



#### Wharton Work/Life Integration Project

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To: Members of the Class of 2012  
From: Stew Friedman  
Subject: The Life Interests of Wharton Students: 1992 and 2012  
Date: February 17, 2013

Thank you very much for contributing to *The Life Interests of Wharton Students: 1992 and 2012* research project this past spring. You were among 314 members of W '12 to respond to our survey and share with us your ideas about career prospects, personal values, family, the relationship between work and the rest of life, health and religion, civic engagement, and Wharton. We can now compare these observations to those expressed by 460 members of W '92 at the time of their graduation, and to those expressed by 158 W '92 alumni this past fall.

Here then is the Class of 2012 report!

## How to read this report

This report has responses for your graduating class (labelled "W '12"), responses for W '92 from 20 years ago (labelled "W '92 – Then"), and responses for W '92 from this past fall (labelled "W '92 – Now"). You will see averages and standard deviations for numerical variables and percentages for each response option for categorical variables.

- We have run statistical tests to compare the responses given by your class to those given by W '92 at the time of their graduation. Averages in **red font** indicate a statistically significant ( $p < .05$ ) **decrease** in graduating seniors' response values over the past 20 years; and averages in **green font** indicate a statistically significant ( $p < .05$ ) **increase** in graduating seniors' response values between 1992 to 2012. (We have not included statistical differences for categorical variables in this report, nor have we run statistical tests comparing Class of 2012 results to the Class of 1992 data gathered in 2012.)
- 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 Wharton education and expectations for the future, as well as the advice members of W '92 shared with you and your classmates.

The complete Table of Contents follows this introduction. To return to the Table of Contents at any time, please click the text "Class of 2012 Report" in the footer of each page.

## How to respond to this report

I hope that you find it interesting and fun to glimpse into the lives of your Wharton classmates and W '92 alumni. Doing so might allow you to put your life interests into new perspective, and might give you some ideas about how they could evolve over the next two decades.

We are eager to hear your reactions to what you see in this report and to get your advice on what else our [Work/Life Integration Project](#) should be doing. Please share your thoughts about the meaning and implications of our research by:

- Joining your classmates, W '92 alumni, and others in [our Forum on our Web site](#).
- Subscribing to [our Forum](#).
- Contacting me directly at [friedman@wharton.upenn.edu](mailto:friedman@wharton.upenn.edu) or 215.898.8618.

## What's next

Please visit our Web site ([www.worklife.wharton.upenn.edu](http://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. Forthcoming publications will expand on the basic findings in this report 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.

I'll be getting back in touch before too long to invite you to a [conference](#) that will include you, 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.

And, of course, our Work/Life Integration Project will contact you again in 20 years to see how your life has unfolded and your life interests have evolved. We will compare your observations to what you said this past spring at graduation, and we will present you with a personalized time capsule that captures your changing perspective.

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 black ink, appearing to read "Stew". The signature is written in a cursive, flowing style.

# The Life Interests of Wharton Students: 1992 and 2012

## Contents of the Class of 2012 Report, February 2013

<b>1</b>	<b>Your Career Prospects and Progression</b>	<b>1</b>
1.1	First job . . . . .	1
1.2	Long-term education and career plans . . . . .	4
1.3	Expectations for career advancement . . . . .	7
1.4	Definition of career success . . . . .	9
<b>2</b>	<b>Your Personal Values</b>	<b>10</b>
2.1	Judging success in life . . . . .	10
2.2	Satisfaction with different aspects of life . . . . .	11
2.3	Life interests . . . . .	12
<b>3</b>	<b>Your Family</b>	<b>13</b>
3.1	Attitude toward family . . . . .	13
3.2	Relationship status and plans . . . . .	14
3.3	Partner's education, career, and priorities . . . . .	16
3.4	Partner's role in your life and career . . . . .	19
3.5	What makes two-career relationships work . . . . .	21
3.6	Children, plans for children, and time off . . . . .	22
3.7	Parents' relationship status, education, and employment history . . . . .	31
<b>4</b>	<b>The Relationship of Work with the Rest of Life</b>	<b>34</b>
4.1	Weekly time use . . . . .	34
4.2	How work and the rest of life affect each other . . . . .	35
4.3	Meaning in your life provided by your work . . . . .	37
<b>5</b>	<b>Your Health, Religion and Political Engagement</b>	<b>38</b>
5.1	Your health and wellness . . . . .	38
5.2	Religious affiliation . . . . .	39
5.3	Political orientation and involvement . . . . .	40

<b>6</b>	<b>Your Wharton Experience</b>	<b>41</b>
6.1	Why Wharton? . . . . .	41
6.2	Wharton’s impact on your growth and development . . . . .	42
6.3	Satisfaction with your Wharton experience . . . . .	44
6.4	Effectiveness of different teaching methods . . . . .	45
6.5	Importance of Wharton GPA . . . . .	46
6.6	Educational funding . . . . .	47
<b>7</b>	<b>Further Thoughts</b>	<b>48</b>
7.1	What topic would you have liked more exposure to while attending Wharton? . . . . .	48
7.2	What topic would you have liked less exposure to while attending Wharton? . . . . .	57
7.3	How would you change the structure of career paths for your generation? . . . . .	65
7.4	How do you see your career and life unfolding over the next 20 years? . . . . .	77
7.5	Advice from W ‘92 alumni . . . . .	87

**Plans at graduation.**

Numbers for “W ‘12” and “W ‘92 – Then” indicate the percentage of respondents who planned to be engaged in each activity in the six months following graduation. Numbers for “W ‘92 – Now” indicate the percentage of W ‘92 respondents who were actually involved in each activity following graduation.

	W ‘92 – Then	W ‘12	W ‘92 – Now
Work in family business	2.8	1.6	1.3
Run your own business	3.8	2.3	2.6
Be employed full-time	73.4	83.7	82.8
Be employed part-time	1.4	1.0	0.6
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	3.6	1.3
Attend graduate or professional school	11.7	5.9	10.2
Other	—	2.0	1.3

**Expected industry of employment in first post-graduate job.**

Numbers for “W ‘12” and “W ‘92 – Then” indicate the percentage of respondents who expected to work in each industry after graduation. Numbers for “W ‘92 – Now” indicate the percentage of W ‘92 respondents who were actually employed by each industry in their first post-graduate job. Different answer options in 1992 and 2012 were grouped into the categories listed below.

	W ‘92 – Then	W ‘12	W ‘92 – Now
<u>Service Sector</u>			
Accounting	10.6	0.8	10.2
Law	8.0	0.0	0.7
Consulting	19.2	21.6	21.9
Education	1.4	0.8	2.9
Government / Non-profit	2.3	1.1	5.8
Sales	0.0	2.6	2.2
Other Service Industry	3.9	1.5	5.1
<u>Manufacturing Sector</u>			
Consumer Goods	5.3	3.0	5.1
Information Technology	1.6	8.6	8.0
Pharmaceuticals	1.0	0.0	0.7
Other Manufacturing	2.5	0.4	0.7
<u>Miscellaneous</u>			
Banking / Financial Services	26.2	50.8	28.5
Medicine / Health Care	2.3	0.0	0.7
Real Estate	3.3	1.9	0.7
Other	12.5	7.1	6.6

**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 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
After graduation, how many years <i>do you expect to   did you</i> remain at your first job?	3.4	4.2	2.0	1.6	2.4	2.1
After graduation, how many years <i>do you expect to   did you</i> remain within your first organization?	4.6	4.9	3.7	3.5	3.9	3.7
How much money <i>do you expect to   did you</i> earn per year in your first job after graduation?	38.7	16.8	88.2	56.5	40.4	19.6
How would you compare your first job salary to your classmates'?	2.8	1.0	3.0	1.0	3.6	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 – Then		W '12		W '92 – Now	
	Avg.	S.D.	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.	3.5	1.1	3.5	1.0	4.0	1.0
The salary in my first job after graduation <i>will depend   depended</i> primarily on my skills.	2.9	1.1	3.1	1.0	3.4	1.1

**Long-term career plans.**

Numbers indicate the percentage of respondents who planned to be engaged in each activity in the long term. Members of W '12 answered this question specifically in reference to their plans five years post-graduation, while members of W '92 answered this question in reference to their long-term plans generally.

	W '92 – Then	W '12
Work in family business	4.5	3.4
Run your own business	34.2	14.8
Be employed full-time	39.6	50.2
Be employed part-time	1.6	0.3
Do volunteer work	0.2	0.3
Be a full-time homemaker	0.4	0.0
Take time off	0.4	0.3
Attend graduate or professional school	19.1	30.6
Other	—	0.0



**Expected industry of employment five years after graduation.**

Numbers indicate the percentage of respondents who planned to be employed by each industry after five years. A longer list of answer options was grouped into the categories seen below.

	W '12
<u>Service Sector</u>	
Accounting	0.0
Law	2.5
Consulting	9.9
Education	2.0
Government / Non-profit	1.5
Sales	2.0
Other Service Industry	2.5
<u>Manufacturing Sector</u>	
Consumer Goods	6.9
Information Technology	11.4
Pharmaceuticals	0.5
Other Manufacturing	1.0
<u>Miscellaneous</u>	
Banking / Financial Services	40.6
Medicine / Health Care	1.0
Real Estate	5.5
Other	12.9

**Ten-year-out salary expectations.**

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 – Then				W ‘12				W ‘92 – Now			
	Average			S.D.	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?	259.6	123.8	215.3	289.1	1,209.4	412.3	901.8	1,938.3	413.8	146.9	335.5	899.3
How would you compare your ten-year-out salary to your classmates’?	2.2	2.9	2.5	1.0	2.6	3.2	2.8	1.0	3.3	4.1	3.5	1.1

**Highest level of education expected.**

Numbers for “W ‘12” and “W ‘92 – Then” indicate the percentage of respondents who plan to achieve each level of education. Numbers for “W ‘92 – Now” indicate the percentage of W ‘92 respondents who have actually achieved each level of education.

	W ‘92 – Then	W ‘12	W ‘92 – Now
Bachelor’s degree	9.1	15.1	39.5
Bachelor’s degree + professional certification	5.9	8.8	1.9
Master’s degree	60.7	56.3	40.8
Ph.D. or other advanced degree	24.3	19.7	17.8

**Goals for advancement within your organization.**

For the first question, 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 second 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 – Then				W '12				W '92 – Now			
	Average			S.D.	Average			S.D.	Average			S.D.
	M	W	Total		M	W	Total		M	W	Total	
What is the highest position you would like to achieve?	8.3	7.7	8.1	1.4	7.8	7.4	7.7	1.6	7.9	7.5	7.8	1.5
How likely do you think it is that you will achieve the hierarchical position you want?	3.8	3.6	3.7	1.0	3.5	3.6	3.5	1.1	2.9	3.4	3.0	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 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
My career progression <i>will depend</i>   <i>has depended</i> on how hard I work.	4.3	0.8	4.3	0.7	3.8	1.0
It <i>will be</i>   <i>has been</i> necessary to make my superiors aware of my accomplishments in order to further my career.	3.9	0.9	4.0	0.7	3.5	1.0
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.	4.1	0.9	4.5	0.6	4.0	0.9
My Wharton grades <i>will have</i>   <i>have had</i> little effect on my career success.	3.7	1.1	3.6	1.1	3.7	1.1
What I learned from the classes I took at Wharton will have little effect on my career success.	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 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
... having flexibility in determining your work hours.	3.4	1.0	3.5	1.1	4.1	0.9
... having time for yourself.	3.9	0.9	4.1	1.0	4.0	0.9
... helping other people.	3.5	1.1	3.7	1.1	3.7	1.0
... working on challenging tasks.	4.4	0.7	4.4	0.8	4.2	0.9
... having social status and prestige.	3.5	1.1	3.7	1.0	3.0	1.0
... being creative in your work	4.0	0.9	3.8	1.1	3.8	1.0
... having power and influence.	3.6	1.1	3.9	0.9	3.2	1.0
... having time for your family.	4.5	0.8	4.5	0.9	4.6	0.7
... ensuring a comfortable retirement.	4.2	0.9	4.3	0.9	4.4	0.8
... having secure employment.	3.9	1.0	4.2	1.0	3.8	1.1
... living in a preferred geographical area.	3.7	1.1	3.9	1.1	4.1	1.0
... being respected by others at work.	4.4	0.8	4.5	0.7	4.3	0.8
... earning a great deal of money.	3.7	1.0	3.8	1.0	3.4	1.0
... advancing rapidly to high-level positions.	3.7	1.0	3.9	0.9	3.2	1.0
... enjoying your work.	4.8	0.5	4.7	0.6	4.6	0.7

**Importance of different factors in judging your life success.**

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

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

**Satisfaction with different aspects of life.**

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

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

**Life interests.**

Numbers under the “First” heading indicate the percentage of respondents who reported each part of life will give them the *most satisfaction* in life; numbers under the “Second” headings indicate the percentage of respondents who reported each part of life will give them the *second-most satisfaction* in life.

	W ‘92 – Then		W ‘12		W ‘92 – Now	
	First	Second	First	Second	First	Second
Career or occupation	22.8	46.1	25.4	39.8	12.4	43.1
Family relationships	62.2	18.6	55.1	25.0	77.8	13.1
Religious beliefs or activities	3.8	2.6	3.8	1.7	3.3	2.6
Activities directed toward national or international betterment	2.4	5.1	5.1	8.9	2.0	5.2
Leisure and recreational activities	7.9	23.8	10.2	23.7	3.9	30.7
Participation in community affairs	0.2	2.6	0.4	0.8	0.7	5.2



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

**Current relationship status.**

Numbers indicate the percentage of respondents who selected each answer option.

	W '92 – Then	W '12	W '92 – Now
Married	0.9	0.5	82.3
Living with a partner	2.0	2.3	2.5
In a long-term relationship	33.3	29.7	3.8
Single	63.7	67.6	11.4
Separated	0.5	0.5	1.9
Divorced	0.2	0.5	7.6
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 ages in years.

	W '92 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
If currently in a relationship...						
At what age did you enter your current relationship?	19.2	1.6	19.9	1.6	26.6	6.1
What was your partner's age at that time?	19.5	2.4	19.8	1.5	26.2	6.2
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	1.4	0.7	2.6	1.0
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.**

Numbers indicate the percentage of respondents who selected each answer option. Only respondents in relationships were asked to answer this question.

	W '92 – Then	W '12	W '92 – Now
Some high school or less	0.7	0.0	0.7
High school graduate	7.3	1.4	0.7
Some college	44.4	27.1	2.9
College graduate	37.7	64.3	31.9
Some graduate or professional school	9.9	2.9	8.7
Graduate or professional school	0.0	4.3	55.1

**Partner's employment status.**

Numbers indicate the percentage of respondents who selected each answer option. Only respondents in relationships were asked to answer this question.

	W '92 – Then	W '12	W '92 – Now
Yes, part-time	18.5	8.6	15.8
Yes, full-time	15.9	55.7	46.0
No, not employed	65.6	35.7	38.1

**Partner's job and organizational tenure.**

Responses are in number of years. Only respondents with employed partners were asked to answer these questions.

	W '92 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
How long has your partner worked in his or her current organization?	1.9	1.5	0.7	0.5	6.7	5.9
How long has your partner worked in his or her current position?	1.6	1.2	0.6	0.5	5.0	5.1

**Partner's employment prospects.**

Responses run on a scale from 1 = *yes* to 2 = *probably* to 3 = *not sure* to 4 = *probably not* to 5 = *no*. Results are presented separately for respondents in relationships and respondents not yet in relationships.

	W '92 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
Currently, do you expect your partner to be employed full-time in the...						
...short run (2-3 years)?	1.8	1.5	1.3	0.9	2.8	1.7
...long run (3 years and after)?	1.3	0.8	1.3	0.7	2.5	1.5
If you do enter into a long-term relationship, at that time do you expect your partner to be employed full-time in the ...						
...short run (2-3 years)?	1.5	0.9	1.3	0.7	—	—
...long run (3 years and after)?	1.7	1.0	1.6	1.0	—	—

**Partner's priorities.**

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

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

**Relative priorities of your and your partner's careers.**

Numbers indicate the percentage of respondents who selected each answer option. All respondents in relationships were asked to respond, regardless of whether or not their partners were employed.

	W '92 – Then	W '12	W '92 – Now
My career has a much higher priority than my partner's.	20.1	17.1	54.0
My career has a slightly higher priority than my partner's.	29.2	24.3	15.1
Our careers have equal priority.	45.5	50.0	15.1
My partner's career has a slightly higher priority than mine.	3.2	5.7	5.8
My partner's career has a much higher priority than mine.	1.9	2.9	10.1

**Support from your partner.**

Responses indicate extent of agreement on a scale from 1 = *strongly disagree* to 5 = *strongly agree*. Only respondents in relationships were asked to provide answers.

	W '92 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
My partner listens to me talk about my personal or family problems.	4.6	0.8	4.7	0.5	—	—
My partner is concerned about my welfare.	4.7	0.7	4.8	0.5	—	—
My partner gives me advice when I have a family or personal problem.	4.4	0.9	4.6	0.7	4.4	0.8
My partner praises me for my personal or family accomplishments.	4.4	0.9	4.5	0.8	4.1	0.9
My partner respects my professional accomplishments.	4.4	0.9	4.6	0.7	4.4	0.7
My partner resents the amount of time I put into my career and school activities.	2.6	1.3	2.9	1.4	2.6	1.2
My partner plays an active role in my career and school activities.	3.2	1.2	3.7	1.1	2.9	1.1



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

**Do you have any children?**

Numbers indicate the percentage of respondents who selected each answer option.

	W '92 – Then	W '12	W '92 – Now
Yes	0.5	0.9	82.3
No	99.5	99.1	17.7

**Current children and plans for future children.**

The first question 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 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
Do you have or plan to have/adopt any children?	1.4	0.9	2.4	1.4	1.4	1.1
How many children do you currently have?	0.0	0.1	0.0	0.2	1.9	1.1
How many children in all do you think you will have/adopt?	2.5	1.2	1.7	1.5	2.1	1.0

**Timing of children.**

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

	W '92 – Then				W '12				W '92 – Now			
	Average			S.D.	Average			S.D.	Average			S.D.
	M	W	Total		M	W	Total		M	W	Total	
How old <i>do you expect to be</i>   <i>were you</i> at the time of birth or adoption of your <u>youngest</u> child?	31.9	31.4	31.7	2.8	33.5	32.7	33.2	2.7	36.9	37.1	36.9	4.2
How old <i>do you expect to be</i>   <i>were you</i> at the time of birth or adoption of your <u>second-to-youngest</u> child?	29.6	29.1	29.4	2.6	31.3	30.3	30.9	2.4	34.3	33.6	34.1	4.3
How old <i>do you expect to be</i>   <i>were you</i> at the time of birth or adoption of your <u>third-to-youngest</u> child?	28.4	27.4	28.0	2.8	30.0	29.0	29.7	2.1	32.9	32.2	32.7	3.4

**Decision to take time off work for childcare.**

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

	W '92 – Then			W '12			W '92 – Now		
	M	W	Total	M	W	Total	M	W	Total
<i>Do you expect to   did you take off from work for your <u>youngest</u> child?</i>									
Yes	22.2	68.7	38.9	18.2	38.9	25.5	54.2	69.2	58.5
Not sure	41.4	29.3	37.0	45.5	58.3	50.0	3.1	2.6	3.0
No	36.5	2.0	24.0	36.4	2.8	24.5	38.5	7.7	29.6
I do not plan to be   was not employed at that time.	—	—	—	—	—	—	4.2	20.5	8.9
<i>Do you expect to   did you take off from work for your <u>second-to-youngest</u> child?</i>									
Yes	23.6	71.6	41.0	24.6	41.7	30.7	57.5	77.4	62.7
Not sure	40.5	27.7	35.9	41.5	55.6	46.5	2.3	0.0	1.7
No	35.9	0.7	23.1	33.9	2.8	22.8	37.9	9.7	30.5
I do not plan to be   was not employed at that time.	—	—	—	—	—	—	2.3	12.9	5.1
<i>Do you expect to   did you take off from work for your <u>third-to-youngest</u> child?</i>									
Yes	24.4	85.1	47.2	28.6	55.6	36.7	62.2	83.3	67.3
Not sure	35.8	13.5	27.4	38.1	44.4	40.0	0.0	0.0	0.0
No	39.8	1.4	25.4	33.3	0.0	23.3	37.8	8.3	30.6
I do not plan to be   was not employed at that time.	—	—	—	—	—	—	0.0	8.3	2.0

**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. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W '92 – Then			W '12			W '92 – Now		
	M	W	Total	M	W	Total	M	W	Total
1 day to 1 week	40.6	1.4	21.4	46.3	0.0	27.8	54.2	0.0	35.1
1+ week to 3 weeks	33.6	4.3	19.2	38.9	22.2	32.2	33.3	3.8	23.0
3+ weeks to 6 weeks	13.3	13.0	13.2	7.4	36.1	18.9	12.5	15.4	13.5
6+ weeks to 3 months	7.0	18.1	12.5	7.4	27.8	15.6	0.0	42.3	14.9
3+ months to 1 year	4.2	35.5	19.6	0.0	11.1	4.4	0.0	26.9	9.5
1+ year to 3 years	0.7	15.2	7.8	0.0	2.8	1.1	0.0	11.5	4.1
3+ years to 5 years	0.7	5.1	2.8	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. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W '92 – Then			W '12			W '92 – Now		
	M	W	Total	M	W	Total	M	W	Total
Full-time	95.8	62.2	79.5	98.4	81.6	92.0	100.0	64.0	88.3
Part-time	0.7	4.4	2.5	0.0	0.0	0.0	0.0	20.0	6.5
Part-time, then return to full-time	3.5	33.3	18.0	1.6	18.4	8.0	0.0	12.0	3.9
No longer employed	—	—	—	—	—	—	0.0	4.0	1.3

**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. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W '92 – Then			W '12			W '92 – Now		
	M	W	Total	M	W	Total	M	W	Total
1 day to 1 week	39.4	0.7	20.4	41.1	0.0	25.3	51.1	0.0	33.8
1+ week to 3 weeks	35.9	2.9	19.6	41.1	22.9	34.1	37.8	4.3	26.5
3+ weeks to 6 weeks	12.7	12.3	12.5	8.9	28.6	16.5	11.1	8.7	10.3
6+ weeks to 3 months	7.7	21.0	14.3	7.1	37.1	18.7	0.0	39.1	13.2
3+ months to 1 year	4.2	34.1	18.9	0.0	11.4	4.4	0.0	26.1	8.8
1+ year to 3 years	0.0	14.5	7.1	0.0	0.0	0.0	0.0	8.7	2.9
3+ years to 5 years	0.0	6.5	3.2	0.0	0.0	0.0	0.0	8.7	2.9
More than 5 years	0.0	8.0	3.9	1.8	0.0	1.1	0.0	4.3	1.5

**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. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W '92 – Then			W '12			W '92 – Now		
	M	W	Total	M	W	Total	M	W	Total
Full-time	96.5	60.5	79.1	98.5	91.7	96.0	98.0	65.2	87.5
Part-time	0.0	16.4	7.9	1.5	2.8	2.0	0.0	21.7	6.9
Part-time, then return to full-time	3.5	23.1	13.0	2.0	5.6	2.0	2.1	8.7	4.2
No longer employed	—	—	—	—	—	—	0.0	4.4	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. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W '92 – Then			W '12			W '92 – Now		
	M	W	Total	M	W	Total	M	W	Total
1 day to 1 week	29.5	1.4	14.4	40.5	0.0	27.3	61.9	0.0	41.9
1+ week to 3 weeks	47.5	1.4	22.7	29.7	11.1	23.6	33.3	0.0	22.6
3+ weeks to 6 weeks	14.8	8.5	11.4	24.3	27.8	25.5	4.8	0.0	3.2
6+ weeks to 3 months	8.2	18.3	13.6	5.4	27.8	12.7	0.0	50.0	16.1
3+ months to 1 year	0.0	40.8	22.0	0.0	33.3	10.9	0.0	40.0	12.9
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	10.0	3.2
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. Numbers indicate the percentage of men (M), women (W), and total respondents who selected each answer option.

	W '92 – Then			W '12			W '92 – Now		
	M	W	Total	M	W	Total	M	W	Total
Full-time	93.8	57.4	75.0	100.0	100.0	100.0	100.0	66.7	90.6
Part-time	0.0	17.7	9.1	0.0	0.0	0.0	0.0	33.3	9.4
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

**Parents' current relationship status.**

Numbers indicate the percentage of respondents who selected each answer option.

	W '92 – Then	W '12
They are married.	79.1	85.6
They are separated/divorced.	14.8	11.3
Mother is deceased.	1.6	1.8
Father is deceased.	4.5	1.8
Mother remarried.	3.4	3.2
Father remarried.	7.3	2.3

**Highest level of education completed by your mother.**

Numbers indicate the percentage of respondents who selected each answer option.

	W '92 – Then	W '12
Some high school or less	2.4	3.6
High school graduate	17.7	5.0
Some college	17.1	7.7
College graduate	33.1	31.2
Some graduate or professional school	7.3	5.9
Graduate or professional school	22.4	46.6

**Highest level of education completed by your father.**

Numbers indicate the percentage of respondents who selected each answer option.

	W '92 – Then	W '12
Some high school or less	2.9	2.2
High school graduate	7.1	5.8
Some college	10.0	6.3
College graduate	27.8	19.7
Some graduate or professional school	7.1	8.1
Graduate or professional school	45.1	57.8

**Mother's employment at different stages of your childhood.**

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

	W '92 – Then			W '12		
	Full-time	Part-time	Not employed	Full-time	Part-time	Not employed
0 to 1 Years Old	15.7	8.4	75.5	45.9	13.8	39.0
1+ to 3 Years Old	19.8	8.9	71.1	49.5	14.2	35.3
3+ to 6 Years Old	28.3	12.3	59.2	50.2	16.4	32.4
6+ to 12 Years Old	40.4	17.3	41.5	51.4	16.1	32.1
12+ to 18 Years Old	53.3	19.8	26.0	52.9	19.0	26.7

**Father's employment at different stages of your childhood.**

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

	W '92 – Then			W '12		
	Full-time	Part-time	Not employed	Full-time	Part-time	Not employed
0 to 1 Years Old	96.4	2.3	1.3	93.6	2.3	3.7
1+ to 3 Years Old	96.9	2.3	0.8	92.2	3.2	4.1
3+ to 6 Years Old	96.9	2.3	0.8	92.2	3.2	3.7
6+ to 12 Years Old	98.1	1.5	0.4	92.7	3.2	2.3
12+ to 18 Years Old	97.0	1.7	1.1	89.6	5.9	2.7

**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 ‘12” and “W ‘92 – Now,” individuals’ responses had to sum to 168 hours per week.

	W ‘92 – Then		W ‘12		W ‘92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
Working and work-related activities	55.3	16.0	70.1	19.9	52.9	18.0
Caring for and helping children	2.1	8.0	1.2	5.1	24.2	18.3
Household activities	7.9	8.4	6.7	5.2	9.0	6.0
Leisure and sports	24.4	19.7	18.9	11.4	12.8	9.4
Personal care activities (including sleep)	—	—	55.3	12.1	57.2	9.9
Caring for and helping family members other than children	—	—	3.1	4.2	2.8	5.9
Purchasing goods and services	—	—	5.0	3.8	4.2	3.2
Organization, civic and religious activities	—	—	2.6	3.1	2.7	3.9
Educational activities	—	—	5.3	10.2	2.1	5.0

**How career affects other parts of life.**

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

	W '92 – Then				W '12				W '92 – Now			
	Average			S.D.	Average			S.D.	Average			S.D.
	M	W	Total		M	W	Total		M	W	Total	
Children whose mothers are employed suffer because their mothers are not there when they need them.	3.2	2.8	3.0	1.1	2.8	2.7	2.7	1.1	3.0	2.8	3.0	0.9
Children whose fathers are employed suffer because their fathers are not there when they need them.	—	—	—	—	2.4	2.4	2.4	1.0	2.7	2.4	2.6	0.8
Children whose mothers are employed are more independent and able to do things for themselves.	3.2	3.4	3.2	1.0	3.3	3.7	3.4	0.9	3.0	3.3	3.1	0.9
Children whose fathers are employed are more independent and able to do things for themselves.	—	—	—	—	3.2	3.2	3.2	0.9	2.8	2.9	2.9	0.7
Pursuing a demanding career <i>will make</i>   <i>has made</i> it difficult for me to be an attentive spouse/partner.	2.7	2.9	2.8	1.2	3.1	3.6	3.3	1.1	3.2	3.1	3.2	1.1
I <i>will achieve</i>   <i>have achieved</i> greater success in my career by making sacrifices in my family and personal life.	3.1	3.1	3.1	1.2	3.3	3.3	3.3	1.1	3.1	2.8	3.0	1.1

**How family affects career.**

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

	W '92 – Then				W '12				W '92 – Now			
	Average			S.D.	Average			S.D.	Average			S.D.
	M	W	Total		M	W	Total		M	W	Total	
The demands of family life <i>will interfere</i>   <i>have interfered</i> with achieving success in my career.	2.6	3.2	2.8	1.2	2.7	3.7	3.0	1.1	2.6	3.0	2.8	1.2
Being a parent <i>will limit</i>   <i>has limited</i> my career success.	2.2	2.9	2.4	1.2	2.4	3.4	2.8	1.2	2.4	3.3	2.7	1.2

**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 – Then				W '12				W '92 – Now			
	Average			S.D.	Average			S.D.	Average			S.D.
	M	W	Total		M	W	Total		M	W	Total	
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).	4.0	3.7	3.9	1.0	4.1	3.6	3.9	0.9	3.4	2.8	3.2	1.1
I will have a successful career and find enough time for leisure activities.	4.0	3.9	4.0	0.9	4.1	3.9	4.0	0.8	—	—	—	—
The conflicting demands of career and family <i>will</i>   <i>do</i> require that I decide which is more important.	3.0	3.3	3.1	1.3	3.0	3.7	3.3	1.1	3.2	3.6	3.3	1.1
It is easier for a man to combine a successful career, relationship, and parenthood than it is for a woman.	3.9	4.2	4.0	1.1	3.7	4.1	3.9	1.1	4.0	4.1	4.0	1.0



**Meaning in your life provided by your first job.**

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

Your first job will provide you with...	W '12	
	Avg.	S.D.
... a sense of purpose.	3.6	1.0
... an opportunity to express passion.	3.5	1.1
... a feeling that you are making a positive contribution to the world.	3.2	1.0
... a chance to serve others.	3.0	1.2

**Meaning in your life provided by your future job.**

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, while W '92 answered in reference to what they experience in their current positions.

Your job will provide   provides you with...	W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.
... a sense of purpose.	4.4	0.7	3.8	1.1
... an opportunity to express passion.	4.4	0.7	3.5	1.2
... a feeling that you are making a positive contribution to the world.	4.1	0.9	3.4	1.2
... a chance to serve others.	3.8	1.1	3.2	1.2

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

**Your religious affiliation.**

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 – Then	W '12	W '92 – Now
Agnostic	10.6	27.0	19.1
Atheist	—	16.2	8.9
Buddhist	2.3	3.6	3.2
Christian, Catholic	23.2	15.3	15.9
Christian, Protestant	21.2	11.7	16.6
Christian, Other	—	3.2	4.5
Hindu	3.1	3.6	1.9
Jewish	27.2	15.3	24.8
Muslim	3.1	1.4	1.3
Other	9.3	2.7	3.8

**Your political orientation.**

Numbers indicate the percentage of respondents who selected each answer option.

	W '92 – Then	W '12	W '92 – Now
Left	4.0	11.3	7.7
Left-leaning	14.2	23.4	23.1
Moderate	42.8	40.1	39.7
Right-leaning	30.5	21.2	19.9
Right	8.5	4.1	9.6

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

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

	W '92 – Then	W '12
Yes	40.8	37.8
No	59.2	62.2

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

	W '92 – Then				W '12			
	Average			S.D.	Average			S.D.
	M	W	Total		M	W	Total	
Kind of job desired	3.4	3.3	3.4	1.3	3.7	4.1	3.9	1.2
Geographical preference	2.1	2.2	2.1	1.3	2.6	2.9	2.7	1.4
Political views	2.1	2.0	2.1	1.1	2.3	1.9	2.1	1.2
Timing of marriage	1.8	2.2	1.9	1.2	2.2	2.5	2.3	1.3
Industry desired	2.9	3.1	3.0	1.4	3.4	3.9	3.6	1.4
Career aspiration level	2.6	2.7	2.7	1.4	2.9	3.1	3.0	1.5
Timing of children	1.7	2.1	1.9	1.1	2.1	2.5	2.2	1.2
Personal ethics	2.0	2.0	2.0	1.2	2.4	2.4	2.4	1.2
Value of interpersonal relationships	2.4	2.3	2.4	1.4	3.2	3.3	3.2	1.4
Social responsibility	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 – Then		W '12	
	Avg.	S.D.	Avg.	S.D.
... technical/business skills.	4.3	0.8	4.5	0.7
... communication skills.	3.3	1.2	4.3	0.9
... interpersonal skills.	3.1	1.1	3.9	1.0
... the ability to make friends.	2.4	1.1	3.3	1.2
... a strong sense of ethics and morality.	2.2	1.0	2.5	1.1
... a broad educational background.	2.9	1.3	3.2	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</i>   <i>have been</i> useful...	W '92 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
... for my specific job tasks.	3.3	1.1	3.8	1.1	3.5	1.0
... for my career in general.	3.8	1.0	4.1	0.9	3.9	0.9
... for my life in general.	3.2	1.1	3.8	1.1	3.5	1.0

**Satisfaction with your Wharton experience.**

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

	W '92 – Then		W '12		W '92 – Now	
	Avg.	S.D.	Avg.	S.D.	Avg.	S.D.
My experience at Wharton prepared me to make decisions about my career that <i>will enable</i>   <i>have enabled</i> me to stay true to my most important priorities.	—	—	3.6	1.0	3.2	0.9
I am satisfied, overall, with my Wharton experience.	3.8	1.0	4.2	0.8	4.0	0.7
I wish I had chosen a different specialization or major at Wharton.	2.1	1.3	2.0	1.2	2.5	1.1
I think of Wharton as an entity unto itself, and not as part of the University of Pennsylvania.	2.8	1.4	3.1	1.3	—	—
I believe Wharton ought to be more integrated with the rest of the University.	3.1	1.4	2.9	1.3	2.8	1.0
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.	4.0	1.3	4.1	1.2	3.9	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 – Then		W '12	
	Avg.	S.D.	Avg.	S.D.
Case studies were effective.	4.0	0.9	4.0	1.0
Lectures were effective.	3.3	0.9	3.5	1.0
Small group discussions were effective.	3.7	1.0	3.5	1.1
Group projects were effective.	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 – Then		W '12	
	Avg.	S.D.	Avg.	S.D.
A high GPA should be an important factor in getting interviews.	2.7	1.3	—	—
A high GPA is the best measure of success at Wharton.	1.9	1.1	2.6	1.2

**Sources of funding that financed your Wharton education.**

Numbers indicate the percentage of respondents who selected each answer option.

	W '92 – Then	W '12
Parents / Family	93.8	94.2
Private loans	42.9	18.8
Employment during school	20.6	29.1
Scholarships / Grants	43.8	52.9
Personal funds	3.0	21.5
Government loans	31.7	25.1
Other	36.1	1.3

**What was the one topic or issue to which you would have liked more exposure in your Wharton education?**

- Monetary Policy
- How to effectively run your own business, in any industry, not just finance
- Risk Management
- Economics (health care, specifically)
- How to start a business
- Strategic Management of Multinational Firms
- Historical Economics/Economic Policy
- marketing, management
- Entrepreneurship/Venture Capital
- Social impact
- Much more economics. I did not even know what BPUB was until I was a senior because the name made me think of legal studies-esque courses. I wish I had studied more applied economics.
- Definition of Success
- Personal Finance / Wealth Management
- Perhaps a course on value investing or event-driven investing, especially one that dealt with the issues in practice and not in theory.
- Economics
- Accounting (particularly accounting for complex debt/equity/converts structures)
- More technical skills, like those taught in OPIM and STAT (i.e. programming, statistical analysis)
- Corporate Finance
- Community service
- Computer Science
- career development
- The importance of finding and maintaining a work-life balance (and how to do it)
- The art of public speaking or just how to deal with people
- Philosophy

## *7. Further Thoughts*

### *7.1. Topic that needs more exposure*

- Ways of getting politicians to understand and practice what is taught here at Wharton (this is foremost in my mind given the state of the economy and the upcoming election)
- Technological skills
- Statistics
- I think Wharton could also include seminars on how to best manage a career as a woman.
- Finance
- Global finance crises and systems
- Global Food Security
- Financial Markets
- Real estate
- Managing emerging technologies
- Statistics
- Corporate Strategy
- Non-Finance Careers
- Global Economics
- Entrepreneurship
- Corporate responsibility
- It would be nice to have seen a more mathematically rigorous expectation in applications.
- Marketing
- Policy & law in business
- Entrepreneurship
- Statistical Analysis
- There were many; unfortunately nothing the current Wharton curriculum or offerings could address them so I took a second degree in the College.
- Marketing
- Statistics
- Social Finance
- LBO Modeling
- Entrepreneurship

## *7. Further Thoughts*

### *7.1. Topic that needs more exposure*

- Consulting
- operation analysis
- Economics
- Investing, Understanding great businesses
- upward management
- Globalization
- Management case studies and general business principles and capstones on combining the various aspects of Wharton's education that I have learned across my years.
- Mathematical Finance
- Mathematics/quantitative tools
- Insider trading
- Social Impact
- Accounting
- History of Financial Institutions and Regulations
- Behavioral economics - but then I should have been an OPIM concentrator!
- Supply Chain Management (courses are offered, I just didn't take them)
- Investment Management
- I would have liked to have more exposure to how companies work & the challenges presented to them abroad- I feel that I had a great exposure to American companies, but some exposure to how foreign companies work, specially in areas other than Asia and more towards emerging economies would have been great.
- market research/interaction
- More practice actually managing people (like MGMT 100 but more for more advanced problems)
- Philosophy, Morality and Ethics in Business
- Creativity
- How to build relationships, with relationships defined every way possible
- For-profit education
- Computer Science/Technology
- Global environment of business - class that was more multidisciplinary that combined various aspects of other classes.

## *7. Further Thoughts*

### *7.1. Topic that needs more exposure*

- Entrepreneurship
- I can't think of any topic
- Philosophy, ethics, theories about different topics, small classroom discussions
- social entrepreneurship
- Global Issues
- Entrepreneurship
- Personal Finance - how does the best business school in the world not offer classes to teach business students how to manage and organize their own money?
- Programming
- Speeches/guest lectures by actual executives
- Math and economics
- Personal investment and estate planning advice for when we start our careers
- More analytical thinking (engineering/math)
- Conflict negotiation in the workplace
- Practical business knowledge
- Coding
- Entrepreneurship
- How to invest
- High frequency trading, predictive models using probabilities or regressions, learning how to code in numerous languages to build websites and systems
- I would have liked a little more exposure to topics outside of Wharton courses.
- legal studies / negotiation
- Personal growth and development.
- entrepreneurship
- New research in the finance / general business industry that is not yet general knowledge
- Entrepreneurship
- negotiations
- computer coding

## *7. Further Thoughts*

### *7.1. Topic that needs more exposure*

- Business Plan writing
- Engineering
- Managerial accounting
- Programming
- Social Impact and Responsibility
- industry specific knowledge
- Senior Thesis with an Entrepreneurial Focus
- Organizational behavior
- Quantitative Economics
- Networking with alumni
- Harder mathematics and an emphasis on quantitative thinking.
- Marketing
- I would have liked more exposure to studying economic history.
- Entrepreneurship
- Sales
- Personal financial planning or wealth management
- Business ownership.
- I would have liked more exposure to business ethics, on both a local and international level.
- Retailing/Fashion
- Social justice. It's an essential counterpoint to an education that most people plan to use to suck as much money out of the world as possible.
- Networking
- computer programming
- The application of Wharton values, concepts and philosophies to our personal lives (i.e Globalization, Social Impact, etc), as well as "business-related" practicalities (personal investments, etc)
- International Development and economic development
- Research methods
- Finance
- Management



## *7. Further Thoughts*

### *7.1. Topic that needs more exposure*

- Finance - I would have liked a course that provided an overview of various topics, similar to how the Vault Guide to Finance Interviews provides the “Spark notes.” I only took the core finance courses. If I had more time to take classes, I would take a finance class that would help me understand more of what I hear on the news and more of what many of my friends will be doing in their careers.
- business interaction with government
- MKTG
- International business
- My favorite course was called Nations, Politics, and Markets taught by Professor Howard Pack. The main point of the course was to answer the question: “Why have some countries had so much success and others so little?” Obviously, we looked at this issue from an economic and political standpoint. I think somewhere down the line, I’d like to use the information I learned in this course to help less-developed countries. Therefore, I wish there had been more classes like this available at Wharton.
- Securities analysis
- Developing countries
- Financial Modelling
- Quantitative reasoning
- BPUB/LGST issues
- Politics, social issues, current events
- Practical application to real world events in business
- computer programming, excel VBA
- Real Estate
- Mathematics
- Family business management
- Classes similar to management consulting
- Investing. The Ivey School of Business in Canada has a full department dedicated to it, whereas Wharton has 0. Investing is very different from academic finance and in fact rejects many of its assumptions—perhaps that’s why there’s no subdepartment with Finance?
- Ethics
- Financial Crisis
- Development Economics
- Job-crafting
- Computer programming

## *7. Further Thoughts*

### *7.1. Topic that needs more exposure*

- More behavioral finance
- Technology - economics and strategy of the industry
- Personal accounting, loans, investments, etc.
- Technology and its growing presence
- Private Equity Case Studies
- Personal Finance
- Operations and Information Management
- Entrepreneurship/technology
- More hands-on financial services simulations, etc
- More interesting accounting classes.
- Writing
- Entrepreneurship
- Social Responsibility, Compassion
- Tech industry (a la silicon valley and stanford)
- Sociology and history of business
- Operations Management
- Entrepreneurship
- National economic policy
- A course on wine tasting - it's currently available as a preceptorial class but there's always so many people who sign up and only a handful who get chosen. It's an important social skill and could be useful when fine dining with clients, etc. (also part of the cornell business & hotel mgmt curriculum under hospitality which is one of their most popular classes. Perhaps we should have a greater focus on hospitality which is currently not offered at Wharton)
- tax accounting
- More skills that I could use for my job
- corporate law
- General economics of the world
- International Banking
- World Financial Crisis

## *7. Further Thoughts*

### *7.1. Topic that needs more exposure*

- international views
- Career progression/structure inside of banks (MD/VP/Analyst...etc)
- supply chain theory (the only supply chain course is almost totally case-based)
- Problem solving skills applied to real life problems
- Entrepreneurship
- Statistics
- More real world discussion esp. what was going out in the real world.
- Social Impact of Decisions
- Ideal financial systems
- Leadership and negotiation
- Tech
- Portfolio creation and trading
- Relationship development/management
- Economics
- social impact/microfinance
- Corporate Valuation
- Practical business knowledge, including personal finance, start-up accounting, legal issues, relevant software, etc.
- Marketing
- Personal Finances
- Finance
- Management
- Sports Business
- Ethics
- Social impact
- More emphasis on data and analytics
- Emerging markets in Africa. I wish I had more exposure to emerging economies at large but especially those in Africa.
- Social Impact and Responsibility

## *7. Further Thoughts*

### *7.1. Topic that needs more exposure*

- career opportunities associated with topics of study (especially at the beginning of my education)
- More tangible business knowledge on the way corporations operate.
- I would have liked more opportunity to express myself creatively. I think learning about social entrepreneurship would have been interesting.
- Entrepreneurship and engaging with start-ups
- personal wealth management/investing
- Economic history
- Implications of business on public and international policy
- I feel there should be more business breadth requirements so students, especially those concentrating in technical fields (finance, risk management, etc.) can get a better understanding of the other, softer sides of business. I also feel the business ethics courses should be more extensive. Currently, there is only LGST 210 and students don't have to take that specific course if they take two others.
- Defining success and a meaningful purpose in life
- I wanted a course that teaches you what to do with money how to save budget pay taxes. I tried to take a class on investment management and It tried to tell me how to determine what a good stock was. I just wanted to know things like x amount in stocks x amounts in bonds x amount in savings something that is basic
- How to invest in the stock market from a personal perspective
- International Development
- Business Ethics
- Finance - I stayed away from it (I know I'm an anomaly)
- global business
- Personal Finance
- Insurance & Risk Management
- social etiquette

**What was the one topic or issue to which you would have liked less exposure in your Wharton education?**

- Management
- Finance
- Accounting
- Accounting
- Finance
- Accounting
- Managerial Accounting
- team work
- Core classes (Finance, accounting, etc.)
- Accounting
- Managerial accounting is a course that should be substitutable. I found it to be so incredibly boring. It prevented me from taking more math courses and would have been truly valuable to me.
- Accounting
- Theoretical Economics
- Anything related to the Management Department (100, 101). The classes were dull and impractical.
- Creative writing
- The Management/HR course (MGMT 104 I believe) wasn't particularly useful or helpful.
- Management
- Financial Accounting
- Accounting
- statistics
- finance
- Accounting
- Management
- Management. I didn't come here to be a systems engineer, I came here so I could get things done without having to manage others.
- Accounting

## *7. Further Thoughts*

## *7.2. Topic that needs less exposure*

- Basic theories that were allowed to go as truth (most Wharton students never learn how to make considerations given the market is not efficient and people are not rational, and they go out in the world thinking that it's okay to believe certain things because "people are rational" and "markets fix everything")
- Finance
- Managerial Accounting
- Accounting
- Accounting
- Finance
- Microeconomics
- Sustainability/Business Ethics
- Statistics
- HR topics
- Management
- The marketing and management coursework I've done doesn't seem to have been very useful so far.
- Accounting
- Finance & Accounting
- Cost Accounting
- Accounting
- Everything about the Core.
- Management
- OPIM
- Management or Business Ethics
- Management 100
- Cost Accounting
- Insurance
- finance
- Accounting
- 'Soft Management' - MGMT 100, etc.

## *7. Further Thoughts*

## *7.2. Topic that needs less exposure*

- ethics
- Broad managerial frameworks
- Finance.
- Managerial Accounting
- Qualitative analysis tools (Porter's 5 forces, etc.)
- Finance
- Management
- Porter's Five Forces
- Finance - as you climb the ladder of courses, they become more complex, but the core concepts are always the same. Very repetitive.
- Accounting
- Legal Studies
- Statistics
- Insurance
- some really theoretical MGMT courses (i.e. Strategic Mgmt)
- Finance
- Finance
- Discounting Cash Flows
- Accounting
- Competition for grades; kids participating in class just to get participating credit, and not for their own personal edification; kids over-studying for exams just because they want a good grade.
- Operating management
- Leadership
- I think our education was properly balanced.
- Overload on testable information - the core is good but geared towards cramming for tests. More intellectual development.
- Accounting
- Accounting
- Management
- Corporate Finance

## *7. Further Thoughts*

## *7.2. Topic that needs less exposure*

- Management
- Management theory
- Accounting
- Political sentiments unnecessarily integrated with course material
- “Management”
- Theoretical finance
- Accounting
- Calculus
- MGMT-101: Worst Class of College Career
- Anything related to management, marketing, intermediate microeconomics, anything related to esoteric studies and frameworks
- I would have liked less exposure to macro and micro Economics because I remember I spoke to a UPenn graduate student in Economics who told me that what I learn in undergraduate is wrong and different from what he learned in grad school.
- accounting
- “Leadership”
- the congruence model
- Required classes that did not give one piece of useful information
- Finance
- Organizational Behavior (Management 101)
- Grading curves
- ACCT102
- Finance and Accounting
- MGMT101
- Finance
- Finance
- ethics discussions that are not in-depth
- Microeconomics
- Macroeconomics
- the culture of superiority of finance



## *7. Further Thoughts*

## *7.2. Topic that needs less exposure*

- Finance
- Less emphasis on ballpark or heuristic analysis.
- Finance
- There was too much discussion about the Financial Crisis.
- Management 101
- Foreign language
- Macro economics
- I would have liked less exposure to cost accounting, since it varies significantly among firms.
- Finance
- Quantitative skills. Accounting, finance, and statistics were given too much focus, and much of the material overlapped anyway.
- Management business speak
- finance
- The ‘Organizational Environment’ component of the undergraduate Wharton curriculum
- Financial models
- Statistics
- Business ethics
- Statistics - The information will definitely be valuable in my career, but the core statistics classes go into a level of detail I have already forgotten. The most important (and relevant) statistics information is repeated in Marketing Research, Finance classes, etc. and we are more likely to remember how to apply statistics in these ways.
- options
- BPUB
- Marketing. I don’t believe in much of the theory and think it should not have been a part of the Wharton Core.
- MGMT101 as a whole
- Buzzwords for the sake of buzzwords
- finance
- opim
- legal studies
- Economics

- Finance
- Social impact. The very thought of it disgusts me. I could say that being successful in business makes more social impact than any bleeding-heart volunteer ever could, but I won't. Each man has to live for himself and create his own life, not live for others.
- Cost Accounting
- Managerial Accounting
- The technical "plug & chug" in the Wharton core classes
- Anything to do with Arts and Culture college requirements
- Marketing/Management
- Finance
- Management
- Managerial Accounting
- BPUB
- Statistics
- Management
- Statistics
- Ethics and Finance
- Finance and Economics
- Finance
- Managerial accounting should not be part of the core.
- Marketing
- Core management and marketing classes. They should be changed to be more realistic.
- Managerial theory
- Lgst/Bpub requirement
- legal studies
- Less breadth in business
- The legal studies corporate ethics class that is part of a requirement seemed mostly unnecessary.
- Statistics
- Managerial Accounting

## *7. Further Thoughts*

## *7.2. Topic that needs less exposure*

- Accounting
- accounting
- Derivatives.
- economics classes
- principles of management (100, 101, etc)
- Management
- Cost Accounting
- OPIM... ACCT 102
- Accounting
- Mutual Funds
- Managerial accounting
- Management BS.
- Emphasis on team projects, they're great if you have a meaningful project to work on together but some group projects were mandated for the sheer sake of having teams and that was very destructive to motivation and goal setting.
- accounting
- Management
- cost accounting
- Accounting
- Small and very specific non financial projects in Management 100. It would be better to have more targeted goals with bottom line impact.
- Legal Studies 101
- OPIM (VBA, SQL, Microsoft Access)
- Accounting
- Statistics
- Managerial Accounting
- Finance
- Team building
- Accounting/Corporate Finance
- Statistics.

## *7. Further Thoughts*

- Operations
- N/A, prisoner's dilemma was overdone (learned about it in 5+ Wharton classes)
- Pointless statistics calculations knowledge.
- Accounting.
- Finance
- accounting
- Accounting
- Basics of option pricing (covered in most of my upper-level finance courses) got a bit repetitive.
- Management 100/101 - I thought they were mostly fluff.
- Accounting
- general management
- Finance and Accounting
- Statistics
- Accounting - hated it but it's necessary I guess
- accounting
- Finance
- Marketing
- Business Ethics
- banking

## *7.2. Topic that needs less exposure*

**If you could change one thing about how career paths are structured for your generation, what would you change?**

- I would change the fact that career decisions are based on how much money a student owes due to college tuition. I'd much rather have been a physicist, but being one means paying student loans for 30 years.
- I wouldn't change anything because I don't have any idea what my career path will really be
- It seems like it's hard for people today to switch career paths easily. If I could change one thing, it would be to allow people to change jobs more freely and more often, without feeling like they were taking steps backward in their career.
- The thing about Wharton is that everyone goes on to investment banking or consulting. Those are the trendy things to do. I'm not sure how career paths are necessarily structured for other schools, but at a competitive and elite school like Wharton, there are certain "acceptable" career paths. The common one for me, having chosen to go into investment banking as my first job, is to apply to private equity in 2-3 years. It feels pretty rigidly structured. The other perspective to this is that a job like investment banking that is demanding and highly analytical will prepare me well for whatever job I might take on. This perspective is much more open but fails to provide any comfort in having some sort of path going forward.
- More infrastructure for the pursuit of entrepreneurial ventures.
- For my generation (particularly coming out of Wharton), career paths seem to be pretty linear - while some people may get the opportunity to break out of the mold further down the line, I think that the opportunities to try something completely different are still fairly limited. I would allow people the freedom and flexibility to take time off from their full-time job (perhaps a year or two) to try something they've always wanted to do but have never had the opportunity. This is in large part because from my current perspective it seems I have to cram everything in before I start my first job, like this is the last time I'll have a few months where I can do anything I want in the world with the security of having a job at the end of it. More opportunities like this would be well appreciated.
- Nothing. I feel that a variety of career options exist for graduates with different preferences.
- I would eliminate student loans. I am going into the field of consulting so that I can pay back my loans. If I didn't have loans, my career path would be structured very differently, I think.
- People are forced to choose too soon. Your major determines the career path too strongly. I guess it's just a byproduct of the equilibrium of the labor market.
- that most people sign short-term contracts for their career and start planning for their "exit opportunities" as early as 6 months into the job
- I wish we had more exposure to more diverse career paths before we graduate from college. I think that would mean that less of us would enter generalist (finance or consulting) entry-level programs, and we would have a greater sense of what we might be doing in a few years.
- The job market (at least within finance) places too great of an emphasis on obtaining an MBA. Most private equity and hedge funds seem to believe you don't really learn particularly useful or new skills when in graduate school and they acknowledge that the value of an MBA is primarily one of perception (credentials), yet they demand senior level professionals have an MBA from a top school. This seems to be very inefficient and purposeless, especially given the cost and time needed to obtain an MBA.
- I would start many people of my generation in the work force earlier, rather than sending them to college.

- I would make them more ordered and structured (more akin to the older style of picking a company and working there for life). While there are advantages to the more fractured career landscape that exists now, it becomes harder to build lasting and meaningful relationships with people and co-workers when you hop from job to job.
- It seemed to me that the internships you have during college play a large role in determining what career paths you take. This is not necessarily because I have loved my work over the past few summers, but much more so because potential employers only consider you for positions similar to what you have had in the past. // Many of my peers had impressive internships after their freshman and sophomore years, which made it more difficult for people (like me) who did not do anything business related to get internships after junior year.
- I believe the MBA is somewhat unnecessary for career advancement.
- Ideally, I would structure it so that students don't have to go straight into investment banking or consulting in order to have exit opportunities. There would be less of a herd mentality.
- Allow us to have managerial responsibilities early on.
- not set "path." more about passion and ability than jumping through hoops
- There should be more opportunity for change. We shouldn't be pigeonholed into a certain career based on the first job we choose.
- I wish it was easier to switch industries and job roles, because once you start, you are basically pigeon-holed to something similar to your first job unless you go back to school to learn something new.
- Less focus on finance, investment banking, and other jobs that students don't enjoy but consider "prestigious"
- I have a very narrow view of "my generation". But I would love for the focus on a college degree to be eliminated. I know plenty of people with bad grades and great technical skills...and many with the opposite as well. The sooner we focus, as a nation, on technical skills and not degrees, I think career paths will become much more open for many. Right now even I am feeling a bit constrained by what I can or can't do with just a BS in Econ. The only reason an MBA isn't in my future is because I'll already have graduated top of my class at Wharton. I'm sure this transition will happen as the economy evolves further away from manufacturing.
- I wish that there wasn't such a focus on specialization, but rather that the model of the "Renaissance Man"—someone who is good at, interested by, and engages in everything—were also respected and admired. Now, I feel like I'm obligated to choose something and go be the best at it, even if what makes me happy is dabbling in everything. For example, this very question reveals that line of thinking, asking me about my career path, assuming that career paths as traditionally understood are mandatory.
- Everyone does very similar things. I think I would do consulting regardless, but I wish people felt more inclined to do what they really like instead of what other people are doing.
- I think public-sector jobs should improve their perceptions among new college graduates. Right now, I think that they do not offer as many opportunities to advance a career or as many challenging projects that most private-sector jobs do. If they were different, I might have gone into the public sector after all.
- Stop making it so easy for banks and consulting firms to recruit from our schools. Rather, give equal opportunities to a wider variety and number of other firms / industries.
- More exposure to different industries

- Particularly in Wharton, there is a strong push to start one's career in investment banking or consulting. There is not much creativity or desire to stray from this path, and everyone believes that two years in banking or consulting is a necessary evil before they either return to graduate school or find their dream job. If I could change one thing about how career paths are structured, I would change how everyone feels that they need to start with the same job. Unconventional first jobs can also lead to success.
- I would let them monetize their passions, or do more than one single career.
- I think maybe career paths are too pre-professional and focused on money instead of doing something you love.
- No strong preference...I enjoy the structure
- Too great of an emphasis on job security and financial stability. No risk-taking, sacrifice the chance to pursue careers in fields that you are passionate about.
- The fact that you have to know what you want to do from when you're 5 years old. It takes time to decide our passion and we shouldn't just be rewarded for knowing what we want to do early in life.
- Although I spent all three of my summers in college working in finance (credit union, investment banking, sales and trading), I decided not to follow any of those career paths because they're too focused from the beginning. As of now, I feel happy about how the consulting career is structured, but I'm sure I'll find its faults when I start working.
- I wish there was greater incentive to be an entrepreneur and start your own company. I wish more grants were available for independent, driven individuals. The move to finance is too easy. Also, little incentive to go to law school or medical school.
- Compensation is not structured such that the best minds are incentivized to go to the occupations where the people are really needed the most by society.
- I would change the 2 years and out thing
- I would change it so that there are more career paths that can give a strong return on investment to a Wharton education. After paying so much for college, it seems that there are very few career paths that provide a high enough salary to be 'worth' the expensive Wharton education.
- I wish that it were easier to move from one career path to another. There is sometimes too much emphasis on previous experience and not enough on passion to learn a new skill. For example, I will not be working in banking after graduation but am interested in Private Equity or Venture Capital. I wish that I did not need to have a certain background to move into one of these fields and instead could express my deep interest in them in order to attain a position and prove myself.
- I would promote more interdisciplinary career paths ex social enterprises
- I honestly don't think our generation should pigeon-hole ourselves into a structured career path at all. With the internet and rapid technological changes there are too many unknown factors to make long-term plans.
- Change the necessity to go back to school after a Bachelor's.
- I wish that it was easier to switch majors. A lot of my friends found their real passions senior year, but by that time it was too late to fulfill the requirements for the other major.
- Not enough variety and information from an early stage on what opportunities are available.

- I am happy with the current status quo :)
- Ability to exit and enter an industry to take or come back from a career as an entrepreneur without the fear of losing the salary you had previously earned.
- More practical schooling
- I'd like opportunities to be more equal for people of all races and nationalities.
- I wish there was more emphasis upon creative output rather than what I consider bureaucratic output. Art, music, and literature are all examples of creative output that don't receive nearly as much compensation as bureaucratic outputters, finance, accounting, and consulting. However, I do see the fervor for greentech and computing to be promising (though, currently, the moneymaking apps out there are not really, IMO, good for the long run health of the economy: they destroy productivity.)
- I would like career paths to be more meritocratic. Job seekers should accept jobs in which they have a genuine interest. Employers should allocate greater discretion to younger employees.
- Getting an MBA should not be a requirement for advancement in the corporate world, especially after a Wharton undergrad education. I believe the additional knowledge from an MBA for me would be only marginal, and while getting one would introduce me to many new people, I doubt whether that network would be helpful in a professional capacity.
- Need to specialize so early in your career to get ahead within a certain industry.
- At a school as preprofessional at Wharton it seems as though the only career path is to go into IBanking or Consulting. The process from very early on is tilted in favor of having students choose these paths: OCR is dominated by these companies, which provides a sense of safety as well as social confirmation with choosing that path. I wish I had the opportunity to explore other career paths before deciding to stay with Investment Banking. It also doesn't help that I will be graduating 20k+ in debt and so I don't have the flexibility to pursue more interesting, yet lower paying jobs as might some of my fellow graduates.
- Less focus on money, more focus on passion.
- I wish it was more well-defined, or at least that we had a better idea of what we actually want to do. While many know what they want to do, there are others like myself who are clueless. Perhaps reducing the career choices available would reduce choice-paralysis and regret.
- (In line with capitalism) the best talent is recruited by the most lucrative employers and people don't end up doing jobs that they might be really good at or enjoy doing. We need to reduce the income disparity between professions.
- It's usually either money vs. following your passion. There are only so many jobs that allow you to attain a sense of purpose and let you make a decent amount of money, especially for young college graduates.
- More opportunities for direct entry into the buy side or creative entrepreneurial careers without the structured banking analyst position first.
- Much of receiving the first position depends on GPA; I wish this were not the case.
- I would change the linear nature of many career paths. I feel that my generation is much more eclectic in our passions and plans than prior generations, but that career paths have remained largely linear. There are obviously exceptions to this rule, but they are just that: exceptions. Banking and consulting have become relatively flexible (at the lower levels), but many other paths are not designed with high turnover and easy exits in mind.



- Career paths would be centered around doing something that you are interested in and find enjoyable, rather than making money.
- I am content with my career path
- The most obvious career paths, such as banking & consulting, are structured in a very easy way for students to understand how they can integrate themselves into those industries. This is not true for other industries where it is extremely hard to break in & require years of experience which are not always offered in that given industry.
- shorter college term (earlier entrance to full time work force) with possible return to finish college education
- expectations
- Less compartmentalization, instill a belief that interdisciplinary studies is valuable in its own right, less elitism regarding the job selection process while at Wharton
- So focused on money for the first few years - I have heard many peers indicate that they are “only taking this job to make enough money so I can do what I really want to do later.” DO IT NOW! I think a lot of them will end up stuck in jobs that aren’t fulfilling and don’t make them happy.
- We get too caught up in “defined career paths”. I’ve been told that I become an associate, then consultant, then project leader, etc... And then there is the side comment that “And sometimes people leave to do other things”. I think more time has to be spent discussing “other things.” I need a well-paying job out of college, I want a job I love later on down life.
- Nothing
- I would hope that GPA would not count as much in evaluating candidates for their second, third, fourth jobs, etc.
- More time to explore other things beyond direct career progression. In finance you are expected to go straight to work after college, I would have appreciated being able to work in a low wage job, less stressful, perhaps travel for a few years.
- I think I would place more emphasis on exploring and doing the things that challenge but also excite us. I think that as graduates, we are like replacement cogs in a machine. We are encouraged to find a job, and follow a routine path. To shirk away from the riskier opportunities in exchange for what is safe and predictable.
- The ease of learning about new opportunities. It is so hard to find opportunities, jobs, and experiences that are true to your interests. It seems like there are so many amazing things in this world that I want to do, but most of the time you discover them too late. Learning about things earlier on, how to get there, and what you can do to adequately prepare yourself for an experience that you desire is the most important thing.
- I feel like it is very difficult to stand out from my peers as far as the campus recruiting process, with few students getting interviews for many positions with others not getting a chance to stand out.
- Large corporations dominate in terms of recruiting because they have the most resources to devote to it. I wish students could realize there are other options besides consulting and investment banking, and would like Career Services to promote a wider variety of industries . Also, I wish non-profit/social enterprise positions would pay enough to allow for students to pay off college debt or receive loan forgiveness- that seems to be one major barrier to students pursuing these fields directly following graduation.
- I wish that it was more accepted to take time off after graduation to travel and explore the world as is commonly done in Europe.

- I would change that fact that many paths out of graduation are highly structured. Good companies and graduate schools are both extremely competitive, and students who commit earlier to these options prepare accordingly are rewarded with a higher chance of obtaining them. I think this causes many students to make tough decisions early on about divergent career paths, when we would be better able to think about relevant issues and values as a junior or senior.
- To a large extent, I feel my peers (and me to some extent too) are trained hoop jumpers. We go to high school to try to get into a good college, and a good college to try to land a high paying job. Nowhere in these hoops do students hear about following what makes them HAPPY or doing what they WANT to be doing, not what they think they should be doing. More emphasis needs to be placed on work-life balance and happiness.
- More opportunity for promotion and moving up through a company faster.
- The ability to switch between career paths more easily and with fewer repercussions
- I would like there to be more flexibility in changing industries and locations. I think it would be very difficult to change industries after working in an industry for a few years because your knowledge won't transfer over. This difficulty makes it very important to pick an industry that you like from the start, which can be a tough choice because it is made on limited information (classes, friends with those jobs, and internships).
- I would prefer that degrees, like Bachelors or Masters, not be required as "checks in the box" in order to be considered and eligible for certain positions/promotions.
- I think most people think of their first job as a stepping stone to something better, or as just borrowed time while they decide "what they want to do with their life." I think undergraduates, especially business majors, need to think about developing (1) sharp analytical skills and (2) a sense of passion and serious interest about something specific, and then go do that after graduation rather than dithering and saying "oh I'll build up my resume by working at McKinsey for a couple of years"
- Most students decide to choose a career where they can make a difference and serve others towards the tail end of their career. I wish that students would begin their career by serving others as oppose to postponing that experience. I'm included in the category of people that are not beginning my career by serving others, but part of me wishes that I was.
- More opportunity to learn about varying career paths and industry jobs as opposed to specific tracks such as law, medicine and to some degree, finance at Wharton.
- I would make it easier for people to switch careers. That might be accomplished by reconsidering how we train people, and how we evaluate talent.
- People take jobs that pay the most, without considering future trends in the marketplace. Wharton is a great place to learn business in an environment of other people who want to learn business, but there are certain technical skills beyond finance and economics that could better prepare students for understanding the inter-workings of various markets and better prepare them for assessing future trends.
- Haven't really thought about this. I feel pretty fortunate to be at an institution where there is a formal recruiting process. However, it is really limited to financial services/data jobs. The career fairs are great though. I wouldn't change too much except maybe more career exploration (more internship opportunities/formal programs by companies/more focused curriculms) in high school but that may be difficult for public schools due to budget constraints.
- Require less schooling, allow people to get to work more quickly, teach people useful, applicable skills more quickly and less paradigms for how to think about things. Skills are more important than frameworks.
- The one thing I would change about how career paths are structured for my generation is how people judge you based on your career. Whether your a teacher or a consultant, or a banker at a bulge bracket versus a middle market, people should stop judging a person based on their profession.

- Career paths today seem to be pushed upon students either too quickly to narrow down one track; or on the other hand other students find themselves in paths they don't feel are expressing their true selves but are "stuck" due to financial reasons. Some of this is due to the excessively high cost of college tuition, other because of the general state of the economy.
- More job security within an organization.
- Faster jump into PE - despite this though, I understand the need for investment banking training and experience.
- I would like to see more flexibility in the career path choices - it is hard to change fields once you have started working in that field.
- Career paths seem to be more chaotic than before. Make it more linear.
- I don't know if this answers the question, but I eventually want to pursue a career in Management and right now I have no idea how I will pursue this. I wish there were more entry level opportunities to get on this track.
- Our career paths seem to be structured around opportunities that emphasize working in a rigorous environment to gain exposure to an industry and to develop a skill set that is transferrable to many things, with the ultimate hope that we can one day leverage this experience to move into a job that is more specific to our actual interests and desired lifestyle. I wish that I had better evaluated career paths that would allow me to take on more responsibility and explore my own passions then I will as an "analyst," and that the recruiting environment had been more conducive to this as well. Overall, the most favored career paths of myself and my peers seem to be those that minimize risk—offer a solid starting salary and provide experience that could be applicable to many things. It would be interesting to think about how different our careers would be were our environment one that emphasized risk-taking and personal exploration over economic security/resume building.
- Professional schools (MD, JD) without Bachelor's degrees as a prerequisite and a possibility to use undergrad work toward a PhD.
- Perhaps instead of beginning work immediately after college - provide a greater period of time prior to starting work. This will allow the individual time to pursue other interests and passions and prevent any type of work "burn-out".
- More freedom, more real choice.
- It seems that the culture at Wharton makes you believe that there are only two correct jobs to get after graduating, banking and consulting. I have a lot of respect for those professions and for the extremely capable students who choose those careers. But I think it is so sad that after 4 years at the celebrated Wharton school, we end up with such narrow minds, and with the erroneous belief that this is what Business is all about. // Wharton has such enormous potential to do better, because it has a tremendous brand presence all over the world. However, instead of challenging the bright young minds that come here, encouraging them to take risks, and broadening their awareness of all the components of the world economy, it restricts their growth with very narrow ideas of what business is and what its worth. // If people graduating from the world's best business school are not equipped with the confidence to take risks and create new things, start new businesses, take charge of energy, infrastructure, logistics, and other essential industries, why is it called the best business school in the world? At the moment, it is merely a factory that manufactures employees for a few particular firms on Wall St. // Wharton certainly has a strong Finance department, and that is something to be proud of. But that does not mean that 70% of Wharton undergraduates should major in that discipline? And why should we just have one stellar department? Wharton also has an extremely strong legal studies and business ethics department. Why don't more people take those classes? It is primarily because they feel that unless they major in finance and get a finance-related job on Wall St, they will not get their money's worth by coming to Wharton. I think it is sound reasoning, but I also think that the administration of the school should be ashamed that its students think this way. There is nothing wrong with wanting to get a high-paying job, but a school with Wharton's reputation should help its students realize that there is so much more to do, and so many other ways to become rich and contribute to the world economy.

- There should be more emphasis on Entrepreneurship
- It would be good if you didn't feel the need to "set yourself up" for the next opportunity and could just be able to move in and out of the field that was of interest to you.
- I would make sure that general management positions later on did not necessarily need an MBA... a degree that represents a vacation to many.
- I wish financial incentives were not in place to draw away my fellow classmates from their true passions.
- I would change the extent to which it is considered acceptable or even encouraged for young professionals to take time off from work to pursue hobbies, travel or other forms of personal reflection to ensure that: 1) they do not burn out and 2) are remaining true to their passions. As a senior who is about to graduate, I often feel pressure to think about the career path that lay ahead of me as a linear series of adjacent events that consists of two years of work, two to four years of graduate school, and an immediate return to the working world thereafter.
- There is a sense that you must "do your time" before getting any meaningful autonomy or control over actual projects at work. This may not be true for the startup world, but our generation (at least at Wharton) still seems really reticent to embrace startups, at least right after college.
- I really enjoy the internship to career path, as it allows students to possibly explore several different career fields before making a decision on their career. The thing that I don't like is that for students interested in the media and entertainment industry it is extremely difficult (if not impossible) to find a paid internship. That industry has extremely high demand for interns, so they tend to be unpaid, which is difficult for students.
- A better way to match students with employers. I think there's too much misinformation; students enter jobs that aren't really right for them.
- Specialization occurs at such an early age that we are forced to make significant career choices before fully understanding and experiencing the outcomes of those choices. Also, increased industry and macroeconomic awareness for the short and long term future would greatly influence us as we tend to think of not only a 5 year but also 10 and 20 year plans.
- Career paths should not be so rigid; it should be easier for people to switch around.
- The rigidity of career paths at Wharton. There is very much so a "follow the crowd" mentality that says you should do 2 years in investment banking and then go to a hedge fund or a private equity firm.
- Decrease the pull of Wall Street, send more of the brightest kids into non-financial/consulting roles.
- I would make it less structured and educate our generation to become more open to non-standard jobs. In other words, to follow their dreams.
- More meritocracy—enabling those who perform well to progress more quickly.
- I have always been a proponent of optionality, so I would like to see more flexibility in terms of changing career paths or keeping options available. Indeed, as their careers develop, people must close certain doors along the way. And there are certainly anecdotes of individuals traveling down unconventional paths to arrive at their current career. However, in my experience, it feels as if students must choose a rather limited path relatively early, and deviating from this path requires severe opportunity costs and can be rather difficult. I am not saying that those who studied finance in undergraduate college should be easily able to suddenly become doctors; rather, even within finance, there are relative rigid paths that students understand they should follow to arrive at a certain career in the future. I would like to instead see people have more options - without feeling they need to follow a certain, set path - even as they make certain decisions about their careers.
- I would tell fellow Wharton students to not follow the herd or "groupthink" mentality. Pursue your passions, follow your dreams, and always stay hungry. Happiness is a lot easier to attain than we think.

- Everyone's default is to conform at the start, with the idea that it will help them do what they want later. But so many people hold up the first part of that bargain and forget the second. People should just go and do what they like and are interested in from the get go.
- There is too much reliance on personal connections and friendships, and not enough on real merit.
- More encouragement towards entrepreneurship and making your own path.
- I would change the crisis of choice, and of imagination. There is an expectation among my generation that our career paths will be changing and convoluted. Especially in the first ten years out of college, we are nearly expected to "job-hop" every few years, gaining broad-based experiences as we hope to identify the passion we would like to pursue in our 30s. While such an expectation is liberating in the sense that it frees us from the urgency and responsibility to choose and commit to a career path early on, I feel that such expectations challenge an overall sense of purpose and purposefulness in our career decisions. // Similarly, with the rapid development of the national and world economy, my generation is constantly told that new jobs and new professions are being created. This adds to the opacity of our future careers. Especially within Wharton, I feel that there is a failure of imagination in envisioning possible careers, with our choices constricted at both extremes - too much choice given the knowledge that new and unexpected jobs will arise and too little choice with our focused exposure to careers in finance and marketing. // Related Article that you may find useful regarding this issue: [http://msittig.freeshell.org/articles/FinT\\_TribalWorkers.html](http://msittig.freeshell.org/articles/FinT_TribalWorkers.html)
- I would want there to be a greater balance in compensation spreads across different industries. Right now, banking pays excessively more than other professions which has accounted for the larger proportion of students going to banking despite many not liking the nature of the work.
- If I could change one thing about how career paths are structured for my generation, I would change the prevalence of certain "go-to" industries or positions (i.e., investment banking, consulting) right out of college. I think they simply serve as an easy way out for people who don't know what they want to do with their lives yet, and they draw out the process of people finding their true passions. Oftentimes they also sap fresh graduates of some of the best years of their lives.
- I wouldn't
- I believe that my generation has become risk averse when planning careers. It has become the norm to accept a job offer for a two- or three-year program because of the appealing exit opportunities it promises. While these positions (finance, consulting, TFA, etc.) are valuable experiences and will surely prepare us for future careers, I think that too many people in my generation fall into these tracks because they are easy choices rather than positions people are truly passionate about.
- Less job emphasis on your college major and more emphasis on your thought process and ability to think
- Especially at Wharton, it seems like there are only two career paths out of undergrad: banking or consulting. There is virtually no recruiting path for anything else unless you want to risk searching outside of OCR and letting OCR opportunities pass up. I have known since high school I wanted to be in pharmaceuticals, but there was no opportunity to end up there right out of undergrad.
- Sometimes I think that universities should put more emphasis on educating students to be prepared for a specific job. Granted, it is difficult to choose a career path so early, but so many students enter the real-world without marketable skills to fall back on in a worst case scenario. I also think that the perception of post-graduate careers are too "fixed" ... two years analyst, two years associate, etc. Students should hope to make their own plans and end up doing something that is both relatively lucrative but also relatively meaningful.
- I would change the fact that many people do certain jobs for money. It has become the leading driver for many people and I disagree with this.
- I would like to see career paths be more fluid and dynamic rather than the typical banking route straight out of college.

- I feel that even though I was not affected, many people in Wharton feel pressured to go into banking or consulting
- Herd mentality – the fear of missing out (i.e., the need to do what everyone else is doing)
- The necessity to obtain a degree beyond undergraduate.
- more of an emphasis on free thinking and acceptance that it is ok not to follow the prescribed path
- Opportunities to have diverse experiences rather than focusing on one thing from very early on
- They are too structured, especially at places like Wharton. Everyone is expected to follow the same path.
- Not much
- Students of our generation begin thinking about their career too early on. I wished school was more about the pursuit of knowledge than to secure career opportunities.
- Maybe more pregraduation experience. Also, I would prefer staying in the same industry.
- A better understanding of what's out there early on
- Stop calling it a “career path”, for one. I’m pursuing a life, not a “career.” // Don’t advocate any patience or sympathy for people who are trying to “find their calling” or “look for a purpose” instead of putting in work to develop the hard skills that, paradoxically (or not), make whatever they’re doing more fun. // Tell them that if they have to ask for career advice, they’ve made a mistake. Never ask people. Not about your work. How can you stand it, not to know?
- I don’t think I know enough about what my “career” will actually entail to know what I would change...
- A little bit more exposure, specially to Wharton students, beyond the cults of consulting and investment banking
- I would change the regimented structure of post-undergraduate employment programs to increase flexibility and opportunities for advancement earlier on. With so many top students from around the country (world) going into roles in finance and consulting, much of this generation of top performers enter 2-3 year up-or-out employment programs that discourage true exploration of interests and are all almost identical to each other. This is not an adequate reflection of the true diversity of interests that exists within this group of top performing students, and the start of the post-undergrad career path should reflect that diversity.
- I would prefer that they were less prescriptive. For example, the prescribed path to becoming a doctor is 4 years of undergrad, with your pre-medical classes, then medical school, residency, then fellowship.
- Less emphasis on finance with more encouragement of smart people to pursue innovative ventures/careers
- Too much emphasis on ‘success’ as defined by ‘wealth’ in positions such as banking, law, and medicine. Especially in a pre-professional setting, we are rarely encouraged to learn very much about learning and exploring various topics, rather we just learn to do work.
- I would change the necessity of getting an MBA in order to move up in an organization or to switch industries. I feel like most MBA students learn the same kind of things we do as undergraduates at Wharton, and I find it annoying that I will have to most likely spend 2 years relearning those things in order to advance.
- I would be able to switch jobs every couple of years to survey different marketing specializations, kind of like I was able to do when I was interning during my time at Wharton.

- More exposure to diverse career paths (e.g. marketing, strategy, etc...). Also more opportunities to start own businesses after school.
- The emphasis on working in investment banking for 2+ years before being “adequately prepared” to enter the buy side.
- I’d put a built-in “gap year” between high school and college, during which I’d have kids work at a few different jobs. I ended up doing this after three years of college, and it really helped me figure out what I did and didn’t enjoy doing.
- I would change the “MBA” pre-requisite for certain careers, or to switch into certain careers. I would also change the emphasis placed on working in a high-paying field straight out of college.
- Less moving between firms, and more long-term relationships between employees and employers
- Most people care about making a lot of money and not really doing things that would make them happy.
- I think that my generation is too impatient. We want results now, and we don’t want to wait. Furthermore, we want to accomplish and achieve everything in a fastest way possible.
- I don’t think I would change anything.
- I would place a much greater emphasis on teaching compassion, caring, and selflessness because I think that these virtues lack hugely in our generation. I would instill courses at universities that emphasize these traits in a way that students will not just take as a joke or soft skills, and I would encourage corporations to make corporate social responsibilities a very dominant part of their businesses.
- Encourage kids to define their own success based on their passions rather than indoctrinating them socially and academically with one idea of success (eg “become a banker and work at Goldman Sachs to make a lot of money”)
- In finance, it feels like you are constantly preparing for the next move in your career. Junior year you’re going for the internship that will be your full time offer, and once you get your offer you’re strategizing what group to go into for PE opportunities. Once you start working PE shops are calling you 6 months into your first job. You don’t have time to figure out what you want to do and there is a strong tide that pulls you.
- Career paths are very structured and I feel that people fall into just following what most other people do
- Less stigma for women trying to treach the top of the ladder.
- Remove frictions that make switching industries difficult; we shouldn’t have to feel compelled to pick a “path” as undergrads.
- Greater emphasis on non-investment banking/consulting careers, so that fewer people would be influenced by the herd mentality and go into these industries just because “it’s the next thing to do.” The presence of Wharton at Penn seems to have made the atmosphere across all schools more “preprofessional” and less “intellectual”.
- More information about possible career paths
- no financial pressure and peer pressure
- Less emphasis on making money, more on education and public service.
- I would want to be able to progress in my career faster through good performance rather than wait a prerequisite number of years before getting promoted to a position.
- I have no problems with the way things are currently structured.

- The rewards of certain industries shouldn't be excessive compared to others, which results in a brain drain from other industries.
- I wish there was more job availability and stability.
- Provide more professional training opportunities (since that's what most people seem to be aiming for), i.e. medicine, law, etc
- I think that people need more of a chance to experience different career types. Doing 1/2 summer internship affords you very little time and opportunity to figure out if you truly like the industry you are going into.
- That there were more opportunities to change career paths, versus just going to business school to change career path
- Hope for better options/structures to exist outside of finance. // Better alternatives with equally 'steep' learning curves/career progressions as finance
- Provide more opportunities for exposure to different fields and industries. There's so much out there and I feel like college students are only exposed to a narrow band of professions.
- more opportunities to experience several different companies.
- The lack of encouragement students receive for exploring unknown paths



### How do you see your career and life unfolding over the next 20 years?

- Over the next 20 years, I plan to be fully-employed. I hope to receive my FSA credentials while continuing work. And I hope to have children in about 10 or so years.
- Hopefully I am able to have a fulfilling career. I am not opposed to staying at home and becoming a full-time mother if that's what the situation demands. I at least hope that if one parent is required to stay at home, that my husband considers my career and his on an equal playing field and of equal importance.
- I plan on starting several different businesses and living in many cities around the world. Expanding my network, spotting opportunities, executing, and having fun.
- Thank for a wonderful opportunity to consider my future career path (I wish there had been more dialogue about this when I was starting off at Wharton!)
- I bet things will work out differently than I've planned.
- good material standard of living
- I just want to be happy.
- Plan to go into academia...become a professor.
- Hopefully I get to take the "road less traveled" sometime in my career path. Cookie-cutter career paths are secure but boring after a while.
- In 10 years, I would like to be in a specialized, high-ranking, well-paid role at an organization that works towards international development or another good cause. I hope to continue to develop my professional and technical skills to achieve my career goals, especially in the next 10 years. In 20 years (by 42), I hope I have a family (with or without children) that is stable and is a source of happiness in my life. I would be surprised if I stopped my career entirely to have children at any point. Long term (in the next 10-20 years), I expect to either move back to [STATE] or continue to live in a large, liberal metropolis.
- I expect to be crushing it.
- Right now I see three very distinct paths in front of me, whereas last year going into my junior year internship I saw only 1. I walked into my junior year internship at an investment bank thinking I would do the internship, my 2 analyst years, then go off to Private Equity as an analyst, return to business school for my MBA, and then go back to private equity as a partner-track associate. What changed in my life over last summer was that I discovered that I actually enjoyed investment banking. My fellow summer interns got progressively more tired and exhausted over the summer, while I got up every morning excited to go into work. In 6 weeks I start my job as an analyst at the same bank, and my thought process right now is that I'll give it a go, but also do recruiting for private equity. If I am able to land a job with a highly prestigious private equity fund, I'll follow my original plan, but if not, I'll just stick with investment banking and try to climb the corporate ladder within the bank. I feel relatively secure in this knowledge (although layoffs and financial shocks can always happen) because unlike many of my compatriots who see banking as a hellish stepping stone to something else, I'm not actually afraid of the concept of staying in investment banking. My third, back-up, plan in case I burn out or something catastrophic changes in my life / the world and finance is no longer a good choice for me, is to translate my passions for technology and films into working for either a tech company in a business development capacity, or a film studio in a production role. But as always... who knows?

- I am unsure are the path I want my career to take, and I expect to change fields at least once during the early part of my career (possibly after going to business school).
- I hope to achieve great career and family success.
- I want to live, laugh, and learn.
- Unexpected/unplanned events are probably going to alter any plans I have now.
- moderately successful in everything, but not necessarily at “the top” of anything
- I’m excited!
- Even though I love the east coast and New York City, I have a feeling I might be moving to Texas or some other state with less taxes. If not, then I might actually even move to a different country.
- COMPANY for 1 year / Stanford Master’s in EE for 2 years / Large multinational high tech firm 2 years / Working in family business
- To be honest, I thought harder about my future during this survey than I have in a while. I’m honestly just trying to take it one year at a time. My biggest goal is to never let my career get in the way of personal development...though I’m not sure what that means for me right now. I just want to be happy, I guess that’s a lot more complicated than I thought.
- I fully expect to completely change directions multiple times, either to satisfy new interests or after having realized I didn’t like the career direction in which I was heading. I would like to become successful enough so that I could reasonably expect to move into any field I find interesting and be taken seriously based on my previous accomplishments.
- I’ll probably be very successful, happy, healthy, and with a beautiful wife.
- I think I set relatively modest expectations because I want to be open-minded as to how things will actually unfold. I hope that no matter what happens, I accept the decisions I make and the position in life that I am in.
- Uncertain, want to do start-up but work in bigger firms before that.
- My current life plan is to work in consulting for 2-3 years, go to business school for 2 years, then continue working in consulting or work for a technology company and attain an executive position. I hope to get married around age 28-30 and have 2-3 children by age 38. At retirement, I would consider running for public office, working for a non-profit organization, or starting my own small business. What I’d like to tell myself in 20 years: I hope you are happy and successful with your career. I hope you married the woman you love and you love her forever. I hope you are a good father, son, and brother. I hope you have healthy and happy children. I hope you find meaning in your life everyday.
- I hope I’m in a happy relationship.
- I hope that I am in a long-term relationship and have figured out a way to advance my career/make time for my family.
- Overall Plan: Spend a few years in consulting, go to MBA, a couple more years in consulting, then enter a client in Corporate Strategy/Business Dev in late 20’s, coinciding with marrying and settling down..continue to move up the corporate ladder from there on
- I’m ready for a journey, with all the ups and the downs along the way.
- I am very interested in technology and would like to get involved with startups. I am starting my career in investment banking and am interested to see if I end up in tech/vc or pursue banking/PE/hedge funds.

- I really want to be successful in the technology world in a marketing role. I want to have a successful career, a relationship, etc. I want 2 kids and 2 dogs. I want a town house in the city. I want my kids to go to private school. I want to marry someone successful and someone who loves me and my family.
- I am excited to see what happens in my career over the next 20 years. I hope to end up fulfilled and happy with whatever it is I end up doing.
- I want to have owned and sold successful businesses in the next 20 years that will have enabled me to travel the world for both work and leisure. With the capital I hope to attain from these ventures, I wish to start a business that is centered around the Do Well by Doing Good mantra. By age 42, I wish to have a few children and a great family life.
- I really hope that I am happy and caring.
- Honestly, I only perceive career as a “means to an end.” Wharton provided me the opportunity from the very beginning to be exposed to “real world” experiences, which are a far cry my expectations. I have very unique perspectives and high standards and high levels of dissatisfaction, thus I have long given up the notion of having a job I would “love” per se. I want to be constantly intellectually stimulated and challenged but realistically speaking, this won’t happen until I venture into academia and actually be successful at it. I realize that having a tenure-tracked position at an elite university in the humanities is probably harder than making millions at a finance job, which means that my hopes for obtaining my “dream job” are very limited. But that doesn’t mean I will not try at all. The future is all up in the air.
- I eventually would like to use my finance education to move into a position in which I can make a difference (ex. World Bank, IMF, government position)
- Work==>MBA and/or JD==>Work
- I really hope to raise a family that will keep me happy in the long run.
- Public intellectual.
- I will need to rededicate myself fully to developing my own investment frameworks if I wish to achieve the type of success I have dreamed of since a very young age. I will need to develop an investing track record and will need my own infrastructure of research mechanisms so as to best achieve this. Most importantly, I must avoid complacency at all costs. I must continue to increase my expectations for my own performance.
- work intensely, probably sacrificing the life part of work-life balance for the next five or six years. Then shift to a more family focus and getting a better work-life balance.
- Family will change everything
- I would really like to take these two years to get some experience in Finance and in the corporate world then look to switch industries. Ideally, I would like to move into an industry where I would be able to make use of the broad spectrum of business skills I have picked up at Wharton as opposed to just a financial services company. I dont know how long I’d want to stay in NYC as I find the city a bit superficial and agenda-driven but the most important thing for me is to maintain my relationships with my friends and family and find work that I truly find interesting.
- Reminder to self: Follow Christ, and find your passion in line with glorifying God.
- It’s very hard to say. At this point, I have no job offers, but more importantly, I have no specific career ambitions. In short, I’m rather lost.
- I might move abroad, and things would change
- Perhaps I’ll take upon religion.. We’ll see.

- I am really grateful for my Wharton experience. I expect that the people I met here, will remain lifelong friends and professional contacts. I also expect that the skills I gained will carry me quite far in my career.
- I wish to move back to the west coast with my family.
- I expect the following: 1. I will be a consultant for the next 3 years 2. I will attend graduate school to get two of the following degrees: MBA, MPA, PhD (Political Economy), JD 3. I will return to my consulting job to work off my school debts for another 2-3 years 4. I will decide whether to change careers again at that point (approx. 5-8 years from present)
- I see my life unfolding over the next 20 years back in my country of origin. Although career success is a priority to me, if it means that I need to put one over the other, I feel that family is a greater priority to me.
- I hope that my career/life have unexpected surprises, turning out differently than I anticipate (hopefully in a good way)
- I think I am in a very unique situation because I'm a submatriculation student. I think this program has awarded me a very rare opportunity to pursue both a family and a successful career early in my life. I hope that I'm able to do all of the family things I want to in the future while still having a fulfilling career.
- I was never a business-type person. I was a creative-type for as long as I can remember, but it was not until early adulthood that I recognized the difference. Taking Wharton classes was less an academic struggle, and more an emotional one. I feel that I've found my niche in the creative world, and while the pay is substantially lower than the Wharton average, I feel that my interdisciplinary studies will pay off. I hope to become an executive in an entertainment based company in the next 20 years.
- I just hope that I can always find happiness in what I am doing and have the audacity to move on to other positions/organizations if I ever find this is not true. I hope I will learn to work without stressing myself out and maybe even get to a point where I don't even think of my job as "work." I hope I never put money before have a truly fulfilling life (family, friends, activities, & fun)
- I am very confident in where I am starting and excited to actually get started. I am even more excited to see what unforeseen changes come ahead, and hope that I may be open to them.
- After graduate school I plan on entering the family business (for-profit education) and expanding it globally. Then, after selling it I plan on entering into politics by running for political office and/or fundraising for various political campaigns.
- Excited to see it unfold.
- have no idea how life will turn out
- I hope that I do not get stuck in a rut in which I am unhappy. I don't want to be unhappy at my job. I'm going to spend so much time in my life working, that I hope I am able to get the courage to take risky chances and follow what actually brings me satisfaction and a sense of accomplishment.
- I think I will change locations and jobs multiple times.
- I hope to live a fulfilling life, both professionally and personally. I specifically chose not to pursue investment banking because I knew the demands on my time would be too great. With that said I go in with my eyes open knowing that occasionally I will be asked to make sacrifices. I remain optimistic simply because my parents were successful in managing their careers (even with my mother making more money and success than my father).

- At this stage I am very uncertain about where my career will take me, which is a little unsettling for me. While I am excited for my first job, I don't see it as a long term career path. I am putting significant thought into going back to medical school in 2 years and going into healthcare long-term.
- My goal is to run my own company by 26 years old.
- Being very successful and happy in love with my partner.
- I couldn't have imagined what I'd be doing with my life five years ago, and it's equally hard to forecast what I'll value or where I'll be another five years from now, so a lot of my answers are rather noncommittal.
- I plan to seek a high profile position which will give me the influence I need to make a positive on impact on communities which I identify as being in need of support. I will choose the communities I wish to support based on where I believe I will be able to have the greatest impact.
- I hope to have a successful career
- Awesomely.
- I'm taking risks early on to develop an understanding of the future of technology. I have accepted a lower salary than I would normally have accepted with the hopes of learning for a period of time and making myself more valuable, either for re-negotiating salary at my current job or for finding a new job. I have been having health problems. I could fill in for my family business, but am currently pursuing a career in tech. I would love to somehow ditch this entirely to pursue a career in entertainment. I want to write a screenplay and see it through to production. I could also see myself as an artist manager
- Always wanted to work abroad.
- To become successful in all of my future endeavors.
- Even though I don't want such things to happen, but I believe that I will eventually go through some rough times in my career because of an inevitable recession within the next 20 years of my life.
- A lot of things happen in life that we do not plan, but I think at all times asking oneself about what is and continuing to strive for the ideal balance, and making explicit decisions about how to spend your time on different aspects of life will be of great importance to overall career, relationship and life success
- I believe much more will progress/unfold following graduate school.
- I anticipate staying in the US for around 7 - 10 years, transitioning from investment banking to private equity and then possibly the corporate sector - Richemont maybe - before moving back to [COUNTRY] and becoming involved in privatization and business there. Possible political ideas.
- I would overall, like to be in a long-term marriage with a stable job and income.
- Right now I am a little uncertain how my life/career will progress. I plan to try out banking, see if I like it, and let that determine my next step. Penn was an incredible experience and I look forward to the opportunities ahead of me.
- So many things seem uncertain to me right now, but I really hope that I can "have it all" and that my experiences over the coming years help to inform my definition of what "having it all" actually means. I really hope to have a life that is full of love and full of space for constant learning and personal growth along the way. I see some dicotomy between this and the way my career ambitions look right now, but only time will tell...
- Hopefully - I have true passion and desire for what career i end up pursuing. I want to enjoy my job as opposed to simply going through the motions of it.

- Hope it all works out.
- Failing at first, trying hard, and eventually finding purpose and meaning.
- I plan to spend a portion of my career in China.
- I think that I will have two major struggles and debates to deal with: 1) Split between wanting to be socially fulfilled and do non-profit work vs. higher pay and private sector opportunities 2) Struggling how to advance in my career while balancing the extremely important component in life of raising and spending time with my family
- Whatever I enjoy with whoever wants to be a part of it.
- I anticipate going to medical school and becoming a doctor. This is not the typical career path for a Wharton undergrad but I think my Wharton experience and the grueling time spent focused on career selection helped me find a path that will be challenging, rewarding, fulfilling, and something I can remain passionate about day-in and day-out. This career choice drives many of the differences between my goals in 5 and 10 years in comparison to my fellow classmates, as I won't have a first-job until I begin my residency, which won't be for another 5-6 years.
- I am concerned about the current economic climate will affect my ability to find and retain full-time work. I am also concerned that I will not be able to live up to the expectations that employers will likely have of my because of my Wharton degree. I am curious about the extent to which international opportunities will promote, hinder, or delay my professional growth. I sincerely hope that I am able to balance a rich family life, have time for leisure, maintain personal health, and pursue an exciting, fulfilling and somewhat lucrative career.
- coming back to the family business, trying to apply what i've learned from Wharton
- Hopefully learning and pursuing career advancement in an industry with which I have no moral qualms that can be said to benefit the community. I believe firmly in the idea of corporate citizenship and providing a positive return to the shareholders other than and in addition to the stockholders.
- I am very excited to compare these answers to the actual results of my life.
- Hopefully, I will able to reach a point where I will both be able to make enough money to pursue my hobbies and have enough time to execute on the pursuit.
- Startups. Period.
- I have one great dream, which is to start my own hedged fund one day. I foresee this whether with or without an MBA and am taking steps to make this a reality some time in my late 20s.
- I see myself working for a large, private corporation for a few years to gain experience, make contacts, and learn how a real estate development business should be run. In the meantime, I suspect that my wife and I will continue to learn valuable lessons and begin a family. Then, when the time is right, I expect to go back to the family business where I will be able to work with my father and brother (and other family members). I expect to use the experience I will gain beforehand to the betterment of the family business and, eventually, gain a large equity interest in the company. I expect to be successful and to be an owner of many assets.
- When asked by interviewers where I see myself in five years, I always answer, "I don't know. Hopefully somewhere in finance. At the very least doing something I like." As my career unfolds over the next 20 years, I maintain this sentiment - I truly am not sure where I will end up, although I do have expectations, but more important I hope to be doing something I can enjoy.
- I expect to be really truly happy, because well, I have faith that life only gets better and better.

- My current plan is to begin in consulting and make the transition into the world of professional nonfiction writing within two years. I've chosen to start in consulting for two reasons: first, that I can save a portion of my salary to subsidize the first few years of writing I do and the financial hardship that is likely to come with that, and second because it will keep many doors open for me (e.g., hospitality management, entertainment management, entrepreneurship) should I no longer want to pursue writing down the road.
- I think my career and life in the next 10 years is going to be drastically different from my career and life in the following 10 years. I think the next 10 years will be incredibly dynamic and involve a lot of personal growth; I think it will be an extension of my education and preparation for the following 10 years. The following 10 years will be when I have reached the crux of my career and it will be the time when I need to exercise all that I learned at school and also in the workplace. After a career in industry, I hope to return to academia and continue learning.
- I'm excited to see what transpires and how the plans change. As I move to [CITY], who knows where I will have lived in the next 20 years.
- It's really hard for me to think about where I will be in my career 20 years down the road. I hope to move into a successful company at that point and become either a CFO or a CEO. I may also start up my own company with a group of partners as well.
- I think I will hold a variety of related but different jobs over the next few years, starting by networking within [COMPANY] also with contacts I have made in the entertainment industry. While I have an idea of what I'd like to be doing in the next few years, I am interested to see how my career progresses and the turns it will take. While my first job is an 18-24 month program, it still feels a bit like I will be losing the safety net of knowing what is coming up next, as it was for years of being in school. It's scary— but also very exciting.
- Long-term relationship, marriage, children, career advancement and success
- I definitely think it is challenging even in current day for women to balance career and family. Although things are getting better, there nonetheless is the burden of having to carry a child for 9 months that will inevitably interrupt a career. On a different note, I think my Wharton education, combined with my College education, was the best undergrad education I could have received and prepares me for the real world to the most extent possible at this age.
- If you're reading this in 20 years, hopefully you have a family and have at this point realized (and made good on your promise) that work is just a means to an end. The reason for living isn't to make a lot of money from work, it's to hopefully make a lot of money from work so you can use that money to do everything you have ever wanted to do and help the world somehow. If you've become the every-day go-to-work, come home, go-to-bed type, do something about it. Pick up a hobby or something. Go out on weeknights. Finally, and most importantly, make sure that you will be remembered as making the world a better place than it was before you entered it. Speak to you in 20 more ...
- I think I have a big decision to make in a couple of years when deciding whether continue a career at a firm, start my own business or work with my father. I think my top choice would be to start my own business but we have to see how things play out.
- I foresee a lot of change in the world and a lot of opportunity as a result, which as a Wharton student I will be able to capitalize on in my career and life over the next 20 years.
- Advancing, but maintaining a strong work-life balance
- I have dreams and aspirations, but I also want to be open-minded so I see different and unexpected opportunities when they come my way.
- I will hopefully run my own company and some how balance owning/running a business and having a family.
- We will see.
- I honestly don't know where I'll end up, but I'm not stressed about it. Wharton has given me the tools to follow my dreams whatever they might be.

- I understand my career aspirations will affect my family aspirations. In the short term, I plan to focus on my career, however, in the long term, I see family being more important.
- I think I will have to forgo career opportunities in the future for family reasons.
- I'll expect to be happy with my job by learning how to deal with different pressures of the family business.
- I look forward to rereading my responses when I'm a billionaire.
- I would eventually like to be a non-profit wedding planner, but I am not sure if the job would be as I envision it now. I would just like to be happy in whatever I am doing and have a great family. The latter is the most important to me.
- I am not sure how it will unfold but I sincerely hope to place my relationships and family at the forefront of my decisions.
- I hope it is an exciting, fun, fulfilling and happy ride.
- I hope that over the next 20 years, I find a career and life path that I'm happy to be on and that I believe is right for me.
- I would like to be doing marketing for a brand in the future.
- I'm very excited to see what life has in store. Its been a great 4 years, but I am ready to see what the world is really like out there.
- Ought to be interesting. Hope it all works out.
- I would like to further my education in a non traditional sense - for example, taking language classes or seminars outside of work. I would also like to engage in broader community and leadership oriented activities - for example mentoring, or non-profit work on weekends.
- I want to get a job somewhere in the sports industry, preferably accounting/finance related. If that doesn't work out, I'll probably end up getting my CPA and going down that path.
- I don't know where or what I'll be doing 20 years from now. But I will be working and I will definitely have started a family.
- At the moment, I am deeply in love with a smart, hard-working, beautiful woman. At the same time, I am pursuing a startup in the event planning industry. Life is interesting and I have no idea what will happen. I know I do not want to work in the corporate world, and I will only run my own business in the future.
- My biggest worry is balancing career and family because I think both are necessary for fulfillment. Wonder if it's worth having kids when you aren't there to raise them.
- I expect to work hard for the first few jobs until going to business school. After business school, if I am financially stable, I hope to pursue a more personally fulfilling job.
- I do not plan on having a family. I simply want to focus on becoming a top executive at a Fortune 100 company within the next 20 years.
- I would like to maintain the strong friendships that I currently have and continue to the long-term relationship that I have. I would like to work for a couple of years and then return to school, either going abroad on a Fulbright Scholarship or attending Penn for an MBA and/or JD. After that I would like to get more involved in entrepreneurship and advocacy, while also pursuing career opportunities in policy or the technology sector. I would like to continue to develop my basket of skills, adding languages and computer programming as well as a more advanced knowledge of trading. I would like to be married and start a family within the next 10 years. I would also like to travel a great deal prior to that and, if possible, when I have a family. I would also like to pursue semi-professional soccer opportunities in the US and potentially abroad. I would like to have job that allows me to have a life, not a job that is my life. I'd like to make a difference in alleviating poverty and bringing happiness to others.



- I will progress quickly in my career and make lots of money.
- I plan on returning to school sometime in the next five years and will choose the location of my job with much consideration to the location of my family and friends.
- I hope to expand my family businesses and start new ones that dramatically improve the lives of several people and create some disruptive change in the economy.
- I believe that having a strong relationship with a partner is a great support for having future success in career. I hope that I am able to retain both my job and my relationship and let both flourish as a pair rather than as separate and independent parts of my life
- I'm very curious and excited to find out.
- I expect to have two successful businesses under my belt.
- Be able to retire within the next 20 years if I wish
- I'd like to continue, on a daily basis, to be able to draw on my 4 year Wharton undergrad experience.
- There are going to be ups and downs.
- Perhaps be involved in/running an organization out of work, perhaps swing dance exchanges.
- A lot of fun
- Have you conquered the tech world yet?
- I hope to have a successful career that will allow me to achieve financial security for myself and my family. I want to be able to provide my children with all the resources necessary for them to achieve their full potential and be happy.
- I have unwavering views on the importance of my faith and family. Although my career is of the utmost importance to me, it will always be secondary to these other two things.
- I would like to work in consulting for 2-3 years and then perhaps pursue a JD or MBA. I hope to enter into a longterm relationship in grad school and marry after graduation at 25. I then hope to work for 2-3 more years before having my first child at 28. In those 8 years I would like to work abroad in China for a year or two or perhaps raise my child there while he/she is a baby/toddler. Depending on the balance of my work and family life, I would be willing to trade career advancement for more time spent at home caring for my husband and child.
- Within the next 20 years, I hope to become happily married with several children and financially secure from my occupation.
- Hope to move to Europe by age 26. Focus on and eventually start or work for/on smaller tech focused business.
- Might move back to the U.S. for an MBA or career change.
- I am full of hope over what I will accomplish over the course of my career. This is just the beginning, and with hard work and focus, I believe that I can accomplish my dreams and achieve success.
- I will make decisions to at various points that will allow me to develop a passionate, successful, and fulfilling career.
- Although I'm excited to start my career in real estate, I wouldn't be surprised if I eventually became a professional photographer

- Make it to partner, children, film school
- In the next 2 years I will complete the program in Investment Banking at [COMPANY] to solidify my technical financial skills. After this feat I hope to move to either London or South Africa and pursue either management consulting or PE. At some point I will gain a Masters at LSE, Oxford, or some other well known international institution. I hope to ultimately work in Africa and work towards the betterment of African businesses. I am open to working for a multinational, a bank, a PE shop or even start up my own business in Africa. I am also open to working for the World Bank or UN as well. In terms of life goals in the next 20 years being in a meaningful relationship would be great and having children would be amazing. Other things I hope to do are climb mount kilimanjaro (this 22 birthday), live in a Spanish speaking country, live on an island for a few months, go sky diving in Dubai, visit an Ashram, do a wine tasting in Italy. Spiritually I hope to maintain the level of happiness and mental peace I have now. I don't aim to become very religious but rather to gain an appreciation for many religions and educating myself as much as possible.
- I hope to take the inspiration I learned from Wharton and apply it to a career that I am passionate about
- I want to work (as a full-time employee) for the next 5-7 years, then start my own business, then sell it around 15 years from now, then go back to school and become a professor or be an executive consultant 20 years from now
- I am hoping to attain success in my career by age 35. I would like it to be in an entrepreneurial setting after having gained a lot of experience working in large corporations. At that point I would like to start a family and devote a significant amount of time to it.
- I want to eventually get a PhD, but I am afraid that once I start working the lifestyle and money will prevent me from going back and getting one.
- Still open about the possibility of doing a Stanford MBA, and trying to get into tech. Realize it's a difficult transition and will continue to explore the possibility. Certainly not wedded to real estate or private equity.
- I hope you do great work and create an amazing family. Remember to always volunteer, travel, and find creative outlets!
- My mom is a doctor my dad is a chemist. Both work hard and doing well in their careers and raised 3 kids. I view them as my role models
- Hope to be able to travel through work (at least a bit). Would like to pursue graduate degree, either in public policy (MPA) or business (MBA).
- I hope to 1) make a lot of money in finance and 2) subsequently use it to advance my political ambitions, in whatever form I find appropriate at the time.
- I'm going to take what I need for me and my family to live a good life
- It is my personal opinion that I must remain flexible to adapt my career to new personal and professional opportunities and not be too glued to a set path.
- Although I greatly value my career, I believe that real happiness will come for me from having a functional family.
- I plan to be a career woman and attentive mother.
- At some point I believe I will have to sacrifice my career to focus on the family. I believe it's incredibly important a child not be raised by a nanny, and rather knows the parents quite well. I believe relationships are sacrificed if parents are not actively with children throughout their youth.

**As a Class of 1992 alumnus, what advice would you give someone graduating from Wharton this year?**

- 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 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. Teh 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 not have 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.
- 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.
- 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.
- 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 your 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 ways 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.