67	100.0	1910	100.0	

	Most Important or 2 nd Most Important		3 rd Most Important- Least Important		Not a Goal	
	Count	% of 1,753	Count	% of 1,311	Count	% of 1,910
To earn a degree	649	37.0%	103	7.9%	77	4.0%
To get a salary increase	210	12.0%	337	25.7%	282	14.8%
To improve my skills in my current job or field of work	351	20.0%	261	19.9%	217	11.4%
To prepare for a new career or field of work	273	15.6%	263	20.1%	293	15.3%
To get a job promotion	224	12.8%	305	23.3%	300	15.7%
Other	46	2.6%	42	3.2%	741	38.8%
TOTALS	1,753	100.0%	1,311	100.0%	1,910	100.0%

2. Why did you choose CMU, instead of another school?

(Rank order all that apply: 1 = most important reason; 2 = next most important reason; etc.)

	Most important		2 nd most important		3 rd most important		4 th most important		5 th most important		6 th most important		Least important		Not a reason		Total
	Count	% of 1,077	Count	% of 773	Count	% of 587	Count	% of 456	Count	% of 349	Count	% of 244	Count	% of 9	Count	% of 2,308	
Cost	116	10.8%	103	13.3%	119	20.3%	112	24.6%	95	27.2%	32	13.1%	1	11.1%	251	10.9%	829
Convenient location	317	29.4%	256	33.1%	119	20.3%	37	8.1%	13	3.7%	9	3.7%	0	0.0%	78	3.4%	829
Flexibility in scheduling	300	27.9%	194	25.1%	134	22.8%	64	14.0%	22	6.3%	3	1.2%	0	0.0%	112	4.9%	829
Offered desired degree program	222	20.6%	142	18.4%	117	19.9%	100	21.9%	39	11.2%	7	2.9%	0	0.0%	202	8.8%	829
Services provided	51	4.7%	43	5.6%	59	10.1%	101	22.1%	131	37.5%	35	14.3%	1	11.1%	408	17.7%	829
Credit for previous work through Prior Learning portfolio	36	3.3%	25	3.2%	32	5.5%	39	8.6%	47	13.5%	148	60.7%	3	33.3%	499	21.6%	829
Other	35	3.2%	10	1.3%	7	1.2%	3	0.7%	2	0.6%	10	4.1%	4	44.4%	758	32.8%	829
TOTAL	1,077	100.0	773	100.0	587	100.0	456	100.0	349	100.0	244	100.0	9	100.0	2,308	100.0	

	Most Important or 2 nd Most Important		3 rd Most Important- Least Important		Not a Reason	
	Count	% of 1,850	Count	% of 1,645	Count	% of 2,308
Cost	219	11.8%	359	21.8%	251	10.9%
Convenient location	573	31.0%	178	10.8%	78	3.4%
Flexibility in scheduling	494	26.7%	223	13.6%	112	4.9%
Offered desired degree program	364	19.7%	263	16.0%	202	8.8%
Services provided	94	5.1%	327	19.9%	408	17.7%
Credit for previous work through Prior Learning portfolio	61	3.3%	269	16.4%	499	21.6%
Other	45	2.4%	26	1.6%	758	32.8%
TOTALS	1,850	100.0%	1,645	100.0%	2,308	100.0%

QUALITY OF TEACHING

3. During my MSA program, overall, my instructors:	Strongly Agree		Somewhat Agree		Slightly Agree		Slightly Disagree		Somewhat Disagree		Strongly Disagree		Missing	Valid Total
	Count	Valid %	Count	Valid %	Count	Valid %	Count	Valid %	Count	Valid %	Count	Valid %		
Understood and respected individual students' differences	562	68.4%	235	28.6%	15	1.8%	3	0.4%	1	0.1%	6	0.7%	7	822
Communicated clear expectations for classes	522	63.7%	269	32.8%	20	2.4%	2	0.2%	3	0.4%	4	0.5%	9	820
Applied course content to real life, especially the workplace	511	62.2%	252	30.7%	44	5.4%	8	1.0%	3	0.4%	4	0.5%	7	822
Used a variety of teaching methods and learning activities	459	56.0%	289	35.2%	63	7.7%	1	0.1%	4	0.5%	4	0.5%	9	820
Encouraged students to be responsible for their own learning	515	63.0%	246	30.1%	38	4.6%	10	1.2%	4	0.5%	5	0.6%	11	818
Helped students achieve course learning objectives	461	56.2%	296	36.1%	52	6.3%	4	0.5%	3	0.4%	5	0.6%	8	821
Challenged students intellectually	460	56.1%	273	33.3%	67	8.2%	7	0.9%	9	1.1%	4	0.5%	9	820
Encouraged students to summarize, synthesize, analyze and apply information	474	57.7%	261	31.8%	69	8.4%	8	1.0%	4	0.5%	5	0.6%	8	821
Provided feedback to help students keep track of their learning	392	47.9%	317	38.7%	86	10.5%	13	1.6%	6	0.7%	5	0.6%	10	819
Chose assessments which were relevant to course learning objectives	387	47.3%	339	41.4%	78	9.5%	8	1.0%	4	0.5%	3	0.4%	10	819

	Strongly Agree or Somewhat Agree		Descriptive Stats (6-pt. scale above)	
	Count	Valid Percent	Mean	Standard Deviation
Understood and respected individual students' differences	797	97.0%	5.63	0.674
Communicated clear expectations for classes	791	96.5%	5.58	0.670
Applied course content to real life, especially the workplace	763	92.9%	5.52	0.746
Used a variety of teaching methods and learning activities	748	91.2%	5.45	0.752
Encouraged students to be responsible for their own learning	761	93.1%	5.52	0.773
Helped students achieve course learning objectives	757	92.3%	5.45	0.755
Challenged students intellectually	733	89.4%	5.41	0.829
Encouraged students to summarize, synthesize, analyze and apply information	735	89.5%	5.43	0.808
Provided feedback to help students keep track of their learning	709	86.6%	5.30	0.851
Chose assessments of students' knowledge which were relevant to course learning objectives	726	88.7%	5.33	0.776

QUALITY OF LEARNING

4. To what extent did your MSA program help you improve your ability to:

	Substantial Improvement		Moderate Improvement		Small Improvement		No Improvement		Missing	Valid Total
	Count	Valid %	Count	Valid %	Count	Valid %	Count	Valid %		
Apply management perspectives in your workplace	364	44.7%	360	44.2%	71	8.7%	19	2.3%	15	814
Use quantitative methods and approaches to solve workplace problems	287	35.1%	361	44.1%	139	17.0%	31	3.8%	11	818
Evaluate workplace problems and recommend strategies or tools to address them	383	47.1%	316	38.8%	91	11.2%	24	2.9%	15	814
Take a position on an organizational issue, and defend it both orally and in writing	376	46.3%	291	35.8%	108	13.3%	37	4.6%	17	812
Apply the concepts of finance, as practiced in your employer's organization.	197	24.6%	329	41.0%	184	22.9%	92	11.5%	27	802
Apply the concepts of marketing, as they relate to your employer's organization.	182	23.2%	307	39.1%	188	23.9%	109	13.9%	43	786
Use information systems to support decision-making	280	34.7%	318	39.4%	144	17.8%	66	8.2%	21	808

	Stated "Substantial" or "Moderate" Improvement		Descriptive Statistics	
	Count	Valid %	Mean	Standard Deviation
Apply management perspectives in your workplace	724	88.9%	3.31	0.728
Use quantitative methods and approaches to solve workplace problems	648	79.2%	3.11	0.814
Evaluate workplace problems and recommend strategies or tools to address them	699	85.9%	3.30	0.782
Take a position on an organizational issue, and defend it both orally and in writing	667	82.1%	3.24	0.850
Apply the concepts of finance, as practiced in your employer's organization.	526	65.6%	2.79	0.943
Apply the concepts of marketing, as they relate to your employer's organization.	489	62.3%	2.72	0.972
Use information systems to support decision-making	598	74.1%	3.00	0.923

To what extent did your MSA program help you improve your ability to: (Responses of “substantial improvement” or “moderate improvement” only)	Count	Valid %
General Administration		
Apply principles of good administration in organizations operating in a global environment	201	79.8
Integrate computer and production systems into administrative decision making	156	61.9
Evaluate how the organization’s environment and processes affect the work behavior of employees	205	81.3
Understand how legal and political systems impact the operation of organizations	186	73.8
Understand how social and economic systems impact the effectiveness of organizations	202	80.2
Improve communication of individual and groups within and between organizations	212	84.1
Human Resource Administration		
Understand the theory and practices of human resource administration	186	90.3
Utilize the principles of collective bargaining, labor law and negotiations in your organization	142	68.9
Utilize negotiation skills in labor and employee relations	142	68.9
Make staffing decisions using a range of evaluative measures such as compensation, economics, personnel psychology	156	75.7
Health Services Administration		
Understand the role of directors, administrators and supervisors in health services organizations	140	91.5
Utilize the broad range of skills required for directors, administrators and supervisors	129	84.3
Apply financial analysis to decision-making in health services organizations	116	75.8
Understand legal decisions appropriate to health services administration	135	88.2
Information Resource Administration		
Comprehensive administration of information systems in your organization	50	82.0
Identify and select appropriate solutions to information administration in your organization	47	77.0
Apply systems analysis and design to administering information in your organization	51	83.6
Leadership		
Apply your knowledge and skills in the area of leadership	68	90.7
Apply the principal of group dynamics in your organization	70	93.3
Facilitate organizational change	59	78.7
Manage conflict in your organization	63	84.0
Apply the principles of negotiation within your organization	59	78.7
Enhance cultural diversity and community in you organization	46	61.3

EMPLOYMENT

5. I am currently:

	YES	
	Count	%
Employed in a job RELATED to my MSA program	485	58.5%
Employed in a job NOT RELATED to my MSA program	212	25.6%
On active duty with the U.S. military	122	14.7%
Continuing my education	76	9.1%
Not employed, but seeking work	19	2.3%
Not employed, not seeking work, because	30	3.6%

	YES		NO	
	Count	%	Count	%
Did you obtain your current position because you completed your most recent degree?	222	27.9%	574	72.1%
Did you receive a promotion upon completion of your most recent degree?	177	22.3%	617	77.7%
Did you receive a raise in income because of your completion of your most recent degree?	269	33.6%	531	66.4%
Were you serving in the military while you were taking CEL courses?	223	28.1%	572	71.9%

ALUMNI

	YES		NO	
	Count	%	Count	%
Have you participated in CMU alumni events?	53	6.5%	761	93.5%
Would you like to be involved in future alumni events?	359	46.1%	420	53.9%