



Wharton Work/Life Integration Project

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To: SAMPLE ALUMNI
From: Stew Friedman
Subject: The Life Interests of Wharton Students: 1992 and 2012
Date: January 16, 2013

Thank you very much for contributing to *The Life Interests of Wharton Students: 1992 and 2012* research project. You are among 157 members of the amazing Class of '92 who responded to our survey recently. We can now compare these observations with the views that you and your classmates expressed in 1992 (460 responded to our survey then, at the time of your graduation) and with those expressed earlier this year by 314 members of the Class of '12, at the time of their graduation.

Here then is your personal time capsule!

How to read this report

This report has your survey responses from both 1992 and 2012 and responses for the Classes of W '92 and W '12. You will see averages and standard deviations for numerical variables and percentages for each response option for categorical variables.

- Averages in **red font** indicate a statistically significant ($p < .05$) **decrease** in response values for W '92 over the past 20 years, from 1992 to 2012; and averages in **green font** indicate a statistically significant ($p < .05$) **increase** in response values for W '92 from 1992 to 2012. (We have not done statistical tests for W '12 for this report, nor do we report statistical differences for categorical variables.)
- A blank cell means you did not respond to the question. You may have skipped the question or indicated that it was not applicable to you, or you may not have been asked the question in light of your previous responses.
- A dash means that the question was not asked or the answer option was not available in that version of the survey.
- In the last section you will see your classmates' open-ended comments about their lives and future expectations.

The complete Table of Contents follows this introduction. To return to the Table of Contents at any time, please click the text "Personal Time Capsule" in the footer of each page.

How to respond to this report

I hope that you find it interesting and fun to glimpse into your past and into the lives of both your Wharton classmates and the Class of 2012. Doing so might give you some new perspectives about how your interests have evolved over the past two decades and what this means for the future.

I am very eager to hear your reactions to what you see in your personal time capsule and to get your advice on what else our Work/Life Integration Project should be doing. Please share any thoughts or observations about our research by:

- Joining your classmates and others in [our forum on our Web site](#) and subscribing to the discussion.
- Contacting me directly at friedman@wharton.upenn.edu or 215.898.8618.

What's next

Please visit our Web site (www.worklife.wharton.upenn.edu), stay tuned for updates on articles, and follow me on Twitter [@stewfriedman](#) for more information about the results of this project and what they mean. A forthcoming book will expand on the basic findings reported in this time capsule by exploring the social, cultural, and historical contexts of the past 20 years; examining more complex analyses of the data; and drawing implications for individuals, organizations, and society.

And I'll be getting back in touch before too long to invite you to a [conference](#) that will include you and the other study participants from W '92 and W '12 and others — from various sectors of society — interested in the relationship between work and the rest of life, how the landscape for navigating this relationship is changing, and what this means for us individually, in our families, in our local communities, in our organizations, and for society.

Again, and on behalf of our co-sponsors — the Center for Human Resources and the Center for Leadership and Change Management — thank you very much for your ongoing participation in this project.

A handwritten signature in cursive script, appearing to read "Stew".

P. S. If you're in San Francisco on Feb. 13, I'll be speaking as part of [Wharton's Lifelong Learning Tour](#) and I'd love to see you!

The Life Interests of Wharton Students: 1992 and 2012

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Plans at graduation vs. actual activities six months after graduating.

Check marks indicate your individual status, both in terms of what you expected to be doing after graduation and what you actually did 20 years ago. For “W’92 – Today,” respondents were grouped into categories based on their responses to a number of related questions. Numbers indicate the percentage of respondents who fell into each answer category.

	W’92 – 20 Years Ago		W’92 – Today		W’12
	You	Total (%)	You	Total (%)	Total (%)
Work in family business		2.8		1.3	1.7
Run your own business		3.8		2.6	2.3
Be employed full-time	✓	73.4	✓	82.5	85.4
Be employed part-time		1.4		0.6	1.0
Do volunteer work		0.6		0.0	0.0
Be a full-time homemaker		0.0		0.0	0.0
Take time off		6.2		1.3	3.7
Attend graduate or professional school		11.7		10.4	6.0
Other	—	—		1.3	—

Expectations for tenure and salary in your first job.

Responses to the first two questions are in years. In cases where respondents selected a range of time, the mid-point of that range was used. The third question is annual salary in thousands of dollars. In 2012, respondents were asked to select a salary range; numbers in these columns represent the mid-points of those ranges. The fourth question is on a scale from 1 = *much higher than my classmates'* to 5 = *much lower than my classmates'*.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
After graduation, how many years <i>did you expect to did you</i> remain at your first job?	1	3.4	4.2	1	2.4	2.2	2.0	1.6
After graduation, how many years <i>did you expect to did you</i> remain within your first organization?	5	4.6	4.9	3.5	3.9	3.8	3.7	3.5
How much money <i>did you expect to did you</i> earn per year in your first job after graduation?	35	38.7	16.8	37.5	40.7	19.7	88.2	56.4
How would you compare your first job salary to your classmates'?	4	2.8	1.0	5	3.6	1.0	3.0	1.0

Factors influencing salary in your first job.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
The salary in my first job after graduation <i>will depend depended</i> primarily on market factors in my area of specialization.	5	3.5	1.1	2	4.0	0.9	3.5	1.0
The salary in my first job after graduation <i>will depend depended</i> primarily on my skills.	4	2.9	1.1	1	3.4	1.1	3.1	1.0

Expected vs. actual industry of employment in first post-graduate job.

Check marks indicate your individual responses, both in terms of the industry you expected to work in after graduation and the industry you actually worked in 20 years ago. Different answer options in 1992 and 2012 were grouped into the categories listed below. Numbers indicate the percentage of respondents whose selected answers that fit within each category.

	W'92 – 20 Years Ago		W'92 – Today		W'12
	You	Total (%)	You	Total (%)	Total (%)
<u>Service Sector</u>					
Accounting		10.6		10.4	0.8
Law		8.0		0.0	0.0
Consulting		19.2		21.6	21.6
Education		1.4		3.0	0.8
Government / Non-profit		2.3		6.0	1.1
Sales		0.0		2.2	2.6
Other Service Industry		3.9		4.5	1.5
<u>Manufacturing Sector</u>					
Consumer Goods		5.3		5.2	3.0
Information Technology		1.6		8.2	8.6
Pharmaceuticals		1.0		0.7	0.0
Other Manufacturing		2.5		0.7	0.4
<u>Miscellaneous</u>					
Banking / Financial Services		26.2	✓	29.1	50.8
Medicine / Health Care		2.3		0.7	0.0
Real Estate		3.3		0.7	1.9
Other	✓	12.5		6.7	7.1

Function in first post-graduate job.

A check mark indicates your individual response. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – Today			W'92 – Today	
	You	Total (%)		You	Total (%)
Accounting		12.7	Private Equity / Venture Capital		0.0
Advertising		0.7	Product Development		0.0
Business Development		0.7	Marketing		7.5
Consulting		14.9	Production Management		1.5
Corporate Finance	✓	6.7	Public Relations		0.0
Education / Training		0.7	Purchasing		1.5
Engineering		3.7	Real Estate		1.5
Financial Advisor		0.7	Research (non-financial)		1.5
Financial Research		5.2	Restructuring		0.0
General Management		4.5	Risk Management		0.7
Healthcare Provision		0.0	Sales		3.0
Human Resource Management		0.0	Strategy / Planning		2.2
Investment Banking		12.7	Top Management		3.7
Investment Management		3.7	Trading		2.2
Legal		0.0	Transportation / Logistics		0.0
Information Technology		3.7	Writing / Editing		0.0
Operations		0.7	Other		3.0

Highest level of education expected at graduation vs. highest level currently achieved.

Check marks indicate your individual responses, both in terms of the highest level of education you expected to achieve at graduation and the highest level of education you have currently achieved. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – 20 Years Ago		W'92 – Today		W'12
	You	Total (%)	You	Total (%)	Total (%)
Bachelor's degree		9.1		39.0	15.1
Bachelor's degree + professional certification		5.9	✓	1.9	8.8
Master's degree	✓	60.7		41.6	56.3
Ph.D. or other advanced degree		24.3		17.5	19.7

Long-term career plans at graduation vs. current career status.

Check marks indicate your individual status, both in terms of your long-term career plans at graduation and your current career activities. For “W’92 – Today,” respondents were grouped into categories based on their responses to a number of related questions. Numbers indicate the percentage of respondents who fell into each answer category.

	W’92 – 20 Years Ago		W’92 – Today	
	You	Total (%)	You	Total (%)
Work in family business		4.5		3.9
Run your own business		34.2	✓	16.8
Be a partner in a business	—	—		3.2
Be employed full-time	✓	39.6		62.6
Be employed part-time		1.6		6.5
Do volunteer work		0.2		0.0
Be a full-time homemaker		0.4		2.6
Take time off		0.4		0.0
Attend graduate or professional school		19.1		1.3
Other	—	—		3.2

Geographic and career mobility.

Responses to the first question indicate number of organizations. For all remaining questions, responses indicate number of geographic relocations.

	W'92 – Today		
	You	Avg.	S.D.
For how many different organizations or companies have you worked since you graduated in 1992?	6	4.8	2.5
How many times have you relocated from living in one community to another since graduating in 1992?	5	3.1	2.1
How many of these relocations were caused primarily by ...			
... your career?	3	2.1	2.1
... your spouse/partner's career?	0	0.2	0.6
... family relations?	0	0.1	0.4
... lifestyle preferences?	2	0.5	1.0
... other factors?	0	0.1	0.4

Current job and organization tenure.

Responses to both questions are in years.

	W'92 – Today		
	You	Avg.	S.D.
How long have you been in your current job?	8	4.9	4.9
How long have you been in your current organization?	8	6.6	5.6

Current industry of employment.

A check mark indicates your individual response. A longer list of answer options was grouped into the categories listed below. Numbers indicate the percentage of respondents whose selected answers that fit within each category.

	W'92 – Today	
	You	Total (%)
<u>Service Sector</u>		
Accounting		1.4
Law		6.1
Consulting		3.4
Education		6.1
Government / Non-profit		3.4
Sales		3.4
Other Service Industry		4.1
<u>Manufacturing Sector</u>		
Consumer Goods		2.7
Information Technology		14.9
Pharmaceuticals		0.7
Other Manufacturing		0.7
<u>Miscellaneous</u>		
Banking / Financial Services		31.1
Medicine / Health Care		4.7
Real Estate		6.1
Other	✓	11.5

Current job function.

A check mark indicates your individual response. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – Today			W'92 – Today	
	You	Total (%)		You	Total (%)
Accounting		2.0	Private Equity / Venture Capital		2.0
Advertising		0.0	Product Development		4.1
Business Development		0.7	Marketing		5.4
Consulting		1.4	Production Management		0.0
Corporate Finance		4.1	Public Relations		0.0
Education / Training		4.7	Purchasing		0.0
Engineering		0.7	Real Estate		2.7
Financial Advisor		0.7	Research (non-financial)		1.4
Financial Research		0.7	Restructuring		0.0
General Management		6.1	Risk Management		0.7
Healthcare Provision		0.7	Sales		2.0
Human Resource Management		2.0	Strategy / Planning		1.4
Investment Banking		1.4	Top Management	✓	32.4
Investment Management		8.1	Trading		1.4
Legal		6.1	Transportation / Logistics		0.0
Information Technology		2.0	Writing / Editing		0.7
Operations		1.4	Other		3.4

Ten-year-out salary expectation at graduation vs. actual 2002 salary.

The first response is annual salary in thousands of dollars. In 2012, respondents were asked to select a salary range; numbers in these columns represent the mid-points of those ranges. The second question is on a scale from 1 = *much higher than my classmates*’ to 5 = *much lower than my classmates*’.

	W’92 – 20 Years Ago					W’92 – Today					W’12			
	You	Average			S.D.	You	Average			S.D.	Average			S.D.
		M	W	Total			M	W	Total		M	W	Total	
How much money <i>do you expect to did you</i> earn per year ten years after graduating?	80	260.4	123.8	215.3	289.1	225	416.1	148.8	339.7	907.9	1,190.3	334.0	901.8	1,938.3
How would you compare your ten-year-out salary to your classmates’?	4	2.2	2.9	2.5	1.0	3	3.3	4.1	3.5	1.1	2.5	3.1	2.8	1.0

Current salary and total family income.

Responses to the first two questions are in thousands of dollars. Respondents were asked to select a salary or income range, and numbers represent the mid-points of those ranges. The third question is on a scale from 1 = *much higher than my classmates*’ to 5 = *much lower than my classmates*’.

	W’92 – Today				
	You	Average			S.D.
		M	W	Total	
How much money do you earn per year?	325	753.1	275.0	616.5	1,171.7
What is your total family income from all sources?	475	865.3	681.9	809.5	1,516.8
How would you compare your current salary to your classmates’?	3	3.2	4.0	3.4	1.1

Goals for advancement within your organization.

For the first two questions, responses indicate a level in the organizational hierarchy, ranging from 1 = *first level manager/professional* to 5 = *middle level manager/professional* to 9 = *the top executive*. Responses for the third question are on a range from 1 = *not likely* to 5 = *highly likely*. Averages are presented for men (M), women (W), and total respondents.

	W'92 – 20 Years Ago					W'92 – Today					W'12			
	You	Average			S.D.	You	Average			S.D.	Average			S.D.
		M	W	Total			M	W	Total		M	W	Total	
What position do you now occupy?	—	—	—	—	—	8	7.0	6.6	6.9	1.8	—	—	—	—
What is the highest position you would like to achieve?	9	8.3	7.7	8.1	1.4	9	7.9	7.5	7.8	1.5	7.9	7.5	7.7	1.6
How likely do you think it is that you will achieve the hierarchical position you want?	2	3.8	3.6	3.7	1.0	5	2.9	3.3	3.0	1.3	3.5	3.6	3.5	1.1

Are you currently in the highest position you would like to achieve?

A check mark indicates your individual response. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W'92 – Today			
	You	M	W	Total
Yes		41.9	44.2	42.6
No	✓	58.1	55.8	57.4

Advancement prospects.

The first question is on a scale from 1 = *deficient and below expectations* to 3 = *meets expectations* to 5 = *far exceeds normal expectations*. Answers to the second question range from 1 = *poor* to 3 = *good* to 5 = *excellent*. Averages are presented for men (M), women (W), and total respondents.

	You	W'92 – Today			S.D.
		Average			
		M	W	Total	
How would those who evaluate your job performance rate it over the last year?	5	3.9	4.0	3.9	0.7
How would you rate your chances for promotion within the next two years?	4	3.0	3.4	3.1	1.3

Factors influencing your career advancement.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
My career progression <i>will depend</i> <i>has depended</i> on how hard I work.	4	4.3	0.8	5	3.8	1.0	4.3	0.7
It <i>will be</i> <i>has been</i> necessary to make my superiors aware of my accomplishments in order to further my career.	4	3.9	0.9	4	3.5	1.0	4.0	0.7
It <i>will be</i> <i>has been</i> necessary for me to build a network of relationships in my organization to help further my career.	5	4.1	0.9	4	4.0	0.9	4.5	0.6
My Wharton grades <i>will have</i> <i>have had</i> little effect on my career success.	4	3.7	1.1	5	3.7	1.1	3.6	1.1
What I learned from the classes I took at Wharton will have little effect on my career success.	3	2.7	1.1	—	—	—	2.7	1.1

Definition of career success.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

Career success means...	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
... having flexibility in determining your work hours.	4	3.4	1.0	4	4.0	0.9	3.5	1.1
... having time for yourself.	2	3.9	0.9	5	4.0	0.9	4.1	1.0
... helping other people.	1	3.5	1.1	3	3.7	1.0	3.7	1.1
... working on challenging tasks.	5	4.4	0.7	5	4.2	0.9	4.4	0.8
... having social status and prestige.	5	3.5	1.1	3	3.0	1.0	3.7	1.0
... being creative in your work	4	4.0	0.9	4	3.8	1.0	3.8	1.1
... having power and influence.	5	3.6	1.1	4	3.2	1.0	3.9	0.9
... having time for your family.	2	4.4	0.8	1	4.6	0.7	4.4	0.9
... ensuring a comfortable retirement.	3	4.2	0.9	2	4.4	0.8	4.3	0.9
... having secure employment.	3	3.9	1.0	2	3.8	1.1	4.2	1.0
... living in a preferred geographical area.	4	3.7	1.1	5	4.1	1.0	3.9	1.1
... being respected by others at work.	5	4.4	0.8	3	4.3	0.8	4.5	0.7
... earning a great deal of money.	4	3.7	1.0	3	3.4	1.0	3.8	1.0
... advancing rapidly to high-level positions.	5	3.7	1.0	2	3.3	1.0	3.9	0.9
... enjoying your work.	4	4.8	0.5	4	4.6	0.6	4.7	0.6

Satisfaction with different aspects of your career.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

You are satisfied with...	W'92 – Today		
	You	Avg.	S.D.
... having flexibility in determining your work hours.	2	4.2	1.0
... having time for yourself.	4	3.6	1.1
... helping other people.	5	3.6	1.1
... working on challenging tasks.	2	4.0	1.1
... having social status and prestige.	4	3.7	1.0
... being creative in your work	4	3.7	1.0
... having power and influence.	2	3.5	0.9
... having time for your family.		3.8	1.1
... ensuring a comfortable retirement.	1	3.5	1.1
... having secure employment.	4	3.7	1.1
... living in a preferred geographical area.	5	4.3	0.9
... being respected by others at work.	5	4.0	0.9
... earning a great deal of money.	3	3.4	1.0
... advancing rapidly to high-level positions.	1	3.5	1.1
... enjoying your work.	5	3.8	0.9

Satisfaction with your job and organization.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. Averages are presented for men (M), women (W), and total respondents.

	You	W'92 – Today			S.D.
		Average			
		M	W	Total	
I feel very loyal to my organization.	4	4.0	3.9	4.0	1.1
I am proud to tell others I am part of my organization.	5	4.2	4.0	4.1	0.9
I am satisfied with my present job situation.	5	3.8	3.6	3.8	1.0
I frequently think I would like to change my job situation.	1	2.5	2.7	2.6	1.2
I have authority in deciding how and with whom I get work done.	5	4.4	4.1	4.3	0.8
I have considerable decision-making power in my job.	5	4.4	3.9	4.3	0.9

Satisfaction with success achieved in your career.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. Averages are presented for men (M), women (W), and total respondents.

	W'92 – Today				
	You	Average			S.D.
		M	W	Total	
I am satisfied with the success I have achieved in my career.	4	3.8	3.5	3.7	0.9
I am satisfied with the progress I have made toward meeting my goals for income.	5	3.7	3.3	3.6	1.0
I am satisfied with the progress I have made toward meeting my goals for advancement.	3	3.7	3.3	3.6	1.1
I am satisfied with the progress I have made toward my goals for the development of new skills.	1	3.8	3.5	3.7	0.9

Involvement in your work and career.

For the first two questions, responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. All other questions are on a scale from 1 = *not at all* to 2 = *a little* to 3 = *somewhat* to 4 = *a lot*. Averages are presented for men (M), women (W), and total respondents.

	You	W'92 – Today			S.D.
		Average			
		M	W	Total	
A major source of satisfaction in my life is my career.	5	3.8	3.6	3.8	1.0
Most of the important things that happen to me involve my career.	5	2.8	2.8	2.8	1.0
I enjoy talking about my work to others.	5	3.0	2.9	3.0	0.9
My work is one of the most important things in my life.	4	2.9	2.7	2.8	0.9
My main reason for working is financial — to support my family and lifestyle.	3	3.1	3.0	3.1	0.9
I am eager to retire.	2	2.2	2.1	2.2	1.1
If I was financially secure, I would continue my current work even if I stopped getting paid.	3	2.3	2.6	2.4	1.0
I would choose my current work life again if I had the chance.	4	3.1	3.0	3.1	0.8

Importance of different factors in judging your life success.

Responses are on a scale from 1 = *not important* to 5 = *very important*.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
Standard of living	4	4.2	0.8	5	4.2	0.7	4.4	0.7
Career	5	4.4	0.7	5	4.0	0.8	4.5	0.7
A long-term relationship	3	4.6	0.7	5	4.6	0.8	4.5	0.8
Parenting	2	4.4	0.9	5	4.5	1.1	4.3	1.0
Health	3	4.6	0.7	4	4.7	0.5	4.7	0.6
Material wealth	5	3.6	0.9	2	3.4	0.9	3.5	0.9
Religious or spiritual development	2	2.9	1.4	1	2.8	1.3	2.6	1.3
Personal growth and development	4	4.4	0.8	5	3.9	0.9	4.5	0.8
Helping other people	2	3.9	0.9	3	3.7	0.8	3.9	1.0
Friendships	4	4.6	0.6	4	4.2	0.8	4.7	0.5
Being politically involved	2	2.6	1.2	1	2.1	1.0	2.3	1.2
Creative activity	2	3.7	1.0	4	3.3	1.1	3.4	1.1

Satisfaction with different aspects of life.

Responses are on a scale from 1 = *not satisfied* to 5 = *very satisfied*.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
Standard of living	2	3.4	1.2	4	4.2	0.8	4.0	1.0
Career	1	3.3	1.3	5	3.7	1.0	3.7	1.1
A long-term relationship	4	3.1	1.5	4	4.1	1.2	3.0	1.6
Parenting	1	3.2	1.6	5	4.3	1.0	3.1	1.7
Health	4	4.1	0.9	5	4.1	0.9	3.8	1.1
Material wealth	2	3.1	1.2	2	3.7	0.9	3.4	1.2
Religious or spiritual development	2	3.4	1.0	3	3.6	0.8	3.5	1.1
Personal growth and development	5	3.7	0.9	5	3.6	0.9	3.7	0.9
Helping other people	3	3.2	0.9	4	3.4	0.9	3.2	1.1
Friendships	4	4.0	0.9	3	3.5	1.0	4.1	0.9
Being politically involved	3	3.1	1.1	3	3.5	0.9	3.0	1.2
Creative activity	2	3.1	0.9	3	3.4	1.0	3.3	1.0

Life interests.

The “1” indicates the part of life which you expect will give you the *most satisfaction* (i.e., first), and the “2” indicates the part of life which you expect will give you the *second-most satisfaction* (i.e., second). Numbers under the “First” and “Second” headings indicate the percentage of respondents who reported each part of life will give them the most satisfaction or the second-most satisfaction, respectively.

	W’92 – 20 Years Ago			W’92 – Today			W’12	
	You	First	Second	You	First	Second	First	Second
Career or occupation	1	22.8	46.1	2	12.7	43.3	25.4	39.8
Family relationships	2	62.2	18.6	1	77.3	13.3	55.1	25.0
Religious beliefs or activities		3.8	2.6		3.3	2.7	3.8	1.7
Activities directed toward national or international betterment		2.4	5.1		2.0	4.7	5.1	8.9
Leisure and recreational activities		7.9	23.8		4.0	30.7	10.2	23.7
Participation in community affairs		0.2	2.6		0.7	5.3	0.4	0.9

Areas in which your views have changed over the past 20 years.

Responses are on a scale from 1 = *no change* to 5 = *major change*. Averages are presented for men (M), women (W), and total respondents.

	You	W'92 – Today			S.D.
		Average			
		M	W	Total	
Kind of job desired	5	3.2	3.6	3.4	1.3
Geographical preference	4	2.7	2.7	2.7	1.5
Political views	1	2.2	1.9	2.1	1.0
Timing of marriage	3	2.3	2.4	2.4	1.4
Industry desired	5	2.9	3.0	3.0	1.4
Career aspiration level	4	2.8	3.3	3.0	1.2
Timing of children	1	2.3	2.8	2.4	1.4
Personal ethics	4	1.7	1.7	1.7	0.9
Value of interpersonal relationships	2	2.3	1.9	2.2	1.2
Social responsibility	3	2.4	2.1	2.4	1.0

Attitude toward family.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. On the left are results when considering family of origin (parents, siblings, etc.); on the right are results when considering family of creation (partner, children, etc.), if applicable.

Family of origin									Family of creation								
W'92 – 20 Years Ago			W'92 – Today			W'12				W'92 – 20 Years Ago			W'92 – Today			W'12	
You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.	You		Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.	
3	4.2	1.0	2	3.6	1.1	4.3	0.9	I am satisfied with my present family relationships.	1	4.2	1.1	4	4.2	0.9	4.1	1.2	
4	2.0	1.2	5	2.5	1.2	2.0	1.1	My family relationships are very frustrating to me.	3	2.2	1.2	2	2.0	1.0	2.2	1.2	
3	2.0	1.2	—	—	—	1.9	1.2	I frequently think I would like to change my family relationships.	5	2.3	1.4	—	—	—	2.1	1.3	
2	3.9	1.1	1	3.5	1.2	4.1	1.1	A major source of satisfaction in my life is my family.	3	4.4	0.9	5	4.7	0.7	4.3	1.1	
2	3.3	1.1	1	3.2	1.2	3.6	1.1	Most of the important things that happen to me involve my family.	3	4.1	1.0	5	4.4	0.8	4.0	1.1	
2	3.9	1.1	1	3.5	1.1	4.0	1.1	I am very much involved personally in my family.	3	4.4	0.9	5	4.7	0.6	4.4	0.9	

Relationship status at graduation and today.

Check marks indicate your individual responses. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – 20 Years Ago		W'92 – Today		W'12
	You	Total (%)	You	Total (%)	Total (%)
Married		0.9	✓	81.9	0.5
Living with a partner		2.0		2.6	2.3
In a long-term relationship	✓	33.3		3.9	29.7
Single		63.7		11.6	67.6
Separated		0.5		1.9	0.5
Divorced		0.2	✓	7.8	0.5
Widowed		0.0		0.0	0.0

Age at entering your long-term relationship or when you plan to enter into a long-term relationship.

Responses to the third question are on a scale from 1 = *yes* to 2 = *probably* to 3 = *not sure* to 4 = *probably not* to 5 = *no*. All other responses are in years.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
If currently in a relationship. . .								
At what age did you enter your current relationship?	20	19.2	1.6	31	26.5	6.1	19.9	1.6
What was your partner's age at that time?	20	19.5	2.4	29	26.1	6.1	19.8	1.5
If not currently in a relationship. . .								
At some point in the future, do you plan to enter into a permanent relationship?		1.2	0.6		2.6	1.0	1.3	0.7
If you do enter into a long-term relationship, at what age do you think this will occur?		25.2	3.1	—	—	—	25.8	2.2
Ideally, what will your partner's age be at this time?		25.1	2.8	—	—	—	26.2	2.5

Highest level of education attained by your partner.

Check marks indicate your individual responses. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – 20 Years Ago		W'92 – Today		W'12
	Your Partner	Total (%)	Your Partner	Total (%)	Total (%)
Some high school or less		0.7		0.7	0.0
High school graduate		7.3		0.7	1.4
Some college	✓	44.4		3.0	27.1
College graduate		37.8	✓	31.9	64.3
Some graduate or professional school		9.9		8.1	2.9
Graduate or professional school		0.0		55.6	4.3

Partner's employment status.

Check marks indicate your individual responses. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – 20 Years Ago		W'92 – Today		W'12
	You	Total (%)	You	Total (%)	Total (%)
Yes, part-time		18.5	✓	16.2	8.6
Yes, full-time		15.9		45.6	55.7
No, not employed	✓	65.6		38.2	35.7

Partner's job and organizational tenure.

Only respondents with employed partners were asked to complete this section. For the first two questions, responses are in number of years. In cases where respondents selected a range of time, the mid-point of that range was used. Answers to the third question are in thousands of dollars. Respondents were asked to select a salary range, and numbers represent the mid-points of those ranges.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
How long has your partner worked in his or her current organization?		1.9	1.5	1.5	6.5	5.6	0.7	0.5
How long has your partner worked in his or her current position?		1.6	1.2	1.5	4.9	5.1	0.6	0.5
What are your spouse/partner's approximate annual earnings?	—	—	—	62.5	305.5	1,127.4	—	—

Partner's employment prospects.

Responses run on a scale from 1 = *yes* to 5 = *no*.

Do you expect your partner to be employed full-time in the ...	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
... short run (2-3 years)?	1	1.8	1.4	2	2.8	1.7	1.3	0.9
... long run (3 years and after)?	1	1.3	0.8	3	2.6	1.5	1.3	0.7

Partner's priorities.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
A major source of satisfaction in my partner's life is his/her career.	5	3.6	1.2	3	3.0	1.4	3.8	1.0
Most of the important things that happen to my partner involve his/her career.	4	3.0	1.2	—	—	—	3.0	1.0
My partner is very much involved personally in his/her career.	5	3.3	1.2	3	3.2	1.4	3.7	1.0
A major source of satisfaction in my partner's life is our family.	2	4.0	1.1	5	4.7	0.7	4.6	0.6
Most of the important things that happen to my partner involve our family.	3	3.7	1.0	—	—	—	4.3	0.9
My partner is very much involved personally in our family.	2	4.0	1.1	5	4.7	0.7	4.4	0.7

Partner's weekly time use.

Responses are in hours per week. Each respondent's answers had to sum to 168 hours per week.

	W'92 – Today		
	Your Partner	Avg.	S.D.
Working and work-related activities	20	29.3	25.8
Caring for and helping children	30	36.2	21.3
Household activities	15	13.4	10.0
Leisure and sports	28	13.9	11.1
Personal care activities (including sleep)	62	60.4	13.2
Caring for and helping family members other than children	0	2.3	4.1
Purchasing goods and services	8	6.9	4.9
Organization, civic and religious activities	2	3.8	5.7
Educational activities	3	2.0	4.7

Support from your partner.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
My partner listens to me talk about my personal or family problems.	4	4.6	0.8	—	—	—	4.7	0.5
My partner is concerned about my welfare.	5	4.7	0.7	—	—	—	4.8	0.5
My partner gives me advice when I have a family or personal problem.	3	4.4	0.9	5	4.4	0.8	4.6	0.7
My partner praises me for my personal or family accomplishments.	3	4.4	0.9	4	4.1	0.9	4.5	0.8
My partner respects my professional accomplishments.	5	4.4	0.9	5	4.4	0.7	4.6	0.7
My partner resents the amount of time I put into my career.	2	2.6	1.3	3	2.6	1.2	2.9	1.4
My partner plays an active role in my career.	3	3.2	1.2	4	2.8	1.1	3.7	1.1
My partner gives me advice when I have a work-related problem.	—	—	—	4	3.6	1.0	—	—
My partner praises me for my job-related accomplishments.	—	—	—	5	4.0	1.0	—	—

Relative priorities of your and your partner's careers.

Check marks indicate your individual responses. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – 20 Years Ago		W'92 – Today		W'12
	You	Total (%)	You	Total (%)	Total (%)
My career has a much higher priority than my partner's.		20.1	✓	54.4	17.1
My career has a slightly higher priority than my partner's.		29.2		15.4	24.3
Our careers have equal priority.	✓	45.5		14.7	50.0
My partner's career has a slightly higher priority than mine.		3.3		5.9	5.7
My partner's career has a much higher priority than mine.		2.0		9.6	2.9

What makes two-career relationships work best?

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. Averages are for men (M), women (W), and total.

	W'92 – 20 Years Ago					W'92 – Today					W'12			
	You	Average			S.D.	You	Average			S.D.	Average			S.D.
		M	W	Total			M	W	Total		M	W	Total	
When both partners agree on how to take care of the children.	5	4.4	4.6	4.5	0.7	4	4.4	4.6	4.5	0.6	4.4	4.6	4.5	0.6
When both partners agree on whose career has priority.	3	3.3	2.9	3.2	1.3	3	4.0	3.9	3.9	0.8	3.4	3.3	3.4	1.1
When neither partner's job involves excessive travel.	4	3.8	3.8	3.8	0.9	3	4.0	3.9	3.9	0.8	3.8	3.8	3.8	0.9
When both partners share responsibility for housework and childcare.	4	4.1	4.6	4.3	0.9	5	3.9	4.3	4.0	0.8	4.1	4.4	4.2	0.8
When both partners are willing to make compromises.	5	4.5	4.8	4.6	0.7	5	4.5	4.6	4.5	0.6	4.5	4.7	4.6	0.6
When one partner is less involved in his or her career than the other.	3	3.5	2.9	3.3	1.2	4	3.8	3.6	3.8	0.9	3.3	3.2	3.3	1.0
When each partner is understanding of the time spent by the other partner in pursuing his or her career goals.	5	4.3	4.6	4.4	0.7	5	4.3	4.3	4.3	0.6	4.2	4.5	4.4	0.7
When neither partner has stereotypical or traditional ideas about men's and women's family roles.	5	3.9	4.5	4.1	1.0	4	4.0	4.3	4.1	0.9	3.7	4.3	3.9	1.0
When the partners spend "quality time" together in pursuit of things other than their careers.	5	4.5	4.7	4.6	0.7	5	4.3	4.3	4.3	0.7	4.5	4.6	4.5	0.6
When one partner is more advanced in his or her career than the other.	3	2.9	2.6	2.8	1.1	2	3.1	2.8	3.0	0.9	2.8	2.8	2.8	1.0
When one parent takes a leave of absence or works part-time when the children are very young.	3	3.8	3.5	3.7	1.1	4	3.6	3.1	3.4	1.0	3.5	3.4	3.5	1.0
When there are no children at home.	5	2.8	2.7	2.8	1.3	5	3.1	3.3	3.2	1.4	2.8	2.8	2.8	1.4

Do you have any children?

A check mark indicates your individual response. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – 20 Years Ago		W'92 – Today		W'12
	You	Total (%)	You	Total (%)	Total (%)
Yes		0.5	✓	81.9	0.9
No	✓	99.5		18.1	99.1

Status of child closest to 8.

Responses to the first question run on a scale from 1 = *one of the best* to 2 = *above the middle* to 3 = *in the middle* to 4 = *below the middle* to 5 = *near the bottom*. Responses to the second question run on a scale from 1 = *poor* to 2 = *fair* to 3 = *good* to 4 = *very good* to 5 = *excellent*. An arbitrary age was selected for these questions to allow for a sampling of all respondents' children.

Thinking about your child who is closest to 8 years old...	W'92 – Today		
	You	Avg.	S.D.
... how would you characterize what kind of student this child is now?	2	1.7	0.8
... how would you describe this child's general state of health?	5	4.5	0.8

Current children and plans for future children.

The first question in each subsection is on a scale from 1 = *yes* to 2 = *probably* to 3 = *not sure* to 4 = *probably not* to 5 = *no*. The remaining responses are numbers of children.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
Among all respondents...								
How many children do you currently have?	0	0.0	0.1	3	1.9	1.1	0.0	0.3
How many children in all do you think you will have/adopt?	1	2.5	1.2	3	2.1	1.0	1.6	1.5
Among those who have children...								
Do you plan to have/adopt any more children?	—	—	—	5	4.6	0.9	—	—
How many children do you currently have?		1.0	0.0	3	2.3	0.8	2.0	1.0
How many children in all do you think you will have/adopt?		3.5	0.5	3	2.3	0.8	3.0	0.0
Among those who do not have children...								
Do you plan to have/adopt any children?	2	1.4	0.9		3.5	1.5	2.4	1.4
How many children in all do you think you will have/adopt?	1	2.5	1.2		0.6	1.0	1.6	1.5

Timing of children.

Responses are in years. Averages are presented for men (M), women (W), and total respondents.

	W'92 – 20 Years Ago					W'92 – Today					W'12			
	You	Average			S.D.	You	Average			S.D.	Average			S.D.
		M	W	Total			M	W	Total		M	W	Total	
How old <i>were you</i> <i>do you expect to be</i> at the time of birth or adoption of your <u>youngest</u> child?	30	31.9	31.4	31.7	2.8	36	36.9	36.9	36.9	4.2	33.5	32.7	33.2	2.7
How old <i>were you</i> <i>do you expect to be</i> at the time of birth or adoption of your <u>second-to-youngest</u> child?		29.6	29.1	29.4	2.6	34	34.3	33.4	34.1	4.3	31.3	30.3	30.9	2.4
How old <i>were you</i> <i>do you expect to be</i> at the time of birth or adoption of your <u>third-to-youngest</u> child?		28.4	27.4	28.0	2.8	31	32.9	32.2	32.7	3.5	30.0	29.0	29.7	2.1

Decision to take time off work for childcare.

Check marks indicate your individual responses. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W'92 – 20 Years Ago				W'92 – Today				W'12		
	You	M	W	Total	You	M	W	Total	M	W	Total
<i>Did you do you expect to take off from work for your <u>youngest</u> child?</i>											
Yes		22.2	68.7	38.9	✓	53.7	67.6	57.6	18.2	38.9	25.5
Not sure	✓	41.4	29.3	37.0		3.2	2.7	3.0	45.5	58.3	50.0
No		36.5	2.0	24.0		38.9	8.1	30.3	36.4	2.8	24.5
I was not do not plan to be employed at that time.	—	—	—	—		4.2	21.6	9.1	—	—	—
<i>Did you do you expect to take off from work for your <u>second-to-youngest</u> child?</i>											
Yes		23.6	71.6	41.0	✓	57.0	79.3	62.6	24.6	41.7	30.7
Not sure		40.5	27.7	35.9		2.3	0.0	1.7	41.5	55.6	46.5
No		35.9	0.7	23.1		38.4	10.3	31.3	33.8	2.8	22.8
I was not do not plan to be employed at that time.	—	—	—	—		2.3	10.3	4.3	—	—	—
<i>Did you do you expect to take off from work for your <u>third-to-youngest</u> child?</i>											
Yes		24.4	85.1	47.2		62.2	81.8	66.7	28.6	55.6	36.7
Not sure		35.8	13.5	27.4		0.0	0.0	0.0	38.1	44.4	40.0
No		39.8	1.4	25.4	✓	37.8	9.1	31.3	33.3	0.0	23.3
I was not do not plan to be employed at that time.	—	—	—	—		0.0	9.1	2.1	—	—	—

Planned or actual time taken off following youngest child.

Only respondents who planned to take or took time off were asked to complete this section. Check marks indicate your individual responses. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W'92 – 20 Years Ago				W'92 – Today				W'12		
	You	M	W	Total	You	M	W	Total	M	W	Total
1 day to 1 week		40.6	1.4	21.4		53.2	0.0	35.2	46.3	0.0	27.8
1+ week to 3 weeks		33.6	4.3	19.2	✓	34.0	4.2	23.9	38.9	22.2	32.2
3+ weeks to 6 weeks		13.3	13.0	13.2		12.8	12.5	12.7	7.4	36.1	18.9
6+ weeks to 3 months		7.0	18.1	12.5		0.0	41.7	14.1	7.4	27.8	15.6
3+ months to 1 year		4.2	35.5	19.6		0.0	29.2	9.9	0.0	11.1	4.4
1+ year to 3 years		0.7	15.2	7.8		0.0	12.5	4.2	0.0	2.8	1.1
3+ years to 5 years		0.7	5.1	2.9		0.0	0.0	0.0	0.0	0.0	0.0
More than 5 years		0.0	7.2	3.6		0.0	0.0	0.0	0.0	0.0	0.0

Employment status following time taken off for youngest child.

Only respondents who planned to take or took time off were asked to complete this section. Check marks indicate your individual responses. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W'92 – 20 Years Ago				W'92 – Today				W'12		
	You	M	W	Total	You	M	W	Total	M	W	Total
Full-time		95.8	62.2	79.5	✓	100.0	60.9	87.8	98.4	81.6	92.0
Part-time		0.7	3.7	2.2		0.0	21.7	6.8	0.0	0.0	0.0
Part-time, then return to full-time		3.5	34.1	18.3		0.0	13.0	4.1	1.6	18.4	8.0
No longer employed		—	—	—		0.0	4.3	1.4	—	—	—

Planned or actual time taken off following second-to-youngest child.

Only respondents who planned to take or took time off were asked to complete this section. Check marks indicate your individual responses. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W'92 – 20 Years Ago				W'92 – Today				W'12		
	You	M	W	Total	You	M	W	Total	M	W	Total
1 day to 1 week		39.4	0.7	20.4		50.0	0.0	33.3	41.1	0.0	25.3
1+ week to 3 weeks		35.9	2.9	19.6	✓	38.6	4.5	27.3	41.1	22.9	34.1
3+ weeks to 6 weeks		12.7	12.3	12.5		11.4	9.1	10.6	8.9	28.6	16.5
6+ weeks to 3 months		7.7	21.0	14.3		0.0	36.4	12.1	7.1	37.1	18.7
3+ months to 1 year		4.2	34.1	18.9		0.0	27.3	9.1	0.0	11.4	4.4
1+ year to 3 years		0.0	14.5	7.1		0.0	9.1	3.0	0.0	0.0	0.0
3+ years to 5 years		0.0	6.5	3.2		0.0	9.1	3.0	0.0	0.0	0.0
More than 5 years		0.0	8.0	3.9		0.0	4.5	1.5	1.8	0.0	1.1

Employment status following time taken off for second-to-youngest child.

Only respondents who planned to take or took time off were asked to complete this section. Check marks indicate your individual responses. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W'92 – 20 Years Ago				W'92 – Today				W'12		
	You	M	W	Total	You	M	W	Total	M	W	Total
Full-time		96.5	60.4	79.1	✓	97.9	63.6	87.1	98.5	91.7	96.0
Part-time		0.0	16.4	7.9		0.0	22.7	7.1	1.5	2.8	2.0
Part-time, then return to full-time		3.5	23.1	12.9		2.1	9.1	4.3	0.0	5.6	2.0
No longer employed		—	—	—		0.0	4.5	1.4	—	—	—

Planned or actual time taken off following third-to-youngest child.

Only respondents who planned to take or took time off were asked to complete this section. Check marks indicate your individual responses. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W'92 – 20 Years Ago				W'92 – Today				W'12		
	You	M	W	Total	You	M	W	Total	M	W	Total
1 day to 1 week		29.5	1.4	14.4		61.9	0.0	43.3	40.5	0.0	27.3
1+ week to 3 weeks		47.5	1.4	22.7		33.3	0.0	23.3	29.7	11.1	23.6
3+ weeks to 6 weeks		14.8	8.5	11.4		4.8	0.0	3.3	24.3	27.8	25.5
6+ weeks to 3 months		8.2	18.3	13.6		0.0	55.6	16.7	5.4	27.8	12.7
3+ months to 1 year		0.0	40.8	22.0		0.0	44.4	13.3	0.0	33.3	10.9
1+ year to 3 years		0.0	16.9	9.1		0.0	0.0	0.0	0.0	0.0	0.0
3+ years to 5 years		0.0	5.6	3.0		0.0	0.0	0.0	0.0	0.0	0.0
More than 5 years		0.0	7.0	3.8		0.0	0.0	0.0	0.0	0.0	0.0

Employment status following time taken off for third-to-youngest child.

Only respondents who planned to take or took time off were asked to complete this section. Check marks indicate your individual responses. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W'92 – 20 Years Ago				W'92 – Today				W'12		
	You	M	W	Total	You	M	W	Total	M	W	Total
Full-time		93.8	57.4	75.0		100.0	75.0	93.5	100.0	100.0	100.0
Part-time		0.0	17.6	9.1		0.0	25.0	6.5	0.0	0.0	0.0
Part-time, then return to full-time		6.3	25.0	15.9		0.0	0.0	0.0	0.0	0.0	0.0
No longer employed		—	—	—		0.0	0.0	0.0	—	—	—

Being a parent.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

	W'92 – Today		
	You	Avg.	S.D.
Overall, I feel that I am a good parent.	4	4.3	0.6
I often feel guilty about not being a better parent.	4	3.0	1.2
Being a parent gives me the opportunity to do interesting things that I might not otherwise do.	5	4.1	0.8
Being a parent helps me put my life in better perspective.	5	4.6	0.6
Being a parent gives me a good feeling about myself.	3	4.4	0.8

Average weekly time use.

Responses are in hours per week. Some categories of time use were only included in the 2012 surveys. For both “W’92 – Today” and “W’12,” individuals’ responses had to sum to 168 hours per week.

	W’92 – 20 Years Ago			W’92 – Today			W’12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
Working and work-related activities	50	55.3	16.0	62	52.8	18.1	70.1	19.9
Caring for and helping children	0	2.1	8.0	14	24.0	18.5	1.2	5.1
Household activities	2	7.9	8.4	2	9.0	6.0	6.7	5.2
Leisure and sports	25	24.4	19.7	26	12.9	9.4	18.9	11.4
Personal care activities (including sleep)	—	—	—	58	57.4	9.9	55.3	12.1
Caring for and helping family members other than children	—	—	—	0	2.9	5.9	3.1	4.2
Purchasing goods and services	—	—	—	1	4.2	3.2	5.0	3.8
Organization, civic and religious activities	—	—	—	0	2.7	3.9	2.6	3.1
Educational activities	—	—	—	5	2.2	5.1	5.3	10.2

How career affects other parts of life.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. Averages are presented for men (M), women (W), and total respondents.

	W'92 – 20 Years Ago					W'92 – Today					W'12			
	You	Average			S.D.	You	Average			S.D.	Average			S.D.
		M	W	Total			M	W	Total		M	W	Total	
Children whose mothers are employed are more independent and able to do things for themselves.	4	3.2	3.4	3.2	1.0	4	3.0	3.3	3.1	0.9	3.3	3.7	3.4	0.9
Children whose fathers are employed are more independent and able to do things for themselves.	—	—	—	—	—	4	2.8	2.9	2.9	0.7	3.2	3.2	3.2	0.9
Children whose mothers are employed suffer because their mothers are not there when they need them.	3	3.2	2.8	3.0	1.1	3	3.0	2.9	3.0	0.9	2.8	2.7	2.7	1.1
Children whose fathers are employed suffer because their fathers are not there when they need them.	—	—	—	—	—	3	2.7	2.5	2.6	0.8	2.4	2.4	2.4	1.0
I <i>will achieve</i> <i>have achieved</i> greater success in my career by making sacrifices in my family and personal life.	4	3.1	3.1	3.1	1.2	4	3.1	2.8	3.0	1.1	3.3	3.3	3.3	1.1
Because of my job responsibilities, I have to miss out on home or family activities in which I should participate.	—	—	—	—	—	4	3.0	2.8	3.0	1.2	—	—	—	—
Because of my job responsibilities, the time I spend with my family is less enjoyable and more pressured.	—	—	—	—	—	3	2.7	2.6	2.7	1.2	—	—	—	—
When I spend time with my family, I am bothered by all the things in my job that I should be doing.	—	—	—	—	—	3	2.8	2.8	2.8	1.2	—	—	—	—
Pursuing a demanding career <i>will make</i> <i>makes</i> it difficult for me to be an attentive spouse/partner.	3	2.7	2.9	2.8	1.2	4	3.2	3.1	3.2	1.2	3.1	3.6	3.3	1.1

How family affects career.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. Averages are presented for men (M), women (W), and total respondents.

	W'92 – 20 Years Ago					W'92 – Today					W'12			
	You	Average			S.D.	You	Average			S.D.	Average			S.D.
		M	W	Total			M	W	Total		M	W	Total	
The demands of family life <i>will</i> <i>do</i> interfere with achieving success in my career.	4	2.6	3.2	2.8	1.2	3	2.6	3.0	2.8	1.2	2.7	3.7	3.0	1.1
Being a parent <i>will limit</i> <i>has limited</i> my career success.	4	2.2	2.9	2.4	1.2	2	2.4	3.3	2.6	1.2	2.4	3.4	2.8	1.2
Because of my family responsibilities, I have to turn down job activities or opportunities that I should take on.	—	—	—	—	—	2	2.5	2.9	2.6	1.2	—	—	—	—
Because of my family responsibilities, the time I spend on my job is less enjoyable and more pressured.	—	—	—	—	—	3	2.6	2.8	2.7	1.2	—	—	—	—
When I spend time on my job, I am bothered by all the things I should be doing with my family.	—	—	—	—	—	3	2.7	2.8	2.8	1.1	—	—	—	—
I have achieved greater success in my family and personal life by making sacrifices in my career.	—	—	—	—	—	2	3.0	3.5	3.1	1.1	—	—	—	—
My family life has contributed to my career success.	—	—	—	—	—	3	3.5	3.1	3.4	1.1	—	—	—	—

Having it all.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. Averages are presented for men (M), women (W), and total respondents.

	W'92 – 20 Years Ago					W'92 – Today					W'12			
	You	Average			S.D.	You	Average			S.D.	Average			S.D.
		M	W	Total			M	W	Total		M	W	Total	
It is easier for a man to combine a successful career, relationship, and parenthood than it is for a woman.	1	3.9	4.2	4.0	1.1	5	4.0	4.1	4.0	1.0	3.7	4.1	3.9	1.1
The conflicting demands of career and family <i>will</i> <i>do</i> require that I decide which is more important.	3	3.0	3.3	3.1	1.3	3	3.2	3.6	3.3	1.1	3.0	3.7	3.3	1.1
I <i>will be</i> <i>have been</i> able to “have it all” (a rewarding career, satisfying family relationships, and a fulfilling personal life).	3	4.0	3.7	3.9	1.0	4	3.4	2.9	3.2	1.1	4.1	3.6	3.9	0.9
I do a good job of meeting the expectations of critical people in my work and family life.	—	—	—	—	—	4	3.7	3.8	3.8	0.8	—	—	—	—
People who are close to me would say that I do a good job of balancing work and family.	—	—	—	—	—	4	3.8	3.5	3.7	0.8	—	—	—	—
I will have a successful career and find enough time for leisure activities.	4	4.0	3.9	4.0	0.9	—	—	—	—	—	4.1	3.9	4.0	0.8
I am satisfied with the way I divide my attention between work and the other parts of my life.	—	—	—	—	—	4	3.5	3.2	3.4	1.0	—	—	—	—
I am satisfied with the way my work and the rest of my life fit together.	—	—	—	—	—	4	3.5	3.4	3.4	1.0	—	—	—	—

Your organization's impact on your family.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. Averages are presented for men (M), women (W), and total respondents.

	You	W'92 – Today			S.D.
		Average			
		M	W	Total	
The level of commitment expected by my organization requires that employees choose between advancing their careers and devoting time to their family.	3	2.8	2.8	2.8	1.1
My organization is understanding when employees have a hard time juggling work and family responsibilities.	2	3.8	3.7	3.7	0.9
My organization has a satisfactory family leave policy.	1	3.8	3.5	3.7	0.9
My organization allows for flexibility in work scheduling.	2	3.8	3.7	3.7	1.0

Professional relationships and their impact on you.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. Averages are presented for men (M), women (W), and total respondents.

	You	W'92 – Today			S.D.
		Average			
		M	W	Total	
I am accepted in informal business activities with my peers within my organization.	2	4.2	4.0	4.2	0.8
I like the people with whom I work.	2	4.1	4.1	4.1	0.8
The support I receive from peers within my organization helps me live up to my responsibilities outside of work.	3	3.5	3.3	3.5	1.0
The support I receive from my superior(s) helps me live up to my responsibilities outside of work.	2	3.4	3.3	3.4	1.1
People at work care about me as a person.	4	4.0	3.9	4.0	0.8

Your health and wellness.

Responses are ratings on a scale from 1 = *very poor* to 2 = *somewhat poor* to 3 = *neither poor nor good* to 4 = *somewhat good* to 5 = *very good*.

	W'92 – Today			W'12	
	You	Avg.	S.D.	Avg.	S.D.
My physical health compared to people my age is:	5	4.1	0.9	3.8	0.9
My mental health compared to people my age is:	5	4.2	0.9	4.1	1.0
My stress level compared to people my age is:	5	3.4	1.1	3.2	1.3

How frequently you think about the purpose and meaning of life.

A check mark indicates your individual response. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – Today	
	You	Total (%)
Never		1.3
Rarely		24.7
Sometimes		40.9
Often	✓	33.1

Meaning in your life provided by your work.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. W'12 answered these questions in reference to what they expect in their jobs ten years after graduation.

Your job <i>provides</i> <i>will provide</i> you with...	W'92 – Today			W'12	
	You	Avg.	S.D.	Avg.	S.D.
... a sense of purpose.	5	3.8	1.1	4.4	0.7
... an opportunity to express passion.	4	3.5	1.2	4.4	0.7
... a feeling that you are making a positive contribution to the world.	5	3.4	1.2	4.0	0.9
... a chance to serve others.	5	3.2	1.2	3.8	1.1

Your religious affiliation.

Check marks indicate your individual responses. Numbers indicate the percentage of respondents who selected each answer option. The two categories with dashed lines were not answer options in 1992.

	W'92 – 20 Years Ago		W'92 – Today		W'12
	You	Total (%)	You	Total (%)	Total (%)
Agnostic		10.6		18.8	27.0
Atheist	—	—	✓	9.1	16.2
Buddhist		2.3		3.2	3.6
Christian, Catholic		23.3		16.2	15.3
Christian, Protestant	✓	21.2		16.9	11.7
Christian, Other	—	—		4.5	3.2
Hindu		3.1		1.9	3.6
Jewish		27.2		24.7	15.3
Muslim		3.1		1.3	1.4
Other		9.3		3.2	2.7

Your community involvement.

Check marks indicate your individual responses. Numbers indicate the percentage of respondents who selected each answer option for each question (please read percentages across).

	You				W'92 – Today			
	Yes	Yes, within the last 12 months	Yes, but not within the last 12 months	No, never	Yes	Yes, within the last 12 months	Yes, but not within the last 12 months	No, never
Have you ever worked together with someone or some group to solve a problem in the community where you live?				✓	65.4	32.7	32.7	34.6
Do you belong to or donate money to any groups or associations such as charities, labor unions, professional associations, political or social groups, sports or youth groups, etc.?	✓	—	—		94.7	—	—	5.3
Besides donating money, have you ever done anything else to help raise money for a charitable cause?	✓		✓		82.9	57.9	25.0	17.1
Have you volunteered for a political organization or candidate running for office?				✓	20.9	4.6	16.3	79.1
Have you ever contacted or visited a public official, at any level of government, to express your opinion?				✓	37.9	16.3	21.6	62.1
Have you ever signed a petition about a social or political issue?	✓	✓			71.2	24.8	46.4	28.8

Did you vote in a presidential election during your Wharton years?

W'92 respondents were asked to consider the election that occurred in 1988, and W'12 respondents were asked to consider the election that occurred in 2008. A check mark indicates your individual response. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – 20 Years Ago		W'12
	You	Total (%)	Total (%)
Yes	✓	40.8	37.8
No		59.2	62.2

In how many presidential elections have you voted since graduation?

Respondents were asked to consider the five U.S. presidential elections that have occurred since your senior year (in 1992, 1996, 2000, 2004, and 2008). A check mark indicates your individual response. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – Today	
	You	Total (%)
Five		59.5
Four	✓	9.8
Three		10.5
Two		6.5
One		3.3
None		10.5

Your political orientation.

Check marks indicate your individual responses. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – 20 Years Ago		W'92 – Today		W'12
	You	Total (%)	You	Total (%)	Total (%)
Left		4.0		6.5	11.3
Left-leaning	✓	14.2	✓	23.5	23.4
Moderate		42.8		40.5	40.1
Right-leaning		30.5		19.6	21.2
Right		8.5		9.8	4.1

Why Wharton?

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

I came to Wharton because...	W'92 – 20 Years Ago			W'12	
	You	Avg.	S.D.	Avg.	S.D.
...of expected financial returns on investment.	4	3.6	1.2	3.7	1.2
...of networking opportunities.	3	3.1	1.2	3.7	1.1
...I desired intellectual stimulation.	5	3.8	1.1	4.3	0.9
...of access to Wharton alumni.	2	2.4	1.1	3.3	1.2
...of personal reasons.	4	3.6	1.1	3.5	1.1
...of parental pressure.	3	2.2	1.3	2.5	1.3
...of the geographic location.	4	2.8	1.3	2.9	1.3
...of the flexibility of curriculum.	2	3.0	1.2	3.0	1.3
...of my perception of the curriculum overall.	5	3.8	1.1	3.9	1.1
...of the teaching or pedagogical style.	3	2.8	1.0	3.0	1.1

Extent to which your Wharton experience changed your views.

Responses are on a scale from 1 = *no change* to 5 = *major change*. Averages are presented for men (M), women (W), and total respondents.

	You	W'92 – 20 Years Ago			S.D.	W'12			S.D.
		Average				Average			
		M	W	Total		M	W	Total	
Kind of job desired	3	3.4	3.3	3.4	1.3	3.7	4.1	3.9	1.2
Geographical preference	4	2.1	2.2	2.1	1.3	2.6	2.9	2.7	1.4
Political views	4	2.1	2.0	2.1	1.1	2.3	1.9	2.1	1.2
Timing of marriage	3	1.8	2.2	1.9	1.2	2.2	2.5	2.3	1.3
Industry desired	4	2.9	3.1	3.0	1.4	3.4	3.9	3.6	1.4
Career aspiration level	5	2.6	2.7	2.7	1.4	2.9	3.1	3.0	1.5
Timing of children	2	1.7	2.1	1.9	1.1	2.1	2.5	2.2	1.2
Personal ethics	4	2.0	2.0	2.0	1.2	2.4	2.4	2.4	1.2
Value of interpersonal relationships	4	2.4	2.3	2.4	1.4	3.2	3.3	3.2	1.4
Social responsibility	4	2.3	2.3	2.3	1.2	2.3	2.8	2.5	1.2

Wharton's impact on your personal development.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

Being at Wharton helped me to develop...	W'92 – 20 Years Ago			W'12	
	You	Avg.	S.D.	Avg.	S.D.
... technical/business skills.	5	4.3	0.8	4.5	0.7
... communication skills.	5	3.3	1.2	4.3	0.9
... interpersonal skills.	3	3.1	1.1	3.9	1.0
... the ability to make friends.	3	2.4	1.1	3.3	1.2
... a strong sense of ethics and morality.	1	2.2	1.0	2.5	1.1
... a broad educational background.	2	2.9	1.3	3.2	1.2

Your thoughts about Wharton and its lasting impact on your career.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
I would not be able to achieve my career goals without my Wharton degree.	5	2.8	1.3	2	3.4	1.0	—	—
My Wharton education helps define who I am.	—	—	—	5	3.2	1.1	—	—
My experience at Wharton prepared me to make decisions about my career that have enabled me to stay true to my most important priorities.	—	—	—	4	3.2	0.9	3.6	1.0
The fact that I possess a Wharton degree <i>will play has played</i> an important role in my career advancement.	4	3.7	1.1	—	—	—	—	—
The education and training I received at Wharton <i>will give has given</i> me an edge over many of my colleagues.	4	3.7	1.1	4	3.9	0.9	—	—
I am satisfied, overall, with my Wharton experience.	3	3.8	1.0	5	4.1	0.7	4.2	0.8
I wish I had chosen a different specialization or major at Wharton.	1	2.1	1.3	2	2.4	1.1	2.0	1.2
I think of Wharton as an entity unto itself, and not as part of the University of Pennsylvania.	5	2.8	1.4	—	—	—	3.1	1.3
I believe Wharton ought to be more integrated with the rest of the University.	2	3.1	1.4	3	2.8	1.0	2.9	1.3
If I had to do it over again, and if I could have been admitted to any school I wanted, I would choose Wharton again.	4	4.0	1.3	4	3.9	1.1	4.1	1.2
I gain important contacts through the Wharton alumni network.	—	—	—	2	2.6	1.1	—	—
I have frequent contacts with other Wharton alumni.	—	—	—	3	2.5	1.2	—	—

The value of Wharton courses.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

The courses I took at Wharton <i>will be have been</i> useful...	W'92 – 20 Years Ago			W'92 – Today			W'12	
	You	Avg.	S.D.	You	Avg.	S.D.	Avg.	S.D.
...for my specific job tasks.	4	3.3	1.1	3	3.5	1.0	3.8	1.1
...for my career in general.	5	3.8	1.0	4	3.9	0.9	4.1	0.9
...for my life in general.	4	3.2	1.1	4	3.5	1.0	3.8	1.1

Effectiveness of different teaching methods at Wharton.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

	W'92 – 20 Years Ago			W'12	
	You	Avg.	S.D.	Avg.	S.D.
Case studies were effective.	4	4.0	0.9	3.9	1.0
Lectures were effective.	4	3.3	0.9	3.5	1.0
Small group discussions were effective.	3	3.7	1.0	3.5	1.1
Group projects were effective.	2	3.7	1.2	3.7	1.2
On-line tools were effective.	—	—	—	3.1	1.1

Importance of Wharton GPA.

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*.

	W'92 – 20 Years Ago			W'12	
	You	Avg.	S.D.	Avg.	S.D.
A high GPA should be an important factor in getting interviews.	4	2.7	1.3	—	—
A high GPA is the best measure of success at Wharton.	1	1.9	1.1	2.6	1.2

Sources of funding that financed your Wharton education.

Check marks indicate your individual responses. Numbers indicate the percentage of respondents who selected each answer option.

	W'92 – 20 Years Ago		W'12
	You	Total (%)	Total (%)
Parents / Family	✓	93.8	94.2
Private loans		42.9	18.8
Employment during school		20.6	29.2
Scholarships / Grants		43.8	52.9
Personal funds		3.0	21.5
Government loans	✓	31.7	25.1
Other		36.1	1.4

What has been the most rewarding aspect of your career so far?

You: [RESPONSE]

Your Classmates:

- I have been able to craft my job description and do things that others don't do. That flexibility to be creative and have an impact has been very rewarding.
- I've been constantly exposed to new functional roles and/or new technical subject matter, which keeps the job exciting, even 20 years into my career. I've probably only had 2-3 months of boredom the whole 20 years as a result. In addition, I've been able to spend most of my time interacting with people and building relationships, which has really enriched my life.
- By far the most rewarding aspect of my career has been the flexibility to pursue interesting and creative lines of thought that blend my interests in finance, history and psychology while providing fairly immediate feedback (through profits) of the value of my thinking.
- Steady advancement in position and compensation
- Leading teams...being able to shape the strategy, vision and priorities.
- Being able to do what I love.
- Successfully choosing my own path and not having to answer to anyone. This is highly rewarding because I highly value my independence on many levels.
- That I've been able to assume responsibility and advance professionally based on my own abilities.
- Being able to work and live internationally and learning other cultures and building relationships with foreigners.
- Having lived in several different cities in the U.S. because it has allowed me to meet interesting and diverse people and establish deep friendships, including a mentor who has made an important impact on my career.
- COMPANY was the best so far—money, prestige, fun company
- working on challenging problems; having an opportunity to develop creative solutions: provides personal satisfaction / -providing financial security for my family
- I do what I want, when I want, and I enjoy it most of the time.
- Having job security and opportunities for advancement so that I can have a flexible work schedule to meet family commitments
- I've been fortunate to have had the opportunity to do a lot of different things over the course of my career so far, which helps things stay fresh and interesting.
- Being able to see the connections and intersections of what I have done over my career so far come together and the varied experiences I have had and people I have met. It allows to have a more grounded perspective on what I enjoy and how I want to manage shape/manage the balance of my career.

- Learning different areas for the first time.
- The access it has given me to an array of amazing people and equally amazing leaders. They have all taught me much both directly and indirectly, have broadened my views of the world, my business and myself and have led me to regularly reassess and redirect myself for the better.
- I had the opportunity to spin-out my business from a large financial institution. We now run and own the business as a small management team of partners. I enjoy the entrepreneurial challenges of running an independent business.
- Being able to maintain a good work/life balance. Given that I work in Marketing for a large, well-known company, most of my colleagues have a challenging time finding balance in their lives. I've always made it a priority and have been mostly successful in achieving it.
- Being able to move to a geography area that I want to live in. We all (my family) benefits from living in a place we love
- Being responsible for growing businesses
- Making partner at [COMPANY] at the height of the company. It proved I could be the best of the best. I left shortly thereafter as it was more an accomplishment than long term lifestyle
- Working with clients to develop solutions and designs that work and can be appreciated. I think design is best when it is developed through a dialogue, sharing ideas, concerns, aspirations,... It's great to see clients happy at the end of a project.
- I've moved around a bit. I would say that my chosen career path has empowered me to change locations, change industries, and provided me with the disposable income and time to travel. It has allowed me to explore interesting avenues, not just be stuck on one narrow path.
- Using skills and creativity to develop plans and programs that improve company performance and employee experiences. I also really enjoy leading teams and helping my team members grow and achieve their goals.
- Being CFO of a company whose stock price's more than tripled under my tenure
- Ability to work with smart people in leadership roles. Ability to help change/influence the direction of the business. It's more important to me to feel like you have influence of the course of the business than to have a high level position with little ability to change things.
- I do what I want, I like the people I work with, I make a good living, we make a social difference.
- The most rewarding aspect has been feeling successful in helping improve the quality of education for urban kids because that's what I'm passionate about so that's what gives me energy.
- Owning my own business and feeling like I can determine my path.
- I have achieved a level of success while still balancing family life. While there is always a desire for more freedom and time at home, working has always been important to my sense of self, as well as my financial situation. I believe I work for a top rate firm, have achieved a good place there, but have been able to focus on family as well.
- Balancing time between career, continued education and family
- Making a living at doing what I love.
- Having the ability to build ownership in a business with long term value. It is important to me since I want my work and efforts to have a permanent (or at least long term) viability when I am ready to retire. I want to know I created something.

- I have worked as a change agent in most of my post college positions. I had the biggest impact at a turnaround company where I was able to directly see how my efforts affected the bottom line and stock price. Subsequently, I've opted for a position with greater flexibility and less pressure due to a desire to have and be with family.
- I've had multiple careers so it's difficult to answer. It's always rewarding to know that I'm good at my job, and that people value my work and respect my input and decisions. It's also rewarding when I'm involved in a project from start to finish.
- Out of work force currently, but enjoyed the pay and perks and respect when I worked. /
- Ability to travel and have significant influence on how some major companies approach certain problems.
- 1) I have had a lot of variety - I have been a lawyer, banker, entrepreneur, and investor. I like the intellectual stimulation of learning and dealing with a range of challenges and industries. / 2) I also have taken many risks - although some have worked out and some have not, I will look back on my life and know that I went for it and that is immensely satisfying vs. being a corporate ladder climber. I've tried to make a difference rather than just tried to make money. / 3) I have been viewed as an expert and have guest lectured and participated at events and panels as well as been quoted a lot and been on TV - I enjoy helping people.
- leading large global teams since it allows me to touch a lot of different people/styles and learn from these experiences
- Being able to have an impact in the areas I care most deeply about
- Financial independence & ability to set my own priorities. Learning of new skills and confidence to tackle new projects.
- The most rewarding aspect of my career is that I get to help people with their finances. It is very rewarding to see the fruits of my labor. It is very satisfying to have someone tell me, Because of you...I am able to afford this new house....Thank you...
- I helped run and grow a company and was very well thought of in my position and in the industry. I was intellectually challenged and continued to grow in my career - taking on new businesses along the way. It was very fulfilling.
- The fact that no two days are the same and the work is constantly changing.
- The ability of my career to provide opportunities for me to keep learning, broadening my skill set and developing managerial skills.
- I'm currently unemployed and my career has stalled. I was fortunate to have made enough money early and to have a wife with a decent salary so that I'm not desperate to take any available job.
- Figuring out the match between what I enjoy doing (creating, in this case, software) and what I'm good at
- figuring out who i am so i can find/create a job that doesn't feel like work
- This is my second career. My first was on Wall Street as a derivatives and hedge fund trader. My current career is in software. In 1999 I sensed an opportunity and moved to Hong Kong from New York and founded my company. I have tailored the job largely to my individual demands and skills. And of course, I am the boss, which gives me virtually unlimited flexibility. This independence is the most rewarding aspect.
- Working cohesively with other people and building a strong team.
- helping save lives
- The ability to help people grow and develop and learn from their experiences.

8. Further Thoughts

8.1. Most rewarding aspect of your career

- Getting to a position where I can direct at least half of my job related strategy and direction.
- working with motivated intelligent individuals in different businesses and being of value to them;
- Having had a breadth of experience that has allowed me to meaningfully impact the organizations I have worked for and the broader economy. I have been a character in a book based on my work to help [COMPANY] during the financial crisis and was a critical player in helping policy makers during that crisis.
- Becoming a respected partner at a respected law firm and being considered an asset to my firm.
- Ability to balance a demanding career with a rewarding personal life. Because that's what it's about.
- Developing long term relationships with clients.
- Freedom, challenge, creating
- Working with great people
- Making a positive difference in many different workplaces. It's important to me that I make the work life of my team better for having been there. We spend the majority of our waking hours at work, so it's important to enjoy that time, not just suffer through it.
- Having the chance to solve interesting business problems with talented colleagues. Though these events haven't been as frequent as I'd like, during these times I've been incredibly engaged in my work and very happy, almost euphoric, with the people and teams of which I've been a part
- The ability to positively impact the careers of people who reported to me.
- BEing able to make a switch into a career that was personally interesting to me.
- It had taken me a while, but I had finally gotten to a job I really enjoyed – journalism. I had wanted to be a writer, but had started off in a business career.
- Growing our business in a very competitive industry.
- I enjoy going to work every day and I get to work with my friends of 10+ years.
- It's hard to choose one thing. Having a very strong team of people that I enjoy working with is important. Being able to mentor them has been very rewarding. However, another equally rewarding aspect of my career has been being given the ability to set and implement the strategic vision for IT for our company.
- Helping my clients solve their business problems. Feel like I'm making a difference.
- Teaching and mentoring students. It is very fulfilling to meet former students and hear of their successes based on classes or mentoring experiences when they were students.
- Attending my company's weekly executive team meeting and executive offsite meetings has been the most rewarding aspect of my career because I have an opportunity to understand what other functional leaders are doing and I can do my job better.
- Utilizing fully skills, talents and abilities sharpened over the years to make positive social impact.
- I have used my talents to support GOOD IDEAS to grow and spread.

8. Further Thoughts

8.1. Most rewarding aspect of your career

- Making a difference. Being able to use my skills and learning to deliver results and reflected with reward and recognition. Able to provide for family.
- The financial rewards have been well beyond my expectations, allowing me to not only provide for my family but to become a meaningful philanthropist.
- I've been able to develop a small, successful firm... doing it my way. I find that very rewarding.
- independence
- Being involved in health care innovation
- Being able to start my own executive coaching business and achieve moderate success despite a horrible recession. Being able to create a career making decent money where I can balance being a mom to my two kids and still have time for myself.
- Helping people solve problems to avoid legal claims because I feel like I can make a concrete positive impact before the negativity of litigation.
- Rapid progression and global opportunities.
- Helping thousands of people to enjoy better vision - the ability to improve and rehabilitate eyes has been satisfying both intellectually but also from a career/financial standpoint as an eye surgeon.
- Building my own business. Aft working at two large corporations, the satisfaction of even the little things when it is your own business adds a whole new level of satisfaction.
- I have been at the same law firm for 17 years. I wanted to select a firm where if it was a good fit, I would have the opportunity to stay, and if not I would have good experience. The firm ended up being a great cultural fit for me and on the whole, I have an interesting practice.
- Being able to earn enough money to feel comfortable that I can provide a great standard of living for my family.
- Getting to the point where I can do whatever I want.
- Building a business together with my family. It's great to see our ideas develop and become reality.
- The most rewarding aspect of my career has been 1) the progression to a level where I am able to influence the direction of our businesses, and 2) the ability to be involved with the creation and growth of businesses.
- Starting my own private investment firm. It provides a tangible reward of having built something from scratch. / / Over time it has grown and I expect it to provide me with greater flexibility/freedom and remuneration.
- Being an entrepreneur, I am most rewarded by having the ability to set my own hours, make my own decisions and stay in control of my own destiny.
- I have grown up in the same industry for the past 20 years and have been able to work on various aspects of the industry. / From local firm to regional firm, to international firm, being an entrepreneur and now back in an international firm. It's been a good education.
- the diversity of opportunities and positions that i've had
- Being able to work abroad and really understand the global nature of business.
- Collaborating with others to tackle problems - love using creativity and business knowledge to create simple, elegant solutions to complicated issues
- ability to grow as a leader and businessman, in an industry that allows me to affect change and connect with so many

- Most rewarding has the ability to have substantial earning without having to put in major work hours. It has allowed me lots of time for other interests including, very importantly family, but the cost has been a very mediocre sense of challenge and advancement.
- Early success has given me some financial flexibility to now pursue opportunities that are less lucrative.
- A challenging and pressure-filled environment with a strong meritocratic component. Also, monetary comp and working w/ good people.
- Impact / Things I've learned / People and connections
- Managing teams and developing people. I enjoy the creative aspect of shaping the work itself, fitting the team together to accomplish the work and helping people grow over time.
- I have helped to launch or re-launch a number of brands / businesses whose legacy will live on long after I have retired. That is something that gives me great pride. I was also named a Brand Marketer of the Year by [ORGANIZATION] for my work on launching a new brand.
- Learning different aspects of marketing in different types of businesses. Having an understanding of different industries has been valuable.
- Travelling overseas to implement the financial system for [ORGANIZATION]. It gave me a perspective on life in the US and how we take things for granted, like a free education. The people that I worked with were awesome and the most hospitable people you ever want to meet.
- The ability to design and develop new products and see them become successful in the marketplace. Knowing the work that has gone into this, it's gratifying to see them succeed. I enjoy the satisfaction of having led teams to build something new.
- Working for an institution that lends to governments around the world, I feel the weight of the responsibility of this work. It is all very fulfilling.
- The flexibility to work around my children's schedules has been extremely important to me because my family is very important to me. Being able to spend time with my children after school and helping them with homework and sharing their extracurricular activities has been priceless.
- Being able to serve in high level positions in the government. It enabled me to work with a large group people and to have a positive impact on many people's lives.
- Doing challenging work that has a positive impact in addressing compelling societal dilemmas
- Changing careers to something that I believe I can love doing.
- the flexibility for work-life balance while maintaining a high income.
- I've been able to build a non-profit model of leadership training for [ORGANIZATION] that has gone from me and the core team, to a group that we've trained, to a group that they've trained, yet as we've expanded, the culture and the quality have remained in tact. To see it multiply and impact so many more people has been very rewarding.
- little stress at work
- The coaching and developing of others. It is a strength and something that has a significant payback over time.
- Experiencing many cultures. High profile, interesting work. Income.
- I absolutely LOVE what I do...i'm in global marketing and I am responsible for the branding, strategic direction and innovation pipeline of a \$600MM WW skincare brand. I love the category, the creativeness of the work I do, the challenges it faces, and my team. It's stretched me as a manager, in my business capabilities and my creativity, and has given me a global perspective. I've also met some people who have helped me grow personally and professionally.

8. Further Thoughts

8.1. Most rewarding aspect of your career

- I feel like I have achieved a decent level of success while maintaining my integrity, treating people fairly, and not having to sell my soul. In the beginning of my career, that seemed the defacto sacrifice to be made to be successful in the financial industry.
- Becoming a trusted advisor to many CEOs. Enjoy knowing that my thoughts and intellectual input is respected.
- Making an impact on health policy.
- Running a successful business where I can create the lifestyle I want. Being held in high regard in my tiny geographical area for my field of work. Having people believe in me.

What's the thing you didn't do since graduating from Wharton in 1992 about which you feel the greatest disappointment?

You: [RESPONSE]

Your Classmates:

- I wanted to be a foreign area officer, but chose not to because of my children. /
- I stuck it out too long in my first job. That would have made sense if the company was flourishing, but it spent the last 6-8 years while I was there losing market share, revenue, and employees. While I did well there, including a significant promotion up to my last year there, it was a stagnant place for me for a longer time than it should have been. I would push harder to get out sooner and find a better place.
- To be clear, I would not change ANYTHING about how my life has turned out. I have been incredibly fortunate. / / However, I wish I had spent less time post-graduation in a committed relationship (not my eventual wife) and had instead played the field – your twenties are a very, very good time if you let them be. I also wish I had spent more time abroad (I lived in Spain and Canada, but never spent enough time in Asia).
- Not having children & not focusing more on friendships
- I have not pursued another degree/advanced degree.
- n/A
- I'm pretty happy with the ways things have turned out. I could have pursued a more traditional career but I'm not sure that would have resulted in the balance I now have.
- Nothing
- Travel
- Took too long to start my own business.
- Nothing—this really hasn't applied to me (luckily, I guess!).
- Wish I had gone into VC or stayed in the high tech circle with less work hours instead of going into Real Estate after leaving [COMPANY].
- Found a charitable organization to help others
- More travel.
- Travel internationally for recreation more.
- My only regret is not having children earlier in my life, as our daughter has been a blessing for our family.
- Did not do more travelling when I was younger and had the flexibility to do so.
- Travel more
- Not spending more time one on one with my parents.

- I wish I spent more time with my older brother and I wish I did more to help him get his life on a more stable basis. He died unexpectedly at only 43 years old. The experience help focus my perspective on what is important versus not in my personal life, and it equally focussed my priorities in my professional career.
- Having more romantic relationships. /
- Live on the West Coast.
- travel more before having a family
- Start my own business to better control my destiny
- I didn't capture the hedge fund compensation bubble
- I couldn't coordinate times between jobs to travel for months between jobs. I can't do that now with kids!!
- I had an opportunity to go into business with a classmate but I was too risk averse to go for it. I had school loans to worry about as well as being able to support myself. I was worried about my future career path if the venture failed. I am not dissatisfied with the path I chose but I often wonder what would have happened had I taken the risk. I also still have a desire to live oversees at some point and wonder if pursuing more of an international focus would have been wise. But you can't do everything in life; you can't follow every path available. I really have no regrets with the path I have chosen. It hasn't been perfect, but it has been enough.
- i have not travelled nearly as much as i would have liked to, nor experienced living abroad.
- I am starting to wonder if maybe I waited too long to have kids. But generally, no regrets.
- I haven't gone for an advanced degree.
- none. I did what I wanted.
- No regrets.
- More travel, living different places.
- I wish I would travel more - life gets busy and there are responsibilities, and we do not travel the way we used to.
- Should have travelled more.
- Nothing - I did explore and changed my career path, so I have no regrets or disappointments (except that I didn't change course earlier).
- That I did not invest more aggressively when markets were in turmoil.
- After I left my previous job, I went to Nepal and India for 4 months - I wish I had stayed for a year.
- I thought I would have kids
- Live abroad.
- Not pursuing more education either through law school or an MBA

- I wish I didn't work so hard and had more fun. I have learned that hard work is no guarantee of anything - often it is timing, luck, connections. In addition, I feel that as a student I was led to believe that the odds of having great business success were far higher than they are in actuality - the reality is that very very few people have huge business success. I have found a lack of ethics among many businesspeople, sadly including many Wharton alums that are egotistical and cutthroat. // If I knew then that .com and hedge fund jobs could have been lucrative (but who knew?!) maybe I would have done that with hope of making big \$and then retiring early to focus on what I want to do. // However, I have taken more chances than most and have gotten to have more work experiences and great travel experiences than most people at my age. I have had agents for books I've written and been good to people.
- I would like to hve experienced working at a smaller company - not small business but rather a mid sized firm where I can have mroe impact. Am also interested in non profit organizations
- I honestly have no regrets
- Nothing
- I wish I took more risks and did more entrepreneurial ventures.
- I wish I had pursued a different career. I took the safe road, going to law school, and regret it. I didn't do what I really wanted to do, which was to pursue a medical degree or start a business (two completely different things I know). I also feel like I opted out before I needed to as a woman - worried about having a job that would allow me the time to have a family, etc. well before it was necessary to do so. /
- Traveling before I had children.
- This is one of my favorite quotes - I don't have any regrets about the decisions I've made.
- I co-founded a company almost 15 years ago and would have enjoyed doing that again. With my current family situation (young kids), I don't have the capacity.
- It's easy to say now, but I wish I had started or bought a business. Of course I lacked experience and money, but I think the reason I didn't is that the clearer path for a Wharton graduate was to go into finance, consulting, industry, etc. and maybe make the jump to your own company later. The problem with this path is that you defer pursuit of your dream to a time when you have children and the risk of failure has ramifications for them. Had I attempted to start a company earlier and failed at least I would have a lot of experience that would help in the future.
- Can't think of anything. I feel like that's been my approach to life so far. Don't have too many regrets.
- Recognize that the public is not in charge and operate on my own moral compass sooner
- I didn't serve in the military.
- Travel more.
- buy a house
- Experience living abroad or internationally.
- Exploring different career paths when younger. My professional career was too regimented.
- travel to experience different cultures / countries; rather than resort vacations, etc
- Work abroad

- I think I should have gone into investment banking for a period of time before going to law school.
- Something with my interest in nutrition and health.
- Should have started the company in 1998 that I had a great idea for, I could not given the time of life and young children.
- Live in a different city.
- Keep in better touch with a network of classmates.
- Experience the corporate world, be exposed to good mentors,
- I don't live in the land of regret, so I do not have one.
- I wrote a book, but I never got it published.
- I didn't build relationships, both personally and professionally, which would have enhanced my life and career today.
- I might have liked to work overseas for a year when I was younger and unmarried.
- Sustain friendships.
- Eurorail with my friends after graduation.
- That I have not taken more risk professionally. I have been successful with my only employer, but It would have been great to start a hedge fund when the markets were blowing up in 2008. My friends and I played it safe.
- I recently made a major change with a relocation. I think I could have made the change sooner.
- More travel
- Up until this year I've been pretty happy with the way my career and life have gone. I guess the thing I didn't do enough of in the last few years is appreciate my wife, and be a good spouse to her. If the marriage fails because of that, it will certainly be the greatest disappointment of my life. // On a far less serious note, I have been asked this question several times (playing The Question Game, etc) and my standard answer is that I wish I had gone to a Grateful Dead concert before Jerry Garcia passed away. Not really in the same league, but it's definitely a regret.
- I don't have any major regrets.
- Three times, I didn't fly out to attend the weddings of college friends. At the time, I was very concerned with my household budget (I still am) but I do feel disappointed that I wasn't able to be there.
- Live in a foreign country.
- There's still time, hence no disappointment
- Lose weight. Other than that, I'm very happy with the decisions I've made and the things i've done. Exploring, Dreaming and Discovering are singular events. I'm a family man, a team builder at work and a team sports coach and player (hockey). I take joy and pride in building, not wandering, so with no disrespect to Mark Twain, his priorities may be those of a writer but aren't consistent with my own. My greatest disappointment would have been to listen to his advice, and fail to provide for my family, my community, or myself.
- Travel extensively prior to going to law school

- not starting my own business
- Nothing. I wanted to take a year off and I did when I was 25.
- More international travel. Taking a year off and doing something totally different like teach for america.
- Working in entertainment production in NY before going to law school.
- Return to school for an advanced degree,
- I have not travelled enough
- Taken more career risk.
- I've had a very conservative career, being at the same firm for 17 years. I am disappointed at times that I didn't risk something else.
- Did not get to travel with my wife prior to having kids.
- Stay in touch with my classmates
- That I never lived in Washington DC.
- I was unable to partner with some of the great minds and close friends from Wharton to start or acquire a business. We have maintained good relationships, but it would be engaging, rewarding, and fun to work with some of these friends.
- More personal development / More friendships / Better fitness
- I feel like I could have done a better job connecting with other Wharton alumni to help me build my businesses and expand my career network.
- Taken the time to travel, lived and worked in other countries before returning to my home country.
- I wish I would have spent more time with the kids. I also wish I would have travelled more.
- Living in another country. Dating more women.
- living in other parts of the country/world
- There were a couple of times where I could have risked my career with a small company ...
- nothing extraordinary comes to mind. Little, petty things hardly worth mentioning
- Have not worked with more smart people - like those from Wharton.
- I wish I had pursued a career that interested me more long-term than the one I chose upon graduation and have stuck with since then, until now.
- I do not feel many great disappointments over what wasn't done. Maybe an MBA ? Maybe a different path to my career, perhaps having included military service.
- Go overseas and participate in either a religious or social mission.
- Working abroad (with family).
- Lived in NYC before I was married and focus more closely on carrier.

- Did not going to the sports industry.
- Probably not paying sufficient attention to my physical and (especially) mental health for most of that time. I really only started to focus on physical health in the late 90s and mental health in 2002. I think I would have been happier and more successful with more attention to mental health.
- I wish I had worked more to contribute more to my country's economy. I could have done more with my knowledge and expertise.
- Travel more.
- Get to know my dad's personal history better before he passed away last year
- I did not cultivate interpersonal relationships.
- nothing
- Fortunately, I've kind of lived that life and walked the road less travelled, so I don't feel much disappointment. When I was visiting China, I didn't go see the Great Wall, but other than that, life's been pretty good.
- spend more time w my family, take more risks
- Rushing a transition from consulting to an industry role post my MBA.
- Not too much. I have traveled extensively, but there are still many parts of the world that I would love to see (and show my children.)
- I don't know if I'd call it a disappointment but when I was at wharton I was strongly encouraged to look at pursuing a phd...sometimes I wonder if i should have done that as my husband has one and i realize now that I do have the personality and work ethic to get one...im a very intellectually curious person so now I see that this might have been an interesting career path so I do wonder about it, but at the same time I do love what I do now, so I don't know...it would have been interesting for sure, but then I would never have met my husband!
- Go travel around the globe before starting family
- I wish I had lived/worked in another part of the world to experience another country and culture. I basically lived and worked in New York City my entire life.
- Developing and maintaining a long-term relationship. The self-awareness was there early, and has increased over time. While life is about the journey, I still cannot help regretting how much more I could have accomplished had I learned life lessons sooner.

Please indicate anything you would like to add about how you see your career and life unfolding over the next 20 years.

You: [RESPONSE]

Your Classmates:

- As my children become more independent, I expect to continue to move up the ladder and have more flexibility in my career choices. If possible, I would like to travel for work.
- I've purposely held back on pushing for a promotion to more senior management while my children are young and at home. Taking my career to the next level would likely result in longer hours and almost certainly more travel, which would have significant impact on my family life. I envision that in 5-10 years that I'd devote more time to my career and push for moving up the chain.
- I anticipate to continue to work in my industry, hopefully launching my own firm at some point. I would like to see my children graduate from good colleges and hopefully graduate school, begin their own careers and at the VERY end of those 20 years start to see their own families. / / My wife and I are looking forward to our eventual (far distant) retirement when we will likely spend more time in our vacation property (and eventually properties) and managing our real estate investments, while seeing our children who (hopefully) have not strayed TOO far.
- I will only get better with time.
- I believe my life will continue in pretty much the same as now.
- My hope is that I can continue to step back from work to spend more time with my family
- Hopefully more smooth sailing.
- I would like to maintain good health, foster happiness and self-sufficiency in my son, maintain my strong marriage, wind down full-time work and travel more regularly for leisure.
- I see myself continuing to spend a large amount of time with my family. I hope I will find a more stimulating career, that doesn't take up too much time.
- More independence: financially and professionally. / More time with my family while the kids are still young and actually enjoy spending time with me and my wife
- Hopefully, by then, to retire from federal service.
- We are expecting twins before the year is out, so in the short run it will be quite a change for our family as we grow from 1 child to 3. This will create some unexpected financial pressures—we had planned on 2 children, so extra child care, college tuition, etc.—but over the long term I expect we will be fine as we prepare our children for college and moving into a more independent phase of life.
- Goal is to create the best life possible for my family and myself in particular for my son.
- Continued advancement until retirement
- As for the next 20 yrs, am excited to see where things go.

- I am enjoying being an entrepreneur, and I embrace the idea that my business may succeed or it may fail in financial terms - but I'm going to enjoy the process either way and use it as a means to remain creative and thoughtful. I know my career path will not be a straight line.
- To have it all for a women, I believe necessitates a different path. It's a simple fact of life we are subject to a biological clock. Our career strategy should not accommodate for it, it should be a critical input when planning work and life.
- Increasing concern about job stability
- My hands are going to be somewhat tied over the next 5-10 years raising kids. I don't feel there is much I can do with my career now, except for preparing of my time once my kids become more independent. Hopefully, I will enjoy my career at that point.
- Since I decided to go back to school and change professions, I am starting over with lots of unknowns – in some ways I am back in the same spot I was in 20 years ago. I much prefer to keep things changing than feel like I'm stuck on any one path for the rest of my life. I have big aspirations for this next phase of my career but who knows what will happen. I like feeling like the future is still unwritten. My Wharton degree gave me a pedigree that has allowed me to seek out the most interesting paths. Without a Wharton degree, I believe employers and decision-makers might question my reliability because I chose a more eclectic path. But because of my Wharton degree, I am accepted as being an achiever and so my choices are not scrutinized as closely. I believe it is a little like when you are rich, you are eccentric but if you are poor, you are crazy. Wharton has provided me with a presumption of approval to those reviewing my credentials – that has provided me with a lot of freedom.
- Hope to be financially secure enough to exit corporate career within next 5 to 8 years. Goal is to both become more actively engaged in community/charitable/educational activities, spend more time with kids during middle/high school years, devote more time to health/fitness and possibly pursue self employment. Generally, want to have more flexibility and control over my time.
- I did pretty well, certainly on a national scale, but probably towards the lower end of my classmates. I do wonder if I will get bitter watching them retire at earlier ages than me.
- There were required courses that I blew off that would have been useful to know later. I don't think Wharton helped students understand how the curriculum would be relevant to various career choices.
- Biggest challenge is visualizing what retirement will be and how to achieve it.
- My career has been good but I don't think I would chose real estate again if i had to do it over. I am not sure how my career will unfold - i do believe that i will keep working for at least another 10 years - i am not the type of person that can stay and home and feel satisfied just volunteering. I need to do things of substance. I don't know if i will achieve a higher level in my organization as i have a fairly senior position, but we'll see.....
- Seeking same kind of position, different industry.
- Happy to have a continued career in music the next 20 years
- On the topic of career vs family I would say I chose to put my family ahead of my career. The decision to travel less, work fewer weekends, etc had limiting effects on my career and monetary success versus peers who chose differently. That said I am happy with my choice
- I saved a significant amount of money while I was working at my first job out of business school. I have not worked full time for 6+ years. When I turned 40, I decided I wanted to have a baby on my own since I was not yet married. I have the resources to continue to work only part time. When my daughter is older, I may decide to work full time. I would like to work for a company which does something green - preferably energy or energy conservation related.

- At various points in my life I have looked back over the past 5 years and each time I see that some aspect of my life has changed significantly in a way I would never have guessed. Because of that I don't think too far ahead about what my life might be in the future. Now I don't mean that I don't save for the future or take care of my health but in terms of career and life's path, I am not someone with a single focused ambition but rather someone who is curious about trying different paths.
- I do not know if/how I will return to the work force.
- I hope to have greater financial success so that I can focus on what I want to do rather than have to work to live. I hope to help people more and make a difference. I hope to have a great family life going forward. For a long time I have viewed life as short and I want to not waste it all on my career - there are far more important things.
- I am evaluating a major career change in 2013. My husband (a penn class of 1992 grad as well) and I should be financially secure enough for me to do something more creative and/or impactful on our community.
- Keep on making a difference
- I'd like to see better integration of my work and family life - it's been either or so far.
- I look forward to having a family and working on that phase in my life. Career wise I have accomplished my goals. Now its tie to work on my personal life.
- I'd like to start working full time again in an intellectually challenging fulfilling environment. However, I now place a much greater emphasis on my family and am willing to make many compromises in order to raise my children. I place a much greater emphasis on happy family relationships (with my partner and our children) than anything else.
- I hope to continue to be challenged in my career, to be an active participant in my family's lives, and to provide sufficiently for my family.
- Continuing to stay true to my core strengths in the workplace - while seeking out diversity of work assignments. Sustaining professional as well as personal growth. We are getting ready to have another child, so personal life will involve continuing to nurture our growing family.
- I am blessed to have a job that is very well aligned with my passions and interests. I hope to be able to say the same 20 years from now.
- If things go as planned, I will be running my own small business. I would like to make something tangible and useful. I don't expect to make huge profits, but my satisfaction will be high pursuing this dream. One advantage to having my own business is that I could leave when I wanted or was needed to spend time with my family. Even better would be to have my children actively involved in the family business.
- I'm basically semi-retired, so my focus over the next 20 years will be on my kids, working on things that are interesting/challenging, and finding a way to give back.
- keep my head down, mind my own business, look after #1 but watch out for #2 (that's a joke reference to Rodney Dangerfield's commencement speech in Back to School). Seriously, though, as they say on airplanes, secure your oxygen mask before trying to assist others...
- Having established a stable financial base that can support a family and a work situation with resources to create new and interesting things I expect that I will be able to focus more on development of new ideas and increasingly be involved with new technologies and industry developments. I think the creative side of my work will be emphasised and I will have continued flexibility and time to devote to my family and other non-career interests.
- I hope to go back to work on a part-time basis in a field that I have interest in - not just to make \$.

- Returning to Penn and honoring the Class of 2017 [AWARD] winner, my daughter finishing college, my husband and I still married, healthy and happy together, my family of origin involved in my life and financially secure.
- There is clearly a reason why admission to top undergrads are competitive. The skills and network one gains during those formative years are life lasting.
- it is unfortunate that important period in my career for earning & leveraging the past 20 years of experience (my 40s) coincides with very important period in my children's life (middle & high school) - will be a challenge; but priority will be to ensure my children have solid foundation to grow / move forward in their lives. I will just have to make it up, career-wise, in my 50s when kids hit college - hopefully!
- After achieving success in a structured environment, I would like to move to a more unstructured work environment.
- I suspect over the next twenty years I will stay with my law firm and rise to the level of Senior Partner and be a member of the firm's executive committee. Hopefully my children will be able to attend excellent colleges and pursuit a graduate degree, and I will be approaching retirement with a secure nest egg.
- Figuring out where I want to be in my real estate career and forming it so that I can add in the health and wellness component where I can help people.
- I am an MT grad, its hard for me to separate out my feelings about Wharton. I honestly think if I had done just Wharton, I would not have felt as good today about Wharton, as I actually do having done Wharton in addition to Engineering. As a compliment to my first major Engineering, Wharton was a home run.
- I want to be a part of my children growing up and support them as best as I can. And I want to continue to find a work/life balance that allows me to do so.
- Moving towards a life of deeper meaning, purpose and contribution where I operate from a place of grounded power and awareness.
- Time is the only asset of value, and I intend on using it together with my family and my community. I hope to be able to continue to be true to my values and make decisions that is true to how I want to live.
- I think that I moving into the next stage of my career, where I will begin to mentor others and help them achieve their greatest potential. In the next 20 years, I see myself continuing to work with smaller companies, helping them to overcome the challenges of moving from the initial startup phase to the next level, where their growth potential is only limited by the market opportunity. I look forward to using my experience from the last 20 years to help the next generation of business people make their companies successful while making their workplaces truly enjoyable.
- I've been fortunate in many aspects of my career and family over the past twenty years. Still, I can see clear gaps between things I believe I value in my career and my life, and my current behaviors and level of satisfaction. I believe bridging these gaps is far less about any career accomplishments over the next twenty years, and much more about how I choose to devote my energies. Last night, I attended a 70th birthday reception for my father. There were over two hundred people in attendance, and I was both proud and humbled by the number of people who spoke to the group or to me privately about what my father means to them and the quiet things he had done to impact their lives. At this point in my life, I have been far less successful in having an impact.
- I have only worked for one firm my entire life - perhaps I will start my own asset management firm. I doubt I will be working for the next 20 years. I hope to be doing more volunteering. Perhaps I will get married?
- I just joined [COMPANY] and am optimistic about the how the corporate commitment to environment and community will add to my satisfaction.

- The future is quite cloudy right now. I've taken my current position about as far as it can go. I feel like I've been coasting for about a year now. I need to decide if I want to change jobs, and if so, how big of a change to make? My wife just took a new job, and I feel like it would be difficult for me to have one right now as well. I've been in the current job for 15 years and have a huge amount of flexibility, but I'm bored. Should I look for basically the same job with a different company, or find a whole different path? My marriage is also in a rocky period. Things are looking slightly better at the moment, and I very much hope it can be saved, but that's far from certain. This is definitely one of the toughest years I've had since leaving Wharton.
- I wish it were easier to change career paths completely without major disruption to family life.
- For my career, I hope to achieve the next level up, a CFO position. For my life, I hope that my family and myself stay healthy and happy.
- Continue to focus on building a stronger family life and a career that closely match my personal values.
- More freedom, more happiness, more enlightenment, more joy, more skills, more friends, more love, more adventures, more laughter, more health, and then some more after that!
- Hope to be financially independent by age 50 and then after that retire and focus on helping others
- Divorce which started 7 years ago and finalized 5 years ago was highly unexpected and puts my life in stages. remarry this year means I'm part at latter stages of raising first set of boys but about to embark on second family. Career likely to be similar over next 20 years to the last 12. Life likely to be a re-run as well with small children, but obviously different the older I get. Career success has been rewarding to date but I view this as starting point for next 20 years not destination point.
- I look forward to another survey in 20 years to see the comparison again. Thanks!
- achieve md title; move from sell side to buy side
- I plan to continue working in health care over the next 20 years
- The next 20 will be harder than the first 20 with respect to keeping the pace at work. I enjoy being home more than I did ever before. My desire and hunger for further advancement is also waning as I'm comfortable financially.
- doing great!
- Hopefully won't be at the same place my entire career.
- I would like to mentor more people and help promote them in the next 20 years.
- Graduating from Wharton certainly helped me to get my first job. After that, I had to work hard to show my skills
- Great resources to enjoy more leisure and time with family.
- I see myself continuing my success as an entrepreneur by providing my skillsets in either starting more companies or being involved as an investor/advisor/board member with growing businesses, either directly or with a private equity group.
- I will probably retire in 10 years. In the mean time, I have come to realize I operate better in a medium sized company with a flatter organisation.
- I expect to achieve better work/life balance
- Eventually, I see myself starting my own company.

- Change
- I am still working in the industry I entered upon graduation from Wharton, but now as a consultant and less than full time, by choice. I expect to move into a different field within the next few years.
- This survey is timely. After being promoted twice to a Vice President at a hospital, I recently left my job for one that would give me more time with my family. I know I would never have thought I would do that when I took this survey in 1992. After striking a better work/life balance, I will look to get back into the hospital arena.
- I hope to maintain the lifestyle that I and my family have now. It should be an interesting ride, given the political and professional changes that we are all living through. I am optimistic that we will be happy and healthy in the future.
- I'd like to be a CMO, then potentially down-shift to some kind of consulting or self-owned agency gig. Post-retirement job as pre-show entertainment at Disney World, or potentially my own retail store.
- I would like to reach a senior leadership level but not at the expense of time with my family and friendships.
- I am currently trying to decide if I want to quit my job to pursue my PhD in business. I really want to make more of impact on the the lives of younger people and I love teaching.
- I work for an extremely lean organization, only 2 people between me and the CEO, with a lot of opportunities to lead but not many to manage. I expect I will get a change to be a manager shortly, and I am ready for that challenge. I feel good about working in manufacturing, and plan to continue to do so. / / I am very proud of the family we've built, and I expect to continue to work hard on work/life balance, and I expect to put a lot of energy into bringing up my kids.
- I see myself following my heart more in choosing my work assignments. After my children are in college, I hope to spend more time doing things with my spouse. I hope to be able to start some business too.
- I'm blessed to be in a spot where I am able to assist and influence the Church that I love and believe in. I have found the sweet spot where my I am really happy and fulfilled using my gifts and talents to fill a unique and important need, so I see myself continuing in this role and helping this organization continue to expand in its service to the Church. I think the highest compliment I've received as a husband and father was when my kids were pretending to work, and they imagined being employees of [COMPANY]. The fact that they saw our work and my job as the kind of thing they would want to do when they grew up led me to believe that they see me as happy and fulfilled and living a good life. I believe their perception is accurate and am very grateful for that.
- spend less time worrying about our careers/jobs...retire earlier
- As someone who originally didn't think she wanted kids, I can't wait to see how my daughter grows over the next years...motherhood has been so much better than what I expected! And Better than anything I could ever do in my career. I love what I do, but corporate America has got to change and evolve more in the positive than it has been, as I can't see how America can remain competitive otherwise. That being said, I love what I do and can't wait to see what else I can do in my career to continue to learn and evolve as a person, especially when combined with my job as a mom.
- Life...inclusive of partner, kids, work is seemingly 'faster' but not sure if this is 'better' for any/all parties....business, individuals, society. How does one slow down without opting out?
- I potentially could see myself in the same position for the next 20 years. If I get promoted up one more level, I think I would have to work much harder and would have to sacrifice time that I could spend with my children.

- I have found my calling, despite the average pay. I have found my favorite city in which to live, despite its steep cost of living. I currently cannot see myself leaving this city or changing professions, although I'd entertain other careers. While I identify strongly with being a working person, don't need to be defined by my current vocation. I'm currently very healthy, and acutely aware that a disastrous injury/ailment could immediately end my opportunities for earnings. A personal relationship is my last major personal frontier.

What advice would you give someone graduating from Wharton this year?

You: [RESPONSE]

Your Classmates:

- Don't limit yourself. Find out your passion and do that.
- Take the risk of finding a new place to work when you start to feel your growth top off. It is worth it.
- To steal the motto from my kids' school, Go forth unafraid! You have likely spent your entire life exceeding expectations for others which is largely a byproduct of your genetic IQ and your parents. Spend the next 20 years exceeding YOUR expectations. Try for the extraordinary.
- Keep tabs on your own desires and needs - don't get pigeon holed by what others say you should do AND by what you told yourself you should do. Avoid the shoulds.
- Don't live life afraid to be who you are or afraid to explore who you are.
- Pursue what you love.
- Work hard, don't burn bridges.
- Do what will bring you the greatest joy in life – it is too short.
- Pursue a career that you'll love to do
- learn how to calculate risk, and embrace risk when opportunity arises
- Trust your instincts to stay on the right path for yourself.
- Follow your passion
- Make a plan for your life which encompasses all of the areas of importance to you: family, career, financial, material, spiritual. Review your goals periodically and adjust your gameplan. You can't achieve your goals if you don't have any.
- Follow your passion, not someone else's expectations. You only take this ride once.
- Be proactive. Learn how to write and speak persuasively.
- Embrace the opportunities you get in your life—professional and personal—because they can take you to interesting and unexpected places.
- Be open-minded. Get a broad range of experiences. You never know where life and your career will take you.
- You can't plan for everything, you need to adapt
- Enjoy the ride. There will be far more twists and turns than you expect. Nothing is or needs to be permanent.

- I'm happy that I achieved a reasonable life/work balance and I am very protective of this balance. One of the topics not specifically addressed in this survey is a person's spending and lifestyle choices. I choose to be very conservative (some people would say cheap) in my personal spending. Over a long period of time these choices helped establish a sensible level of longer term financial stability. This empowers me to take career risks that I otherwise would not consider. Moreover, long term conservative spending choices allow you to significantly buffer the impact of economic cycles. Be very careful about debt. Financing your your personal spending/lifestyle via debt creates significant risks.
- Build a solid life foundation before taking big risks. /
- Stay true to what makes you happy. Too often I encounter people who are working at jobs because they have to in order to achieve wealth/status. Inevitably, they find they cannot buy happiness, but often it's too late.
- figure out the one or two core things you want out of life and make sure everything you do has potential to be leveraged to get you those things in the long run.
- Take risks when you have less at stake
- Experiment professionally in your 20s.....try different things and don't worry so much about the path. Something are out of your control
- Be smart about the career and company you decide on. Think about what will be in demand 20 years from now. Language is important. When you become a mother, your career will take a back seat for a while. That's also why you have to smart and ready.
- Build a strong foundation early in your career. Take the right jobs. Put in the time and the effort. Pay your dues. Once you have a strong foundation, you'll have the freedom to go in almost any direction you choose and I think that's the best benefit you can achieve in life. A wise woman once counseled me that in life, you either work early or late, but either way you will work. Choose to work early so that later in life you have flexibility, security, and choices.
- spend time to really understand what you need to be happy and then go after it.
- Live overseas for at least 3 years. The perspective is incredible.
- Think about your career in 5-year increments. Think about where you want to be at the end of each 5-year period (professionally, personally) and do things necessary to make those goals happen. Don't focus too much on long term goals (I'd like to be CEO, etc). Focus on what your doing each day to help you realize your intermediate goals. Take time each year to relax and reflect.
- Don't worry about a career path. Just do stuff. It'll work out.
- Don't worry about prestige, but do make a very conscious decision about whether you want to be rich or whether you want to feed your passion. Be true to yourself on this one, and you will have no regrets.
- Experiment. Don't feel like you need to have your life figured out yet.
- Do something you love - don't do it for money - as careers are long. don't be afraid to take a chance at a young age - there is plenty of time for responsibility later in life.
- Make sure you talk to others that are 20 years out to find out what advice they'd have for you.
- Make sure your career choice is really what you want to do. Otherwise, this is the time to explore. Once you have a family, it might be too late to make a change.

- Take chances and get knowledgeable on how technology, big data and analytics intersect with business
- When I was 24, I quit my job and went to Israel. Most people said I was crazy, one cousin said, when you're in your 20's, act like you're in your 20's. When you're in your 30's, act like you're in your 20's. And when you're in your 40's, you won't want to act like you're in your 20's.
- Take opportunities that present themselves. But when none do, look for how to create them. Don't be afraid to start at the bottom...again, and again. Don't be too fixated on careers. People don't have second careers, they have third and fourth ones.
- (Particularly to females:) Think about family life when choosing a career. Choose a career you enjoy. Travel as much as you can (for fun).
- Focus on relationships
- Realize that there is far more to life than career, money, and work. Take calculated risks, don't do a job just for the money, and treat other people well. If going to be an entrepreneur, realize big risk of not getting the intended results. / /
- Take risks early and often!
- Maintain your personal ethics above all else.
- Listen to your gut
- Pick a job that you love.....because those who love what they do.....never work a day in their lives. Money will always follow....
- Especially for a woman, I'd tell her not to make decisions now based on some uncertain future. Just do something now you love and the rest will follow. Don't worry about the hours, etc. What seemed to me to be a huge amount of time (not going to med school because it meant an extra year of medical school versus law school) now seems silly in hindsight.
- You have a long career in front of you; make sure that you take the time to enjoy the things around you and make time for new experiences.
- Try to find something to enjoy about every stage in life - even in the uncertain times. Always focus on the positive.
- Consider entrepreneurship; be willing to take a calculated risk; do not sacrifice family and happiness for your career
- If you have a passion pursue it. If you don't have a passion, find it.
- Figure out what's really most important to you and then pursue it with passion. And never settle.
- don't believe what they tell you...and, if you follow their way in order to get a comfy life and cozy garage so full you can't park in it, don't blame anyone but yourself for not following your gut that something is seriously amiss in the system
- Keep your options open. What you think you want now may not be what you want in the future.
- Be open to opportunities and don't always take the safe route.
- start your own business / if you are a woman, except the fact that having it all is a myth.
- Determine what you are passionate about rather than what will yield the most income. You spend much of your time working so make sure you really enjoy what you are doing. If you are looking for a long term relationship, compatibility and partnership are the keys to a long lasting relationship. Cherish the time you spent at Penn - it truly is a special place.
- Discover your passions. They may indeed lead to a profitable and fulfilling career.

- choose a foundational career that gives you strong experience (as regarded by future employers); now is the time to work hard and learn / meet new people as much as possible
- Take risk. Focus on building skills and relationships through your career. Do what you love, not what others think is cool.
- Find something that you love to do, and pour all your energy into doing it. But at the end of the day, the things that make us happy are the inter-personal relationships that we build along the way.
- Move through life with an open mind.
- Things you think matter in the short term don't really matter. Starting salary out of school, first promotions, all less important in life than skill development and major milestones. I also think the parts of human leadership can't be taught in school, develop the organizational behaviour, culture and psychology parts of leadership that DO matter a lot for your career, especially when you get to higher levels. These were more difficult to learn and not teachable in any class.
- Know yourself.
- Maintain relationships with your Wharton colleagues. It is more important to work hard and do well at any job, than it is to get the right job.
- Keep a good balance, connect with your sense of purpose and cultivate the power and potential of your being as you engage with the world.
- Keep learning, take risks early, surround yourself with people who have your best interest in mind. Do things that will make your mother and your kids proud. Be grounded ... recognize that by graduating from an institution as fabulous as Wharton, you ARE one of the lucky ones ... but don't take it for granted, and don't forget the people that helped you get here.
- Use these years to follow your passion, and find something to do that makes you look forward to going to work every day. A salary is nice, but it's just a tool. What matters is finding a career that fully engages your mind and your heart. Otherwise, you're wasting the vast majority of your life.
- Move in directions that energize and inspire you. If little to nothing energizes or inspires you, do not drift into the easiest path. Start with anything of interest, and make rapid consistent decisions to move towards your passions. Ideally, you will fail early and often in this quest. Keep at it. You will find much happiness in this quest, and the colleagues and friendships you build along the way.
- Follow your heart.
- Learn at least 2-3 languages...
- Be an agent of change in all aspects of your life.
- Never underestimate yourself and the possibilities. Try everything you desire and don't let fear of failure stop you.
- Put the time into your career while you're young. Don't be in a big hurry to get married and have kids. It's great if you want to do those things, but you have time. If you plan to keep working after you start a family, it's important to have a well-established career first. It will be much easier to have a good work-life balance if you've already proven yourself in your career. / / If you haven't done it yet, live in Manhattan for at least a couple years while you're young. It's an amazing place, and though it's cliché, once you've lived there, you really will feel like you can handle any city in the world. / / And my standard advice for anyone (but particularly Type-A Whartonites): Don't take life too seriously. It's not permanent.
- Ferris Bueller said it best: Life moves pretty fast. If you don't stop and take a look around once in while, you might just miss it.
- Life is less about how much money you make and how prestigious you feel professionally than it is about the relationships you form with family, friends, and the community.

- Don't be afraid to sacrifice your career progression for your relationships and family. If you are bright, hard working and easy going, your career will work out just fine.
- Pursue your passion, travel more and be adaptable to different work environments. / Go with your gut and always see every life experience in a positive light. Remember to keep in touch with friends / you've made from Wharton as some of them will be lifelong and treasured companions in your life journey.
- Make happiness a priority. Only listen carefully to other people who have made happiness a priority.
- Open yourself up to opportunities, create options (don't limit yourself), and keep challenging yourself out of your comfort zone. Don't forget to see and experience the world.
- Your reputation will be with you forever – treat it as a precious asset. How you treat people matters – stepping down on someone else to elevate yourself always backfires. Most businesses are cooperation where the people in your industry you compete against may be your colleagues down the road. Be humble. Work on your foundational skills – don't be in such a hurry – the certainty of achieving success is much more important than the speed in which it is obtained. Have a passion for your work – if you don't, then change jobs. Written and verbal communication skills matter. Be persistent – and as they say in the KIPP charter schools, work hard, be nice.
- Take a year off and explore.
- take a risk early
- Prioritize family, work hard and have fun.
- Travel. / Network a lot and often in a way that is meaningful to you. I've gotten every job since Wharton and my primary business development strategy to this day is networking via lunch, coffee and dinner. / Don't be afraid to take a year or two off from your career when you are in your twenties to try something different, do something good in the world. /
- You do not have to stay in the same career for ever. Try what you want while you can, before family and financial responsibilities weigh too heavily on you.
- Keep your mind open and focus on what you enjoy doing. There are so many different opportunities out there that you don't even know exist. If you follow what you enjoy doing, you will succeed. Don't focus on the job function, but whether the skills you actually use day to day are what you want to do. Sometimes the boring sounding jobs are the ones that best fit your skills and may make you more happy. Think about how your work fits into your overall life and personal goals.
- Don't develop a plan for your life. Just set some guidelines.
- enjoy the path
- Take risks
- Work-wise, being at a place that is the right fit is important because you have to spend so much time there. For example, I'm at a firm where people at least pretend to be nice. That's important because at some firms, people are very bitter. Obviously, there are also things more important than work...that discovery comes with time.
- Work hard, keep an open mind and seize every opportunity.
- Enjoy the time

- Don't get locked into a career right away - travel!
- Be prepared and be open minded. Think for yourself and make opportunities.
- Take risks while you are young, have little to loose, and have fewer obligations. Never stop investing in yourself.
- Emulate the career path of people 10 years out of school not 1-2 years. There's a lemming effect of banking and consulting. Take more chances earlier in your career.
- You are graduating in a very difficult economic climate, very similar to the recession of 1992 when I graduated. It's important not to be discouraged if you don't land your dream job because it's not likely you'll get it, even with your Wharton pedigree. The important thing is to be passionate and creative with the job you do take and look to stay laser focused on building your career and staying focused on a specific niche. If you become an expert in this niche and continue to build your skill sets for it, over the years you will undoubtedly become very successful and satisfied with your career both professionally, financially and spiritually.
- Open you eyes. Do not follow the beaten path. Keep an open mind. Good things will come.
- Don't worry too much about your career because it's likely that your priorities, goals and career prospects will change. Just focus on doing the best job possible in each opportunity and that will open doors - many of which you may have never expected.
- Try various careers while you are young, before you start a family.
- Life is a marathon, so pace yourself.
- do what you want to do, not what you think others expect you to do
- imagination is stronger than knowledge, myth is more potent than history -
- enjoy the ride
- Relax.
- A career in the financial markets is not what it was 20 years ago. Give careful consideration to your priorities and your goals for real happiness.
- Follow your heart.
- Take the opportunity to work overseas before settling down with a family, if possible.
- Network with anyone and everyone. Explore, have fun and try new things before settling down.
- Be flexible. Opportunities present themselves in different way and not always in the beginning is the ultimate opportunity shown at the beginning.
- Do what you love. Pick a career path you can be passionate about. Don't worry about impressing anyone, or making the most money, or being the most successful. Being well-compensated at something you don't care about is not a recipe for happiness. Take care of your physical and mental health.
- Live your dreams and don't settle!
- Find something that you love doing and do your best.
- Work extremely hard when you have the stamina, focus on learning, stay humble

- Keep in touch with your favorite classmates.
- Know what you want and go and get it. No one is going to hand it to you.
- Don't be afraid to follow your dreams. You were made to do something special, so don't let your family, your friends, or society hold you back from doing the great thing you were created to do.
- do what you want and you will succeed
- Broaden yourself especially in areas of software development.
- Keep it all in perspective. Careers are a marathon and not a sprint. And, life does go by quickly so take the time to enjoy the things the you feel are the priorities in your life.
- Do what you love to do...work takes up too much of your day to be doing something you don't absolutely love...and don't be afraid of change and the unexpected things that pop up since it is inevitable that they will!!! Just accept it, deal with it and get the most out of it, and then move on. Everything happens for a reason and it will make life so much easier if you just embrace it and make the most of it!!!!
- Think more, then act. Slow things down a bit
- When I graduated in 1992, it was an extremely difficult year to find a job as well. But its just the beginning of your career, you need to persevere, opportunities will arise, but you have to be able to see them, and be willing to risk taking them.
- Your life & career path will likely wend and veer, whether you are unsure of your future or have set plans. Develop all your interests, no matter how diverse. Oddly, they may one day intersect.