



**BUSINESS CONDITIONS AND HIGHER EDUCATION IN GEORGIA**  
**A Survey for ICAPP: Georgia's Intellectual Capital Partnership Program**  
**1998 Survey Report**

**BUSINESS CONDITIONS AND HIGHER EDUCATION IN GEORGIA:  
A Survey for ICAPP: Georgia's Intellectual Capital Partnership Program**

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**BUSINESS CONDITION AND HIGHER EDUCATION IN GEORGIA:  
A Survey for ICAPP: Georgia's Intellectual Capital Partnership Program**

**Executive Summary**

In August 1998, The Chancellor of The University System of Georgia commissioned a survey of Georgia business leaders to assess the business climate of Georgia, the quality of education in Georgia, and the current and future role of the University System in economic and human resource development. In October 1998, a written survey was sent to a group of Georgia business leaders. The key findings of this survey are as follows.

- ◆ Georgia is highly regarded as a location in which to conduct business. A favorable overall business climate, its status as a regional hub and the transportation system are Georgia's greatest assets. Business leaders also chose Georgia's business climate and its status as a regional hub as two of Georgia's greatest assets in the 1997 human resource survey, but designated labor cost rather than the transportation and road system as the third top asset. The preparation of its workforce and the quality of the primary and secondary school systems are considered its greatest weaknesses. There has been significant increase in the perception of the transportation and road system as a weakness.
- ◆ The quality of education in Georgia receives mixed reviews. While the University System and DTAE are generally well regarded, the quality of primary and secondary schools is of some concern. The perceived of the quality of the University System has improved since the 1996 survey.
- ◆ Employers of University System graduates give generally high marks to the employees' preparation and performance. The highest regard is for the graduates' oral communication skills and their ability to work in teams. Employer's overall rating of USG graduates has improved since the 1996 survey.
- ◆ Employers identify oral communication and critical thinking skills as the qualities they most desire in their employees. The ability to work in teams and written communication skills also receive significant support. Respondents to the human resource professionals survey placed an even greater importance upon critical thinking skills than did respondents in the business leaders survey.
- ◆ There is significant support for development of a database on continuing education programs available through the University System.
- ◆ There is moderate support for proposals to develop databases on international expertise of faculty and internship programs. The database on internship programs received greater support from human resource executives than in the business leaders survey.
- ◆ There is considerable support for non-traditional outlets for the University System instructional capacity. Both non-credit courses and certificate programs are regarded as useful foci for the University System. Respondents also indicate that they would be interested in "outsourcing" their educational programs to University System institutions preferably with these programs delivered at the business location. Finally, there is both interest and uncertainty about the utility of distance learning technology and internet-based courses.
- ◆ The University System of Georgia needs to do a better job of articulating its mission. While business leaders applaud the University System's achievement in each of the three mission areas, there has been some uncertainty concerning the clarity of its vision. However, this perception has improved over the past two years.

**BUSINESS CONDITIONS AND HIGHER EDUCATION IN GEORGIA:  
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*"The University System of Georgia will be characterized by . . . active partnerships with business and industry, cultural and social organizations, and government in order to analyze, project, and respond to changing state and regional needs, to support Georgia's economic and cultural development and to insure that its graduates are prepared for the future."*

--Access to Academic Excellence for the New Millennium, Board of Regents University System of Georgia Vision Statement, October 1994.

**Background**

At its November 1995 meeting, the Board of Regents of the University System of Georgia (USG) approved the report of a team of Mission Review consultants, which included a recommendation that the University System undertake a comprehensive assessment of human resource and employment needs for Georgia. The results of this assessment would form the basis for making decisions to approve new programs at University System institutions.

In order to annually track perceptions of Georgia's business climate and progress of the USG, the ICAPP program of the Office of Development and Economic Services retained the Econometric Center at Kennesaw State University and the Ramsey Chair of Private Enterprise at Georgia State University to perform a survey of Georgia business leaders on the quality of higher education in Georgia, and the importance of the University System to the economic development of the state. Business leaders from the Georgia Chamber of Commerce, Georgia Industry Association, Community Bankers Association, and the Georgia Economic Developers Association were surveyed in June 1996, with study results presented to the Board of Regents in November, 1996. In 1997, a similar survey of Georgia's human resources professionals was conducted.

ICAPP retained the Econometric Center and the Ramsey Chair of Private Enterprise again in 1998 to conduct a follow-up survey of the same population of business leaders.

The results of the surveys provide benchmarks of how business executives and human resource professionals perceive Georgia's business climate and its University System. The same surveys will be repeated in alternate years to measure the effectiveness of the University System in preparing students for success beyond graduation, and serving as a key partner in Georgia's economic development.

## **Overview of Methodology**

For the current study, the survey instrument was refined with input from executive officers of several University System institutions and the leadership of the Office of the Chancellor. During the first week of October 1998, 1771 questionnaires were mailed to the Georgia business leaders. The population surveyed consists of the memberships of the Georgia Community Bankers Association, the Georgia Industry Association and the Georgia Economic Developer Association as well as the leadership of the Georgia Chamber of Commerce. A letter of support from the Governor was sent to survey recipients prior to distribution of the survey. A total of 447 completed surveys were returned. This represents a response rate of nearly 27%, after adjusting for undeliverable questionnaires. Statistical tests suggest that non-response bias is unlikely.

Twenty-five percent of the completed surveys were from goods-producing businesses, that is, firms who engage in manufacturing, construction, mining or agriculture. The remainder of the responses were from service-producing businesses such as finance, wholesale and retail trade, business services and transportation or public service. By comparison, goods-producing industries comprise approximately 23% of statewide employment. It should be noted that wholesale and retail trade, services and government are under represented relative to their statewide employment. Finance, insurance and real estate are over represented relative to their employment.

Survey respondents represent 112 of Georgia's 159 counties. Thirty-seven percent of respondents report their business office to be urban while 32% considered it to be rural. Just over 40% of respondents report that their business office is in the 20-county Atlanta MSA. Approximately 40% of respondents report to have over 100 full-time employees. While some responses varied across respondent groups, there is considerable agreement on many questions.

The relative size of the four professional associations participating in the survey changed between 1996 and 1998. Responses were weighted to adjust for changes in the distribution respondents across association. This weighting resulted in, at most, marginal changes in respondents' sentiments.

## Georgia as a Location in Which to Conduct Business

**Finding:** *Georgia is highly regarded as a location in which to conduct business. A pro-business climate, its status as a regional hub and the transportation system are Georgia's greatest assets. Business leaders also chose Georgia's pro-business climate and its status as a regional hub as two of Georgia's greatest assets in the 1997 human resource survey, but designated labor cost rather than the transportation and road system as the third top asset. The preparation of its workforce and the quality of the primary and secondary school systems are considered its greatest weaknesses. There has been significant increased perception of the transportation and road system as a weakness*

□ Businesses believe that the state is a favorable climate in which to conduct business. Over 83% of respondents rated Georgia as an "excellent" or "very good" location for conducting business. This represents a significant improvement over the 1996 survey (74%). Sentiment is most favorable among service-producing businesses. Less than 4% of respondents rated the state as "fair" and none selected "poor" (see question 1).

□ Over 81% of respondents rated Georgia as "much better than average" or "better than average" when compared with those states in which they could realistically conduct business (see question 2).

□ The most frequently cited factors which make Georgia a desirable location for businesses are overall business climate, location as a regional hub and its transportation and road system (see question 3) In the 1997 human resource executives survey, labor cost had replaced transportation and road system as one of the most important factors. It is noted that human resource executives may be more sensitive to labor cost and less sensitive to distribution channels than would be a general business executive.

□ The quality and preparation of the workforce and the quality of primary and secondary education are considered the two greatest drawbacks to the state. There is also significant concern over crime, economic incentives, state and local taxes, and the transportation and road system (see question 4). The proportion of respondent citing the transportation system as a weakness increased concern rose from 6% in 1996 to 19% in the 1998 survey.

□ Over 11% of businesses report having transferred any of their Georgia operations out-of-state (see question 53). Businesses in goods-producing industries were most likely to transfer operations. Twelve percent reported transferring out-of-state operations into Georgia (see question 55). Large, good-producing firms were most likely to do so.

## The Quality of Education in Georgia

**Finding:** *The quality of education in Georgia receives mixed reviews. While the University System and DTAE are generally well regarded, the quality of primary and secondary schools is of some concern. The perceived quality of the University System has improved since the 1996 survey.*

□ More than 23% of respondents rate Georgia's primary and secondary schools as "excellent", "very good", or "good". Less than 1% of respondents rated primary and secondary education as "excellent" (see question 5).

□ Over 67% of respondents rate the state's technical and adult education institutions as "excellent", "very good" or "good". More than 5% of respondents rated technical and adult education as "excellent" (see question 6).

□ Nearly 94% of Georgia's business leaders assess the quality of the University System as "excellent", "very good", or "good". Over 7% of respondents rated the quality of the University System as "excellent" (see question 7). The percentage of respondent saving the University System as "excellent" or "very good" increased from 41% in 1996 to 54% in 1998. The University System was rated more favorably by service-producing industries than by goods-producing industries.

□ Seventy-five percent of business leaders report that the University System of Georgia would be considered an asset when deciding where to locate one's business (see question 8). This is a significant improvement from the 57% recorded in the 1996 survey

□ Georgia's business leaders were asked to rate the performance of the University System in serving its three-fold mission of teaching, research and service. Over 85% rate the teaching mission of the University System as "excellent", "very good" or "good". (see question 9). The research and public service missions are judged "good" or higher by 79% and 72% of respondents respectively (see questions 10 and 11).

## The Quality of Education in the University System

**Finding:** *Employers of University System graduates give generally high marks to the employees' preparation and performance. The highest regard is for the graduates' oral communication skills and their ability to work in teams. Employer's overall rating of USG graduates has improved since the 1996 survey.*

□ Over 91% percent of respondents have employed graduates of the University System of Georgia (see question 14). Those businesses were asked to rate the preparation of these employees in terms of oral communications, written communications, computer skills, quantitative skills, critical thinking, the ability to work in teams, and overall performance.

□ Eighty-five percent of respondents rate USG graduates as "excellent", "very good", or "good" in terms of oral communication skills. Forty-six percent rate these graduates as "excellent" or "very good" (see question 15).

□ Over 77% percent of respondents rate USG graduates as having "excellent", "very good", or "good" written communication skills. Over 35% rate these graduates as "excellent" or "very good" (see question 16). This is a significant increase from less than 27% in 1996.

□ Nearly 82% of respondents rate USG graduates as "excellent", "very good", or "good" in terms of computer skills. Over 40% rate these graduates as "excellent" or "very good" (see question 17).

□ Over 78% of respondents rate USG graduates as having "excellent", "very good", or "good" mathematical/quantitative skills. Nearly 37% rate these graduates as "excellent" or "very good". The highest ratings came from businesses in the service-producing industries, rural-based businesses and smaller businesses (see question 18).

□ More than 77% of respondents rate USG graduates as "excellent", "very good", or "good" in terms of critical thinking skills. Nearly 30% rate these graduates as "excellent" or "very good" (see question 19).

□ Over 87% of business leaders rate USG graduates as "excellent", "very good", or "good" in terms of the ability to work in teams. Forty-two percent rate these graduates as "excellent" or "very good" (see question 20).

□ More than 87% of respondents rate USG graduates as "excellent", "very good", or "good" in terms of overall preparation. USG graduates are rated "excellent" or "very good" by 44.5% of the 1998 survey's respondents (see question 21). By contrast, less than 33% of the 1996 survey rated USG graduates as "excellent" or "very good."



## Graduate Skills and Employers Needs

**Finding:** *Employers identify oral communication and critical thinking skills as the qualities they most desire in their employees. The ability to work in teams and written communication skills also receives significant support. The relative importance of these skills shows some variation across businesses.*

□ Business leaders were asked what three qualities they most valued in their employees. Oral communication skills (77%) and critical thinking skills (74%) are considered most important. The ability to work in teams (49%) and written communications skills (41%) were frequently cited. Computer skills (34%) and quantitative skills (23%) were less likely to be named (see question 22).

□ Computer skills and oral communications skills are relatively more important in service-producing businesses. Quantitative skills and critical-thinking skills are relatively more highly-valued in goods-producing business.

□ Over 44% of business leaders report having looked outside Georgia to find employees with skills specific to their employment needs. This reading is higher than the 35% reporting to hire from outside Georgia in the survey of business leaders (see question 23).

## **Innovations in Public Service to the Private Sector**

**Finding:** *There is significant support for development of a database on continuing education programs available through the University System. There is moderate support for proposals to develop databases on international expertise of faculty and internship programs. The database on internship programs received greater support from human resource executives than in the general business leaders survey (see questions 34, 35, and 36)*

Business leaders were asked to consider the utility of databases on (i) the international expertise and language skills of faculty, (ii) business internship programs and interested students and (iii) continuing education programs available through the University System institutions.

Over 94% of businesses say that a database on continuing education programs available through the University System would be "very useful" or "somewhat useful" (see question 36).

Over 70% of businesses report that a database on business internships would be "very useful" or "somewhat useful" (see question 35).

Less than 37% of businesses believe that a database on international expertise and language skills of faculty would be "very useful" or "somewhat useful" (see question 34). This is a somewhat lower than the 45% recorded in the 1996 survey.

**Finding:** *In addition to degree and non-degree programs, Georgia businesses utilize the institutions of the University System of Georgia for access to faculty expertise, libraries, institutional facilities and internship programs.*

Less than 25% of businesses have participated in internship programs at University System institutions (see question 24). Large, goods-producing companies were more likely to sponsor internship programs.

Thirty-eight percent of businesses report utilizing faculty expertise.

Nearly 26% of respondents have used the graduate placement service of a University System of Georgia institution. (see question 41). These placement services receive mixed evaluations (see question 42).

## Innovations in Educational Instruction

**Finding:** *There is considerable support for non-traditional outlets for the University System instructional capacity. Both non-credit courses and certificate programs are regarded as useful foci for the University System. Respondents also indicate that they would be interested in "outsourcing" their educational programs to University System institutions preferably with these programs delivered at the business location. Finally, there is both interest and uncertainty about the utility of distance learning technology and internet-based courses.*

Over 73% of all businesses report that their employees have previously enrolled in non-credit courses or continuing education courses (see question 27). Over 48% have employees who have previously enrolled in certificate programs (see question 28). Eighty-five percent of respondents agree that such programs are a desirable focus for the University System (see question 29).

Nearly 27% of human resource executives prefer to outsource educational programs to a college or university rather than to offer these programs internally (see question 30).

Of businesses who would outsource educational programs, 49% prefer that these programs be delivered at their business location (see question 31).

Programs that develop computer skills (67%) or leadership and team building skills (63%) are most often cited as the programs that would be outsourced. There is also support for programs that develop critical thinking and communication skills (see question 32). Small and service-producing business have a greater interest in courses that develop computer skills.

Over 48% of businesses have had to look outside the University System to meet their continuing education needs (see question 33).

Nearly 63% of businesses offer tuition reimbursement to their employees (see question 26).

Seventy-seven percent of businesses believe that they could possibly benefit from distance learning technology (see question 38). Over 82% have some interest in courses taught over the internet (see question 37)

### **The Vision of the University System**

**Finding:** *The University System of Georgia needs to do a better job of articulating its mission. While business leaders applaud the University System's achievement in each of the three mission areas, there has been some uncertainty concerning the clarity of its vision. However, this perception has improved over the past two years.*

Over 46% of respondents feel that the University System has a clearly-defined mission (see question 12). This is an increase from the 1996 survey in which less than 35% said that USG had a clearly-defined mission.

Less than 4% of respondents say that the University System does not have a clear mission.

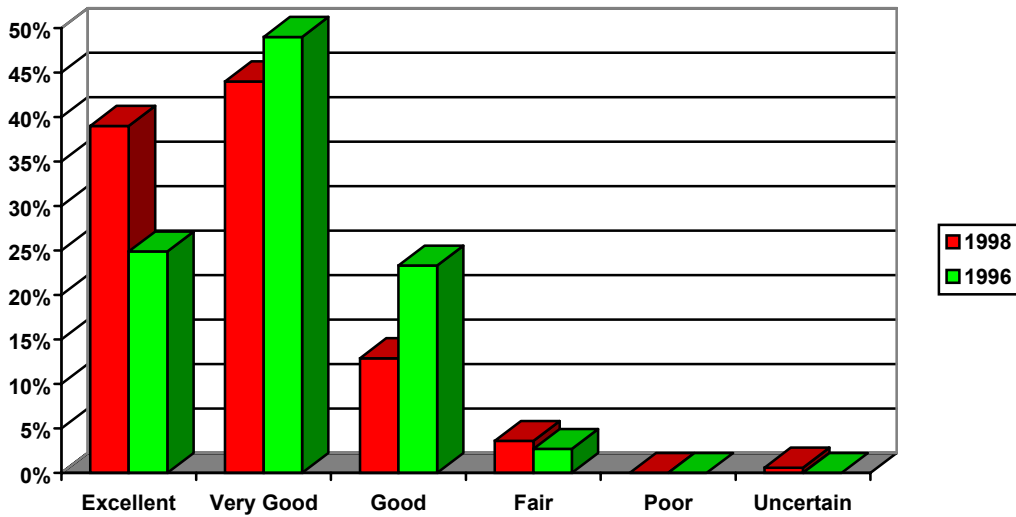
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**Appendix I:**

**Responses to Individual Questions**

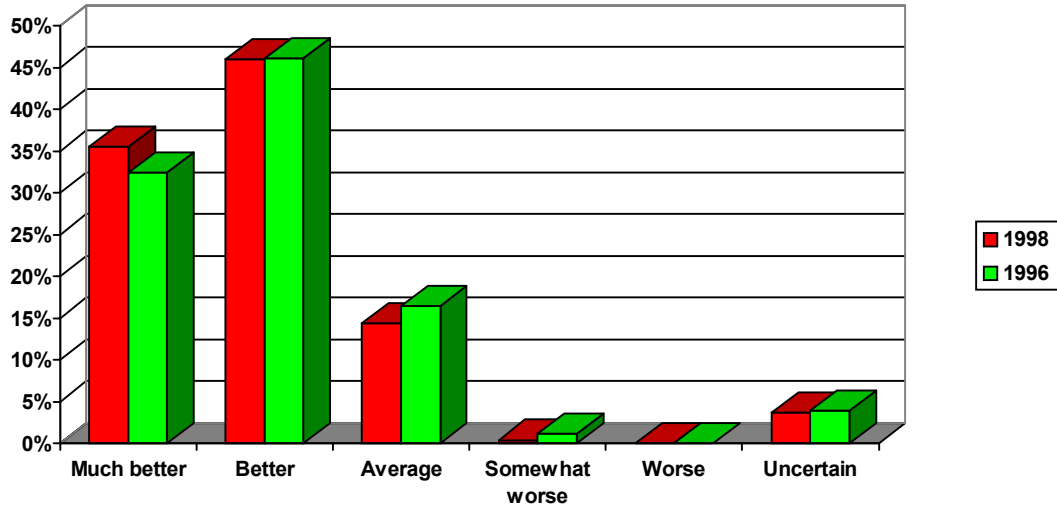
**(Technical note: Due to multiple responses or omitted questions,  
disaggregated percentages may not sum to aggregate percentages)**

Question 1: Overall, how would you rate Georgia as a location for a company such as yours to operate?



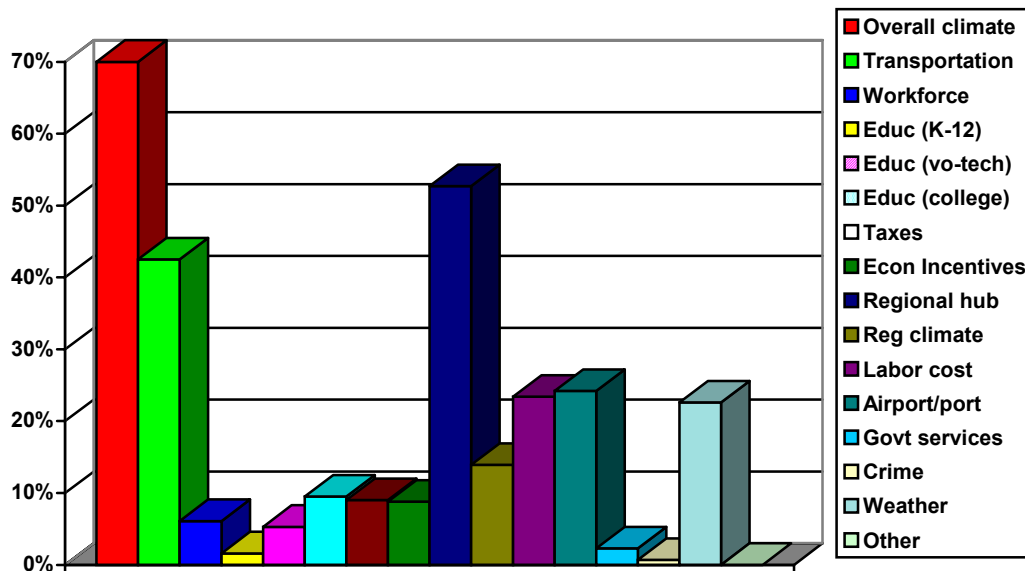
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	20.0%	44.8%	43.4%	34.7%	<b>39.0%</b>	24.9%
Very Good	49.6%	43.3%	38.4%	49.3%	<b>44.0%</b>	49.0%
Good	20.9%	10.0%	14.6%	10.8%	<b>12.9%</b>	23.3%
Fair	7.8%	1.9%	2.5%	5.2%	<b>3.6%</b>	2.7%
Poor	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>	0.0%
Uncertain	1.7%	0.0%	1.0%	0.0%	<b>0.6%</b>	0.0%

Question 2: Compared with other states in which you could realistically do business, is the Georgia business climate...



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Much better than average	27.1%	37.1%	38.1%	33.6%	<b>35.5%</b>	32.4%
Better than average	50.8%	45.1%	42.3%	47.7%	<b>46.0%</b>	46.1%
Average	18.6%	12.5%	14.4%	15.4%	<b>14.4%</b>	16.4%
Somewhat better than average	1.7%	0.0%	0.0%	0.9%	<b>0.4%</b>	1.2%
Much worse than average	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>	0.0%
Uncertain	1.7%	5.3%	5.2%	2.3%	<b>3.7%</b>	3.9%

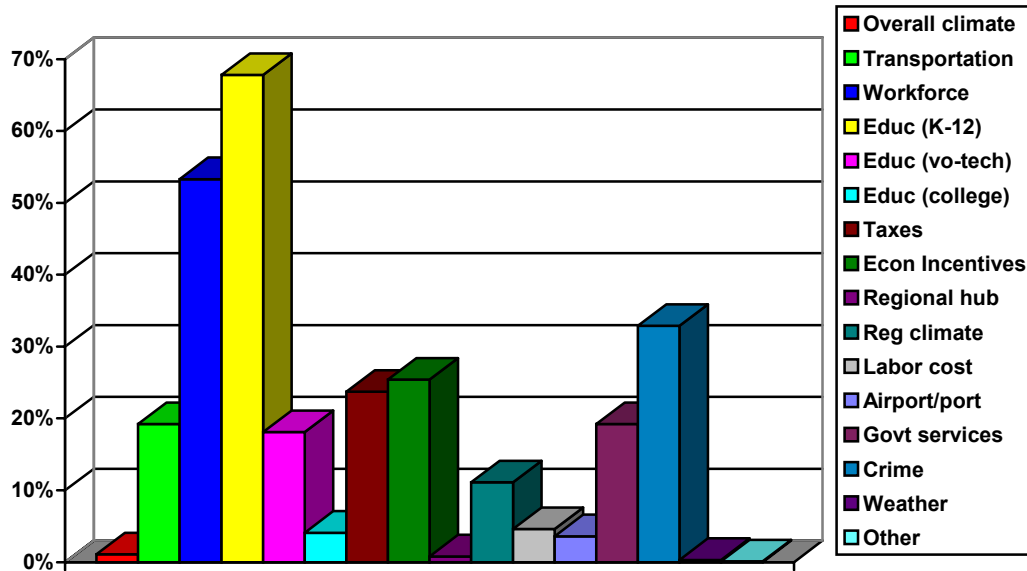
Question 3: Thinking about the factors which make a location desirable for conducting business, what do you consider to be Georgia's three greatest assets as a place to do business?



	Goods	Service	50 or less	51 or more	1998 Total	1996 Total
Overall Climate	63.2%	71.5%	68.2%	72.2%	<b>70.0%</b>	62.6%
Transportation system	39.5%	45.4%	47.0%	39.2%	<b>42.5%</b>	47.3%
Quality of Workforce	3.5%	7.2%	3.6%	8.5%	<b>6.1%</b>	7.3%
Education (K-12)	7.9%	8.1%	10.7%	8.0%	<b>1.6%</b>	1.9%
Education (vocational & tech)	3.5%	4.8%	5.1%	6.1%	<b>5.3%</b>	5.3%
Education (college & university)	7.9%	8.1%	10.7%	8.0%	<b>9.5%</b>	8.0%
State & Local taxes	11.3%	8.5%	9.1%	8.5%	<b>9.0%</b>	11.1%
Economic Incentives	9.6%	8.5%	7.6%	9.9%	<b>8.8%</b>	8.8%
Regional hub	50.9%	54.2%	54.5%	48.6%	<b>52.7%</b>	47.7%
Regulatory climate	22.8%	11.1%	9.6%	18.4%	<b>13.9%</b>	14.1%
Labor cost	29.8%	21.8%	27.3%	20.8%	<b>23.4%</b>	29.0%
Access to airport/port	18.3%	24.7%	22.2%	24.5%	<b>24.2%</b>	21.8%
Government services	2.6%	2.2%	2.5%	2.4%	<b>2.3%</b>	0.8%
Concern over crime	2.6%	0.0%	0.0%	1.4%	<b>0.7%</b>	1.5%
Weather	25.4%	23.2%	24.2%	23.6%	<b>22.6%</b>	28.6%
Other	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>	1.9%

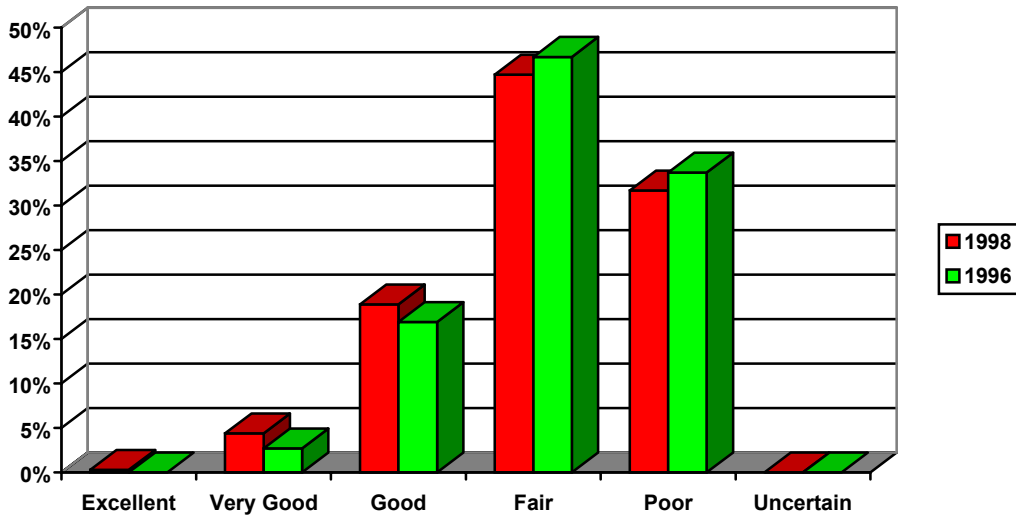


Question 4: What are Georgia's three greatest weaknesses as a place to do business?



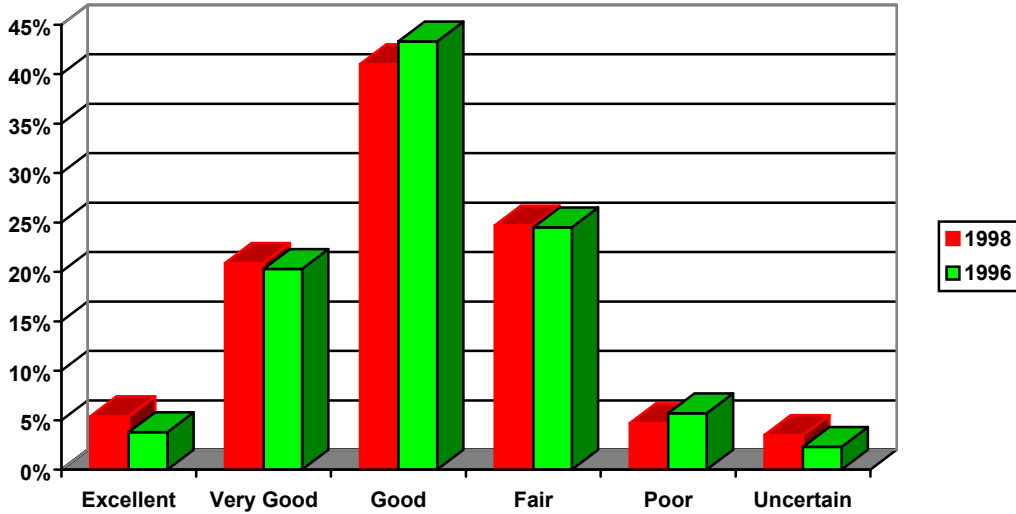
	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Overall Climate	2.6%	0.4%	0.5%	1.9%	<b>1.1%</b>	1.1%
Transportation system	15.8%	17.8%	20.9%	17.1%	<b>19.2%</b>	6.1%
Quality of Workforce	57.4%	54.1%	52.6%	54.0%	<b>53.3%</b>	58.0%
Education (K-12)	71.3%	68.4%	66.3%	69.2%	<b>67.8%</b>	69.5%
Education (vocational & tech)	23.7%	17.0%	19.3%	18.4%	<b>18.1%</b>	17.6%
Education (college & university)	2.6%	5.2%	3.1%	5.7%	<b>4.1%</b>	1.5%
State & Local taxes	20.2%	26.7%	28.4%	20.3%	<b>23.7%</b>	23.7%
Economic Incentives	20.2%	26.3%	25.9%	26.5%	<b>25.4%</b>	27.9%
Regional hub	0.0%	0.7%	0.5%	0.9%	<b>0.8%</b>	1.9%
Regulatory climate	12.3%	9.7%	10.2%	10.9%	<b>11.1%</b>	19.5%
Labor cost	2.6%	6.3%	6.1%	3.3%	<b>4.6%</b>	2.7%
Airport/port	4.3%	3.7%	4.6%	2.4%	<b>3.6%</b>	1.9%
Government services	21.1%	18.1%	17.8%	20.4%	<b>19.2%</b>	17.6%
Concern over crime	27.0%	33.1%	34.0%	31.3%	<b>32.9%</b>	34.4%
Weather	0.0%	0.7%	1.0%	0.0%	<b>0.3%</b>	0.0%
Other	0.0%	0.0%	0.0%	0.0%	<b>0.1%</b>	6.1%

Question 5: What is your overall impression about the quality of Georgia's primary and secondary schools (kindergarten through 12th grade)?



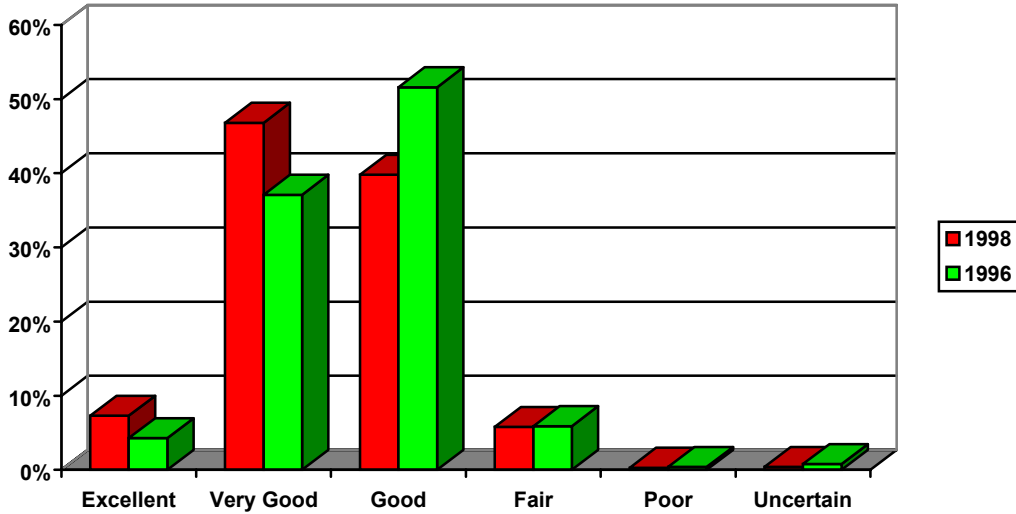
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	0.0%	0.0%	0.0%	0.0%	<b>0.3%</b>	0.0%
Very Good	2.6%	5.2%	4.5%	4.7%	<b>4.4%</b>	2.7%
Good	13.8%	20.0%	21.0%	17.8%	<b>18.9%</b>	16.9%
Fair	48.3%	42.6%	41.5%	45.5%	<b>44.7%</b>	46.7%
Poor	35.3%	32.2%	33.0%	31.9%	<b>31.7%</b>	33.7%
Uncertain	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>	0.0%

Question 6: What is your overall impression about the quality of Georgia's technical and adult education institutes (vocational and technical education)?



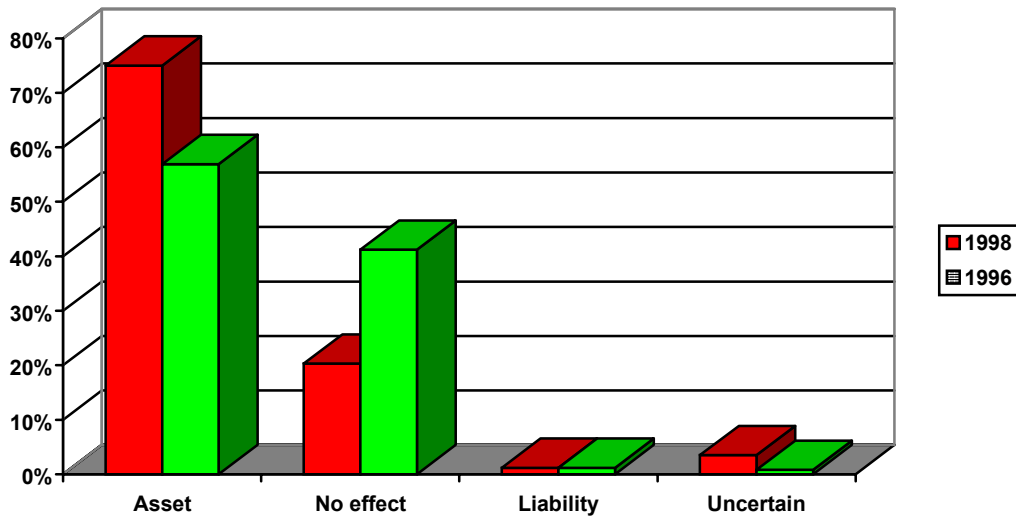
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	3.5%	5.9%	6.0%	5.6%	<b>5.4%</b>	3.8%
Very Good	16.5%	22.0%	20.1%	20.1%	<b>20.9%</b>	20.3%
Good	41.7%	40.3%	39.2%	42.1%	<b>41.0%</b>	43.3%
Fair	28.7%	24.9%	26.1%	23.4%	<b>24.7%</b>	24.5%
Poor	5.2%	4.4%	3.5%	6.5%	<b>4.7%</b>	5.7%
Uncertain	4.3%	2.6%	5.0%	2.3%	<b>3.5%</b>	2.3%

Question 7: What is your overall impression of the quality of the University System of Georgia?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	6.8%	6.3%	8.0%	7.6%	<b>7.3%</b>	4.3%
Very Good	40.2%	48.3%	46.8%	46.0%	<b>46.8%</b>	37.1%
Good	46.2%	38.7%	37.8%	40.8%	<b>39.8%</b>	51.6%
Fair	5.1%	6.3%	6.5%	5.7%	<b>5.8%</b>	5.9%
Poor	0.0%	0.4%	0.5%	0.0%	<b>0.3%</b>	0.4%
Uncertain	1.7%	0.0%	1.0%	0.0%	<b>0.4%</b>	0.8%

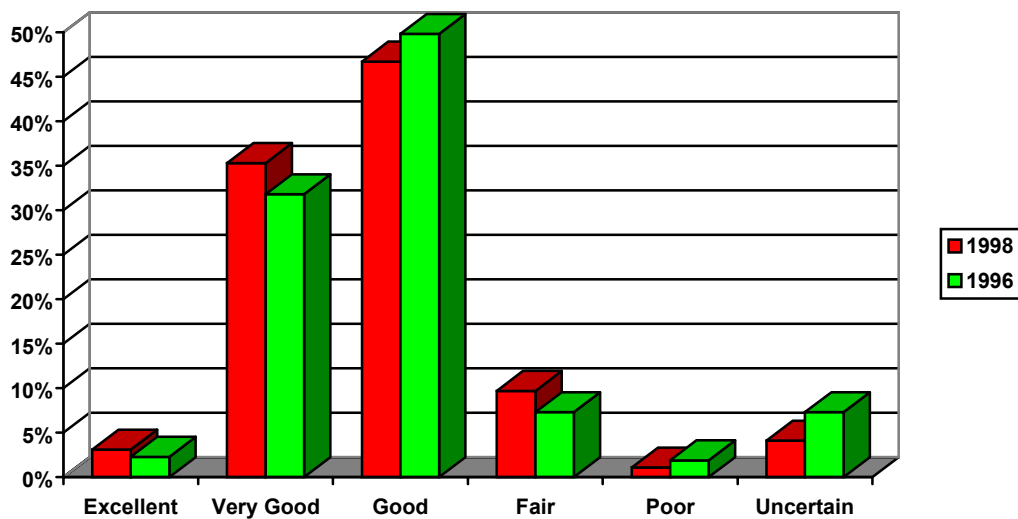
Question 8: If you were considering where to locate your business, would the quality of the University System of Georgia be considered an asset or a liability?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Asset	70.4%	76.1%	79.0%	71.1%	<b>75.0%</b>	56.9%
No effect	24.3%	19.1%	16.5%	24.6%	<b>20.3%</b>	41.2%
Liability	1.7%	1.1%	1.0%	0.9%	<b>1.2%</b>	1.2%
Uncertain	3.5%	3.7%	3.5%	3.3%	<b>3.5%</b>	0.8%

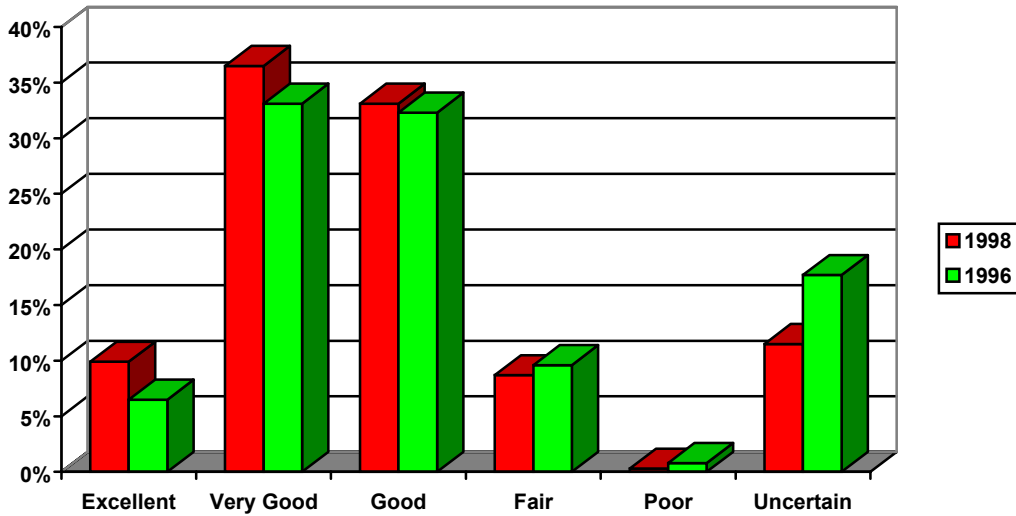
The University System of Georgia serves a three-fold mission of teaching, research and public service. The public service component of this mission includes a variety of continuing education programs and services as well as various outreach centers including the Georgia Extension Service, the Rural Development Center, the Economic Development Laboratory, and the Urban Life Center. The research component of the mission includes both applied and basic research. The teaching component includes instruction in undergraduate, graduate and professional programs.

Question 9: Considering the three-fold mission of our University System, how would you rate the achievement of our system in teaching?



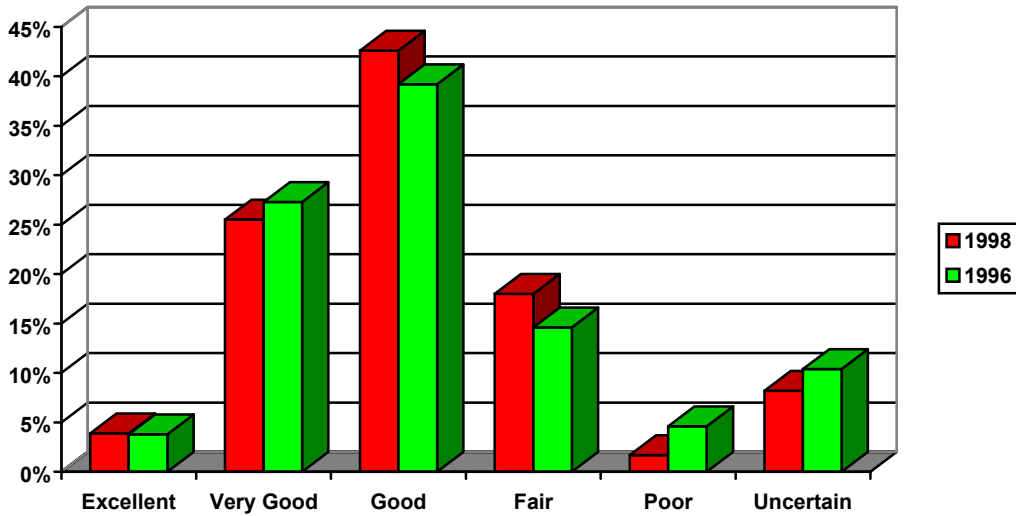
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	2.6%	2.9%	4.0%	2.8%	<b>3.1%</b>	2.3%
Very Good	28.9%	35.2%	31.5%	37.3%	<b>35.3%</b>	31.8%
Good	47.4%	48.4%	52.0%	42.9%	<b>46.7%</b>	49.8%
Fair	12.3%	9.5%	8.5%	10.4%	<b>9.7%</b>	7.3%
Poor	0.0%	1.8%	2.0%	0.0%	<b>1.1%</b>	1.9%
Uncertain	8.8%	2.2%	2.0%	6.6%	<b>4.1%</b>	7.3%

Question 10: Considering the three-fold mission of our University System, how would you rate the achievement of our system in research?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	9.5%	9.5%	8.0%	9.8%	<b>9.9%</b>	6.5%
Very Good	35.3%	36.3%	38.0%	36.0%	<b>36.5%</b>	33.1%
Good	30.4%	34.4%	35.0%	32.2%	<b>33.1%</b>	32.3%
Fair	7.8%	10.3%	9.0%	7.9%	<b>8.7%</b>	9.6%
Poor	0.0%	0.4%	0.5%	0.0%	<b>0.3%</b>	0.8%
Uncertain	17.2%	9.2%	9.5%	14.0%	<b>11.5%</b>	17.7%

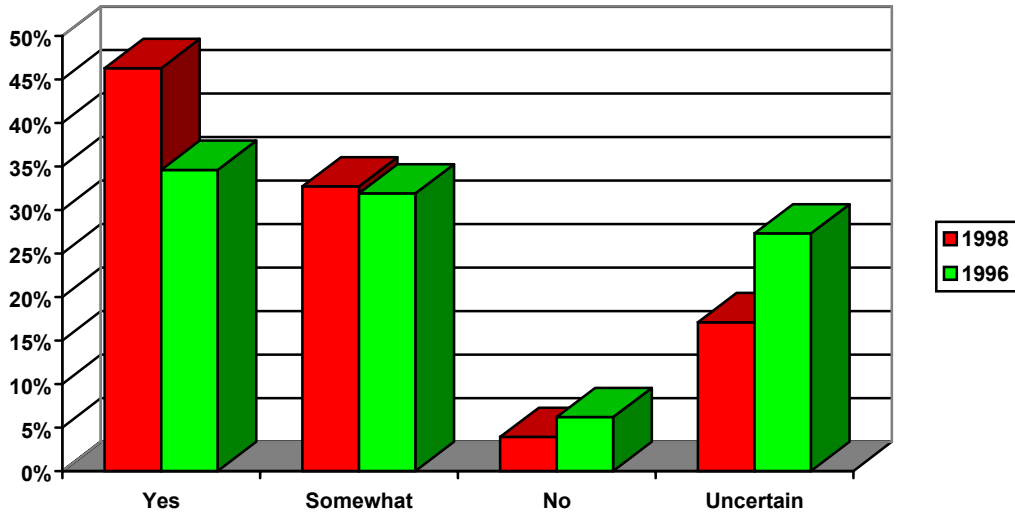
Question 11: Considering the three-fold mission of our University System, how would you rate the achievement of our system in public service?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	2.6%	4.4%	3.5%	3.8%	<b>3.9%</b>	3.8%
Very Good	20.2%	25.6%	26.0%	25.4%	<b>25.5%</b>	27.3%
Good	37.7%	45.1%	44.5%	39.9%	<b>42.6%</b>	39.2%
Fair	21.1%	17.9%	19.0%	17.4%	<b>18.0%</b>	14.6%
Poor	2.6%	1.5%	1.5%	1.9%	<b>1.7%</b>	4.6%
Uncertain	15.8%	5.5%	5.5%	11.7%	<b>8.2%</b>	10.4%

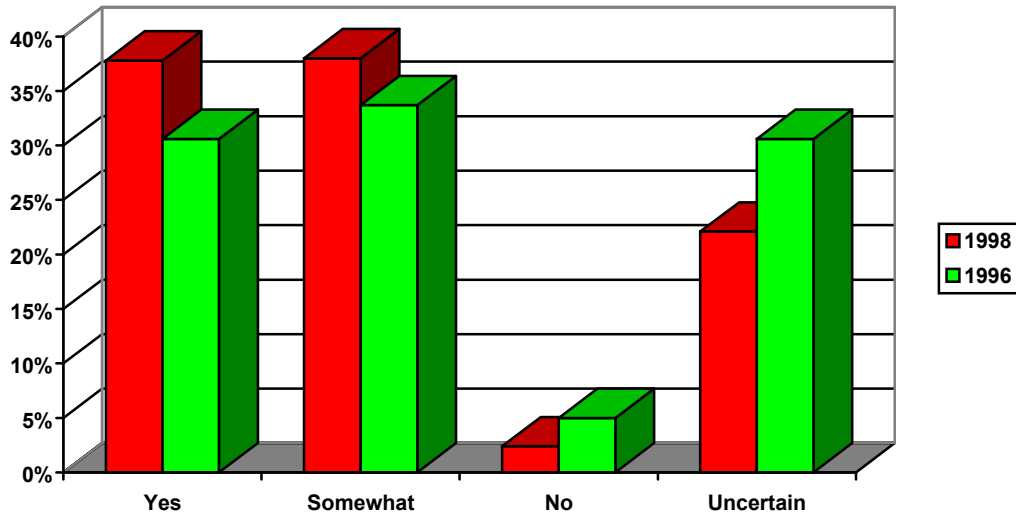


Question 12: Does the University System of Georgia appear to have clear vision of its mission?



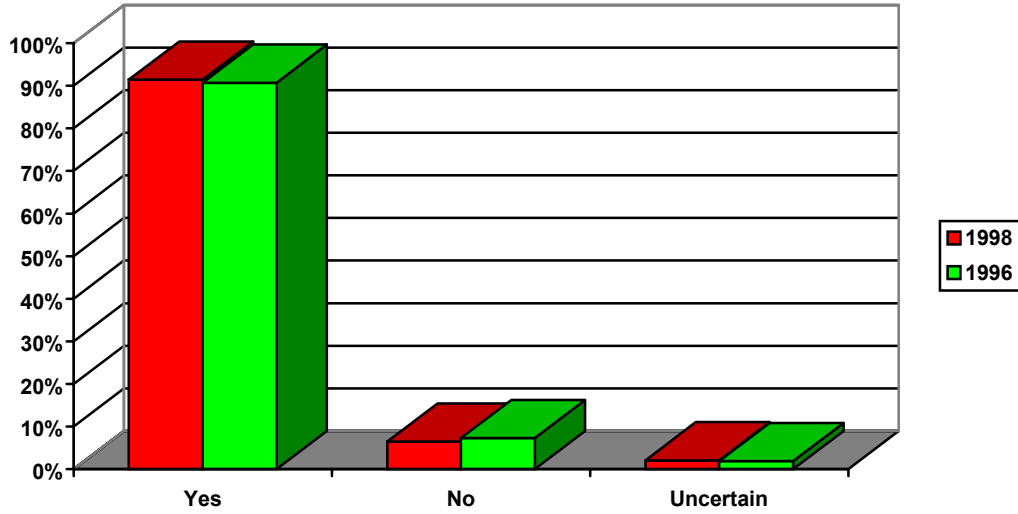
Business Leaders	Goods	Services	50 or less	51 or more	<b>1998 Total</b>	1996 Total
Yes	37.6%	48.3%	47.7%	43.9%	<b>46.3%</b>	34.6%
Somewhat	35.9%	31.6%	30.5%	35.4%	<b>32.7%</b>	31.9%
No	4.3%	4.1%	3.6%	3.8%	<b>3.9%</b>	6.2%
Uncertain	22.2%	16.0%	18.3%	17.0%	<b>17.1%</b>	27.3%

Question 13: Does the University System of Georgia appear to be serving that mission in an effective manner?



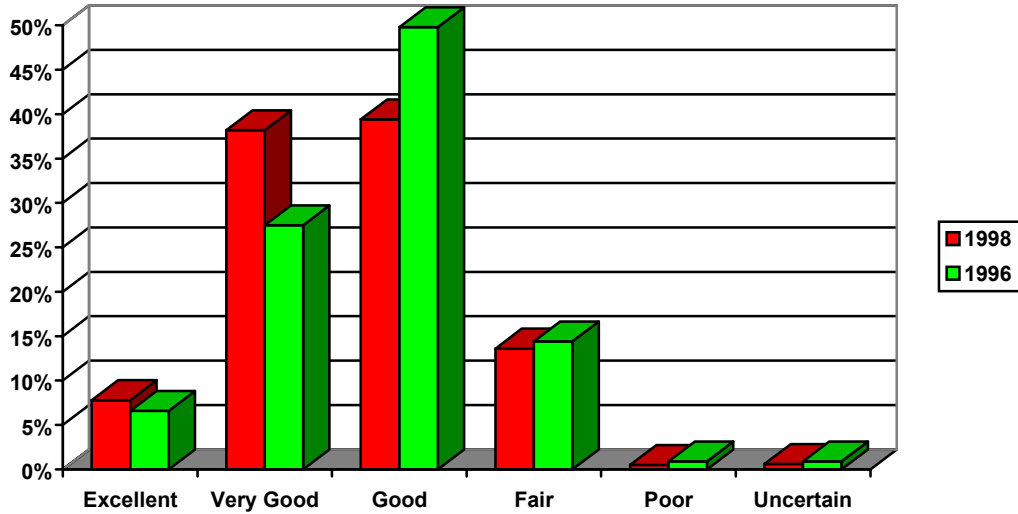
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Yes	27.0%	40.5%	40.9%	34.0%	<b>37.8%</b>	30.6%
Mixed	40.0%	37.2%	33.8%	40.7%	<b>38.0%</b>	33.7%
No	2.6%	2.2%	1.5%	2.9%	<b>2.4%</b>	5.0%
Uncertain	30.4%	20.1%	23.7%	22.5%	<b>22.1%</b>	30.6%

Question 14: Has your firm ever employed graduates of the University System of Georgia?



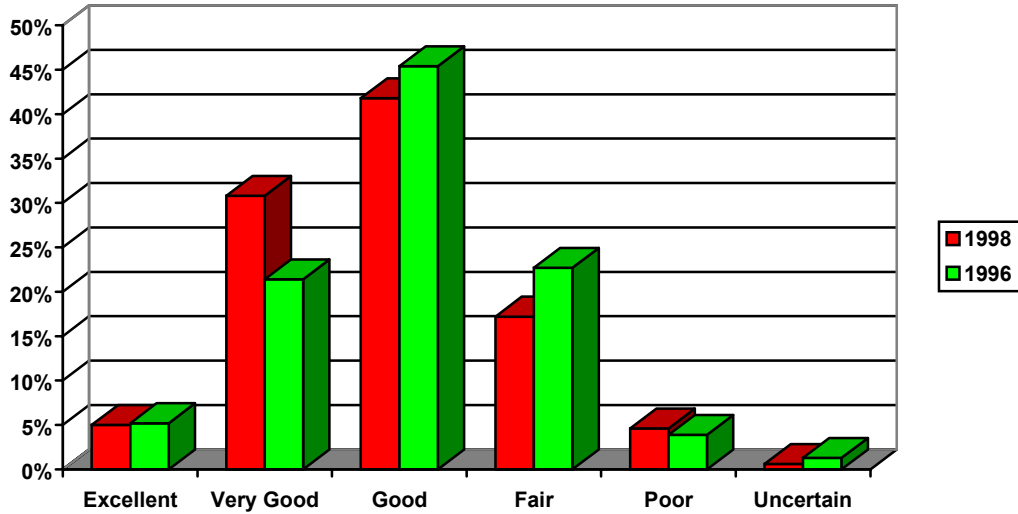
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Yes	90.6%	92.7%	86.0%	96.3%	<b>91.4%</b>	90.7%
No	9.4%	5.1%	10.0%	3.7%	<b>6.5%</b>	7.3%
Uncertain	0.0%	2.2%	4.0%	0.0%	<b>2.1%</b>	1.9%

Question 15: How would you assess the preparation of these employees in oral communication?



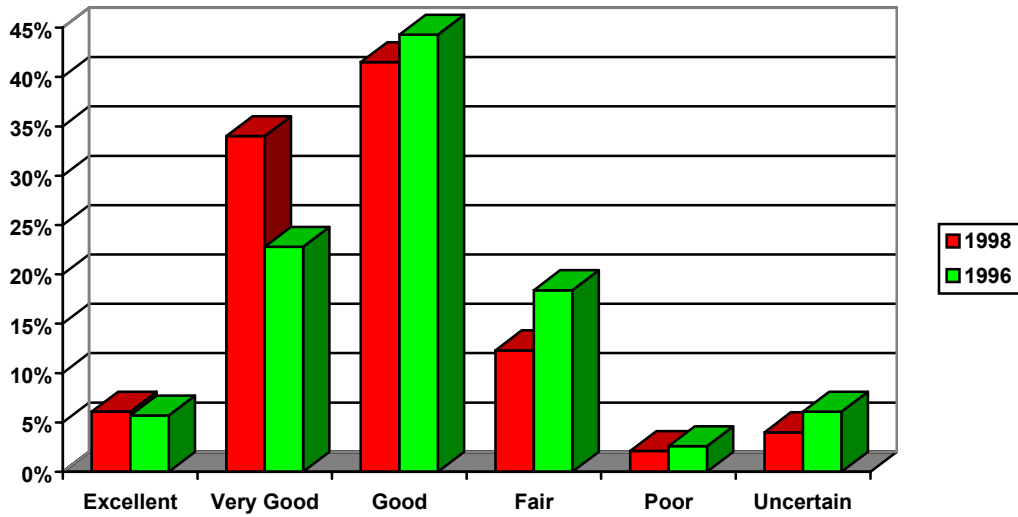
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	4.8%	6.9%	8.9%	7.0%	<b>7.8%</b>	6.6%
Very Good	39.0%	37.4%	36.7%	41.3%	<b>38.2%</b>	27.5%
Good	37.1%	42.3%	40.8%	36.8%	<b>39.4%</b>	49.8%
Fair	17.1%	13.0%	13.6%	12.9%	<b>13.6%</b>	14.4%
Poor	1.9%	0.0%	0.0%	1.0%	<b>0.5%</b>	0.9%
Uncertain	0.0%	0.4%	0.0%	1.0%	<b>0.6%</b>	0.9%

Question 16: How would you assess the preparation of these employees in written communication?



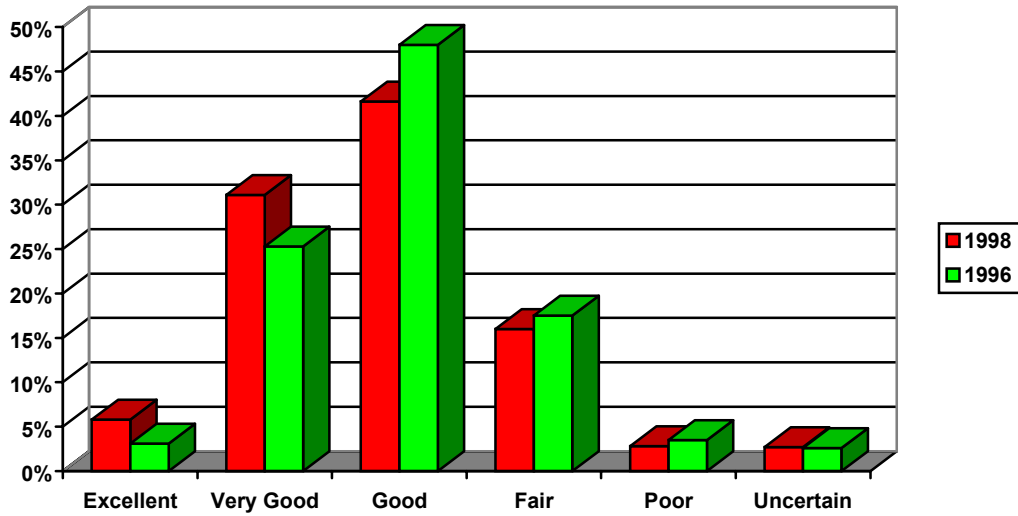
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	4.8%	4.1%	7.0%	4.0%	<b>5.0%</b>	5.2%
Very Good	29.5%	30.1%	31.0%	31.2%	<b>30.8%</b>	21.4%
Good	35.2%	45.1%	40.9%	40.7%	<b>41.8%</b>	45.4%
Fair	22.9%	16.3%	15.8%	19.1%	<b>17.2%</b>	22.7%
Poor	7.6%	4.1%	5.3%	4.0%	<b>4.6%</b>	3.9%
Uncertain	0.0%	0.4%	0.0%	1.0%	<b>0.6%</b>	1.3%

Question 17: How would you assess the preparation of these employees in computer skills?



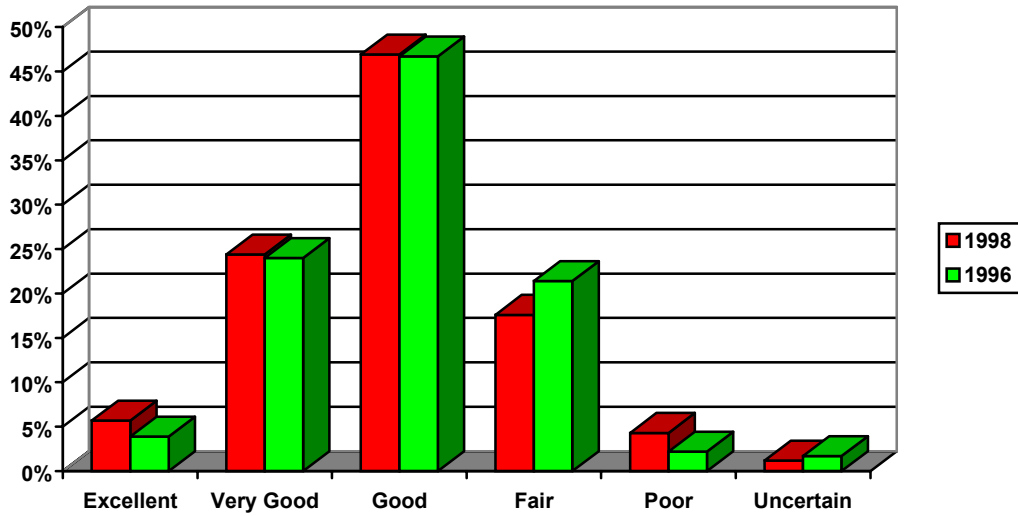
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	4.8%	5.3%	7.1%	6.0%	<b>6.1%</b>	5.7%
Very Good	27.9%	34.4%	33.5%	33.8%	<b>34.0%</b>	22.8%
Good	50.0%	40.1%	37.1%	43.8%	<b>41.5%</b>	44.3%
Fair	12.5%	14.2%	15.3%	10.4%	<b>12.3%</b>	18.4%
Poor	2.9%	1.2%	2.4%	2.0%	<b>2.1%</b>	2.6%
Uncertain	1.9%	4.9%	4.7%	4.0%	<b>4.0%</b>	6.1%

Question 18: How would you assess the preparation of these employees in quantitative/mathematical skills?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	4.8%	4.0%	4.7%	6.4%	<b>5.8%</b>	3.1%
Very Good	31.4%	29.8%	33.7%	29.2%	<b>31.1%</b>	25.3%
Good	41.9%	43.3%	42.6%	41.1%	<b>41.6%</b>	48.0%
Fair	21.0%	15.8%	13.0%	18.3%	<b>16.0%</b>	17.5%
Poor	0.0%	4.0%	4.1%	1.5%	<b>2.8%</b>	3.5%
Uncertain	1.0%	3.2%	1.8%	3.5%	<b>2.7%</b>	2.6%

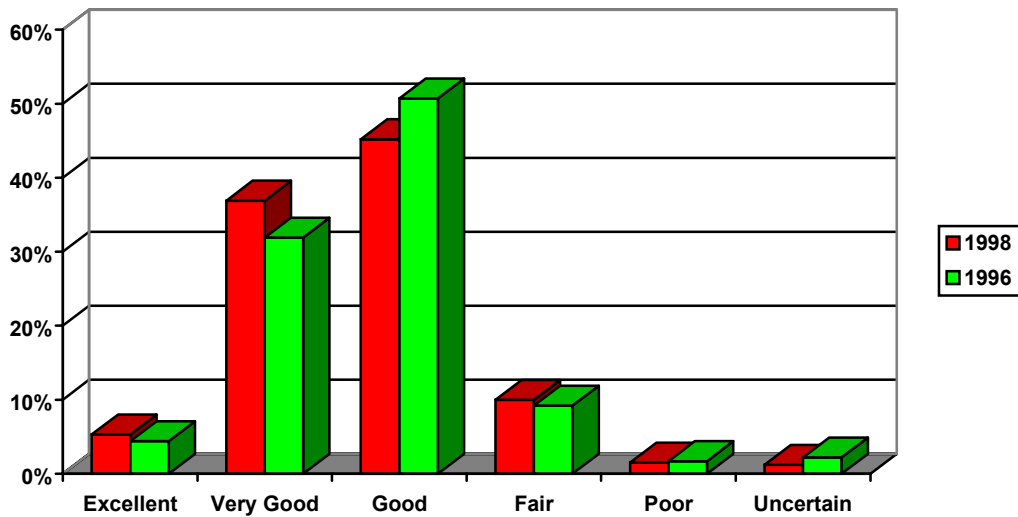
Question 19: How would you assess the preparation of these employees in critical thinking?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	4.8%	5.7%	5.8%	6.5%	<b>5.7%</b>	3.9%
Very Good	23.1%	21.5%	26.9%	21.9%	<b>24.4%</b>	24.0%
Good	50.0%	48.2%	46.2%	46.8%	<b>46.9%</b>	46.7%
Fair	18.3%	18.6%	15.8%	19.4%	<b>17.6%</b>	21.4%
Poor	3.8%	4.9%	4.1%	4.0%	<b>4.3%</b>	2.2%
Uncertain	0.0%	1.2%	1.2%	1.5%	<b>1.2%</b>	1.7%

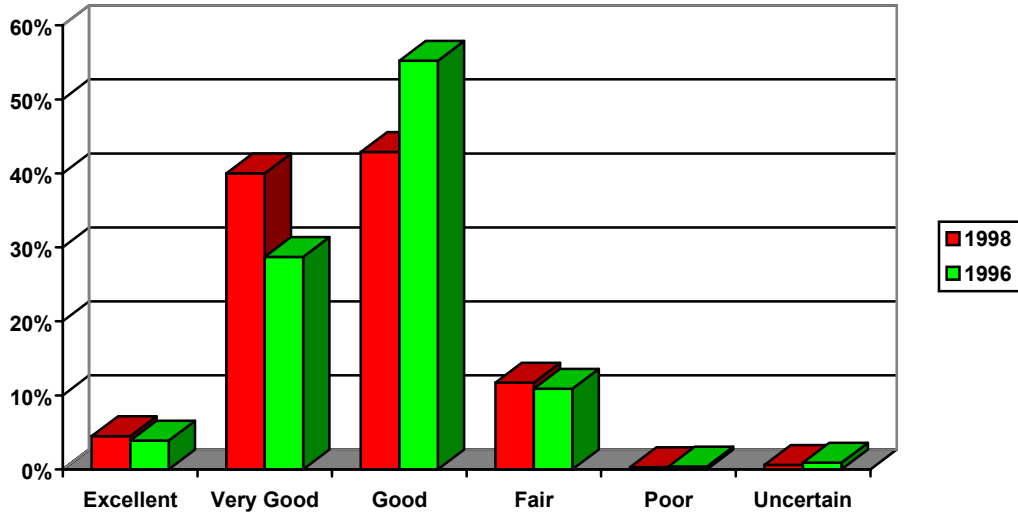


Question 20: How would you assess the preparation of these employees in the ability to work in teams?



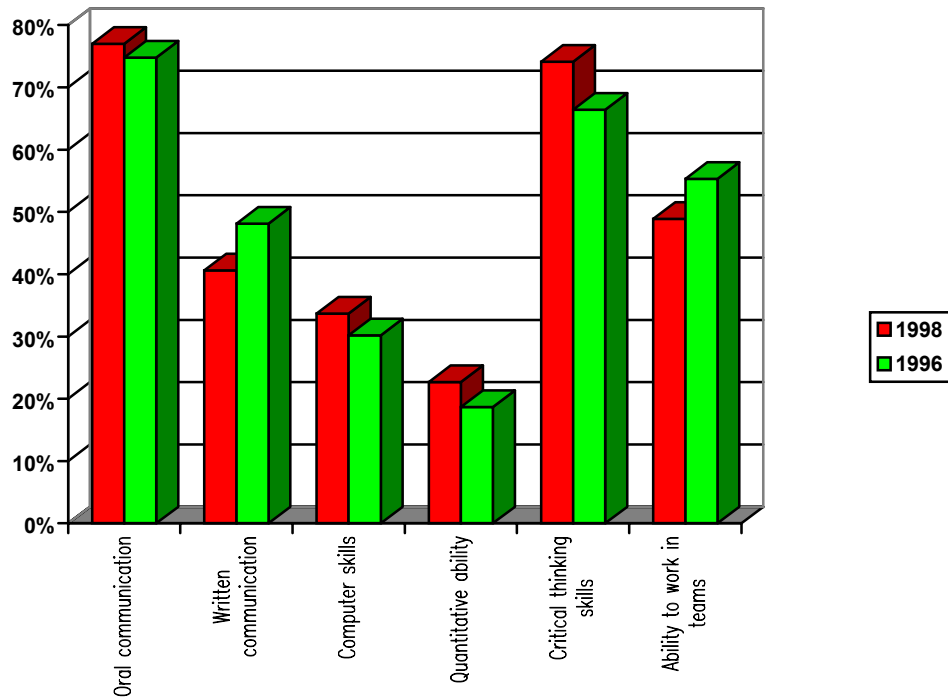
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	4.8%	4.5%	4.7%	6.5%	<b>5.3%</b>	4.4%
Very Good	39.0%	32.9%	39.8%	33.0%	<b>36.9%</b>	31.9%
Good	45.7%	50.0%	45.6%	46.0%	<b>45.2%</b>	50.7%
Fair	8.6%	9.8%	7.6%	11.5%	<b>10.0%</b>	9.2%
Poor	1.9%	1.6%	1.2%	2.0%	<b>1.5%</b>	1.7%
Uncertain	0.0%	1.2%	1.2%	1.0%	<b>1.2%</b>	2.2%

Question 21: How would you assess the overall preparation of these employees?



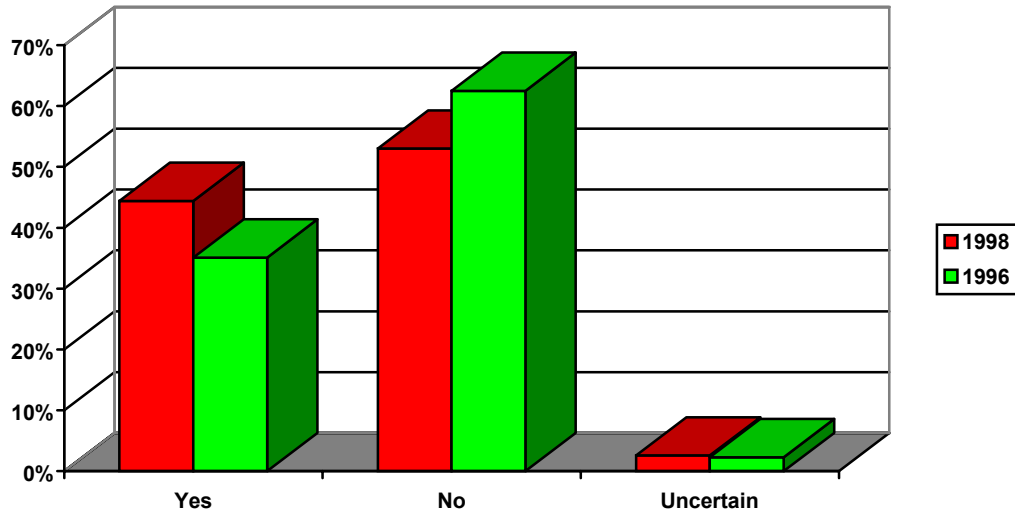
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Excellent	4.8%	3.3%	4.2%	5.0%	<b>4.5%</b>	3.9%
Very Good	33.7%	39.0%	45.8%	34.8%	<b>40.0%</b>	28.7%
Good	44.2%	46.3%	38.7%	46.8%	<b>42.9%</b>	55.2%
Fair	17.3%	10.6%	10.7%	12.4%	<b>11.7%</b>	10.9%
Poor	0.0%	0.4%	0.6%	0.0%	<b>0.3%</b>	0.4%
Uncertain	0.0%	0.4%	0.0%	1.0%	<b>0.6%</b>	0.9%

Question 22: From the skills/qualities listed below, please select the three skills that you feel are the most desirable in your employees.



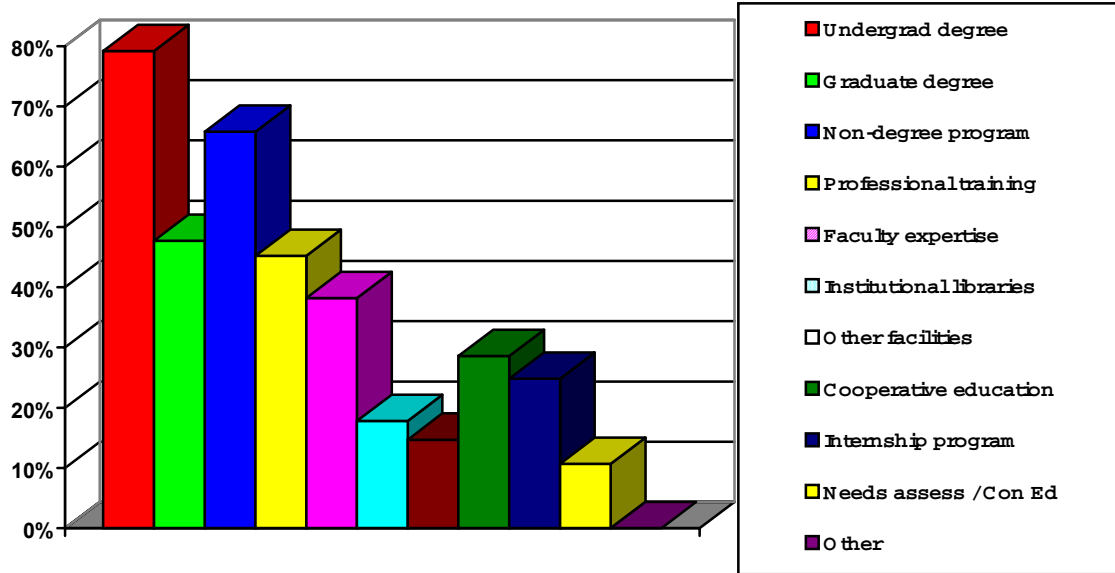
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Oral communication	74.1%	82.3%	79.8%	74.9%	<b>77.0%</b>	74.8%
Written communication	35.0%	39.0%	38.9%	40.5%	<b>40.6%</b>	48.1%
Computer skills	17.1%	39.3%	40.9%	28.8%	<b>33.7%</b>	30.2%
Quantitative ability	35.0%	17.0%	20.2%	26.5%	<b>22.7%</b>	18.7%
Critical thinking skills	81.2%	71.2%	73.2%	74.9%	<b>74.1%</b>	66.4%
Ability to work in teams	53.0%	48.2%	44.4%	51.2%	<b>48.9%</b>	55.3%

Question 23: Has your company ever had to look outside Georgia to find employees with skills specific to your employment needs?



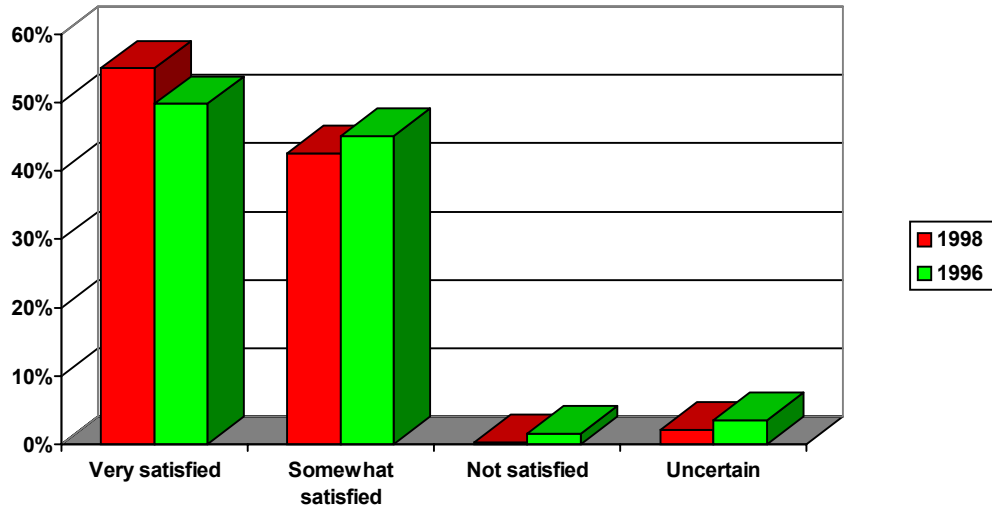
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Yes	61.9%	33.5%	23.2%	62.0%	<b>44.4%</b>	35.1%
No	34.5%	64.0%	74.2%	35.7%	<b>53.0%</b>	62.5%
Uncertain	3.5%	2.6%	2.5%	2.3%	<b>2.6%</b>	2.3%

Question 24: In which of the following capacities has your business (you and/or your employees) utilized the institutions of the University System? (note: you may select more than one)



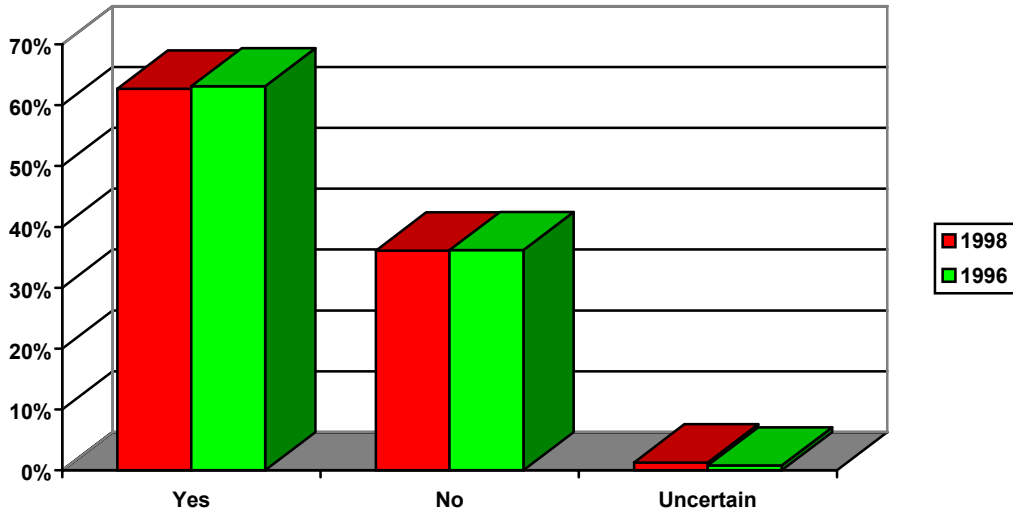
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Undergraduate degree	79.3%	80.1%	70.6%	85.4%	<b>79.2%</b>	76.3%
Graduate degree	45.0%	43.2%	33.3%	57.5%	<b>47.7%</b>	43.5%
Non-degree program	70.3%	66.1%	61.9%	69.3%	<b>65.8%</b>	57.6%
Professional training	50.0%	44.3%	42.6%	47.2%	<b>45.2%</b>	58.4%
Expertise of faculty	36.4%	37.6%	35.9%	40.1%	<b>38.2%</b>	41.2%
Institutional libraries	18.9%	15.1%	16.9%	19.8%	<b>17.8%</b>	22.1%
Other facilities	12.6%	15.1%	13.3%	15.6%	<b>14.7%</b>	22.9%
Cooperative education	36.4%	24.0%	20.0%	35.8%	<b>28.6%</b>	24.4%
Internship program	31.5%	18.5%	19.0%	28.3%	<b>24.8%</b>	19.5%
Needs assessment or continuing education program	9.9%	9.2%	8.7%	13.2%	<b>10.7%</b>	na
Other	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>	2.7%

Question 25: What was your level of satisfaction with this service?



Business Leaders	Goods	Services	50 or less	51 or more	<b>1998 Total</b>	1996 Total
Very satisfied	53.9%	54.4%	57.4%	53.5%	<b>55.0%</b>	49.8%
Somewhat satisfied	41.5%	43.4%	41.1%	44.2%	<b>42.6%</b>	45.1%
Not satisfied	0.0%	0.4%	0.0%	0.0%	<b>0.3%</b>	1.6%
Uncertain	4.3%	1.8%	1.5%	2.3%	<b>2.1%</b>	3.5%

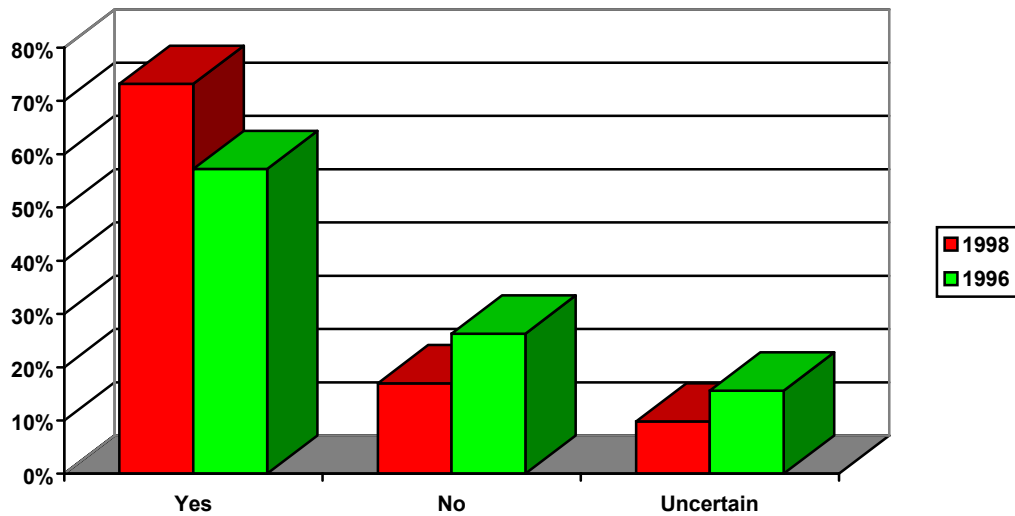
Question 26: Does your firm offer tuition reimbursement to its employees?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Yes	70.7%	61.0%	50.8%	72.4%	<b>62.7%</b>	63.1%
No	27.6%	38.2%	47.7%	27.1%	<b>36.1%</b>	36.2%
Uncertain	1.7%	0.7%	1.5%	0.5%	<b>1.3%</b>	0.8%

Our university system has become increasingly dedicated to the principle of "life-long learning". One component of "life-long learning" is the offering of non-credit courses. Another national trend is toward certificate programs in which participants obtain a competence in a specific skill or receive training specific to a selected industry. These programs are usually shorter in length than degree-granting programs.

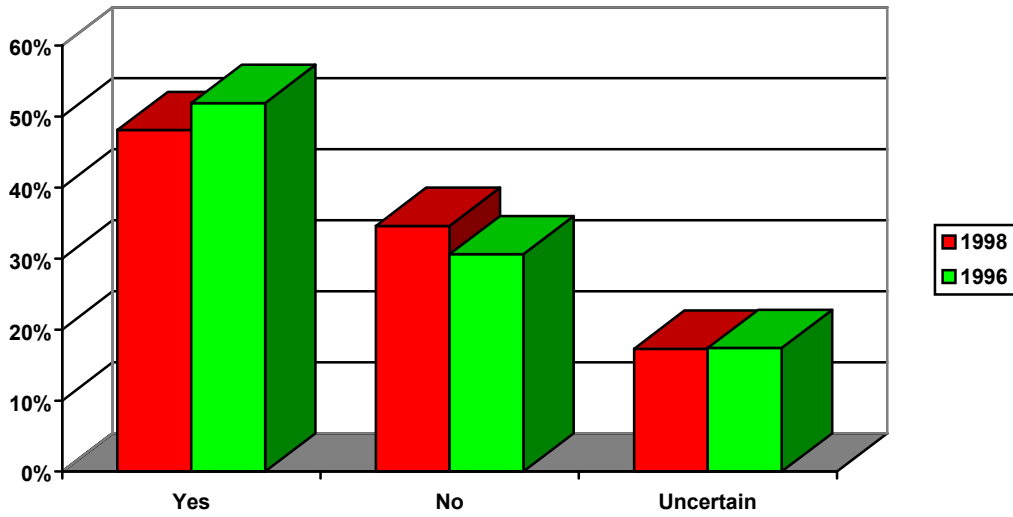
Question 27: Have you or your employees enrolled in non-credit or continuing education courses before?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Yes	75.7%	75.1%	72.2%	74.5%	<b>73.2%</b>	57.2%
No	15.7%	16.1%	18.2%	16.7%	<b>17.0%</b>	26.3%
Uncertain	8.7%	8.8%	9.6%	8.8%	<b>9.8%</b>	15.6%

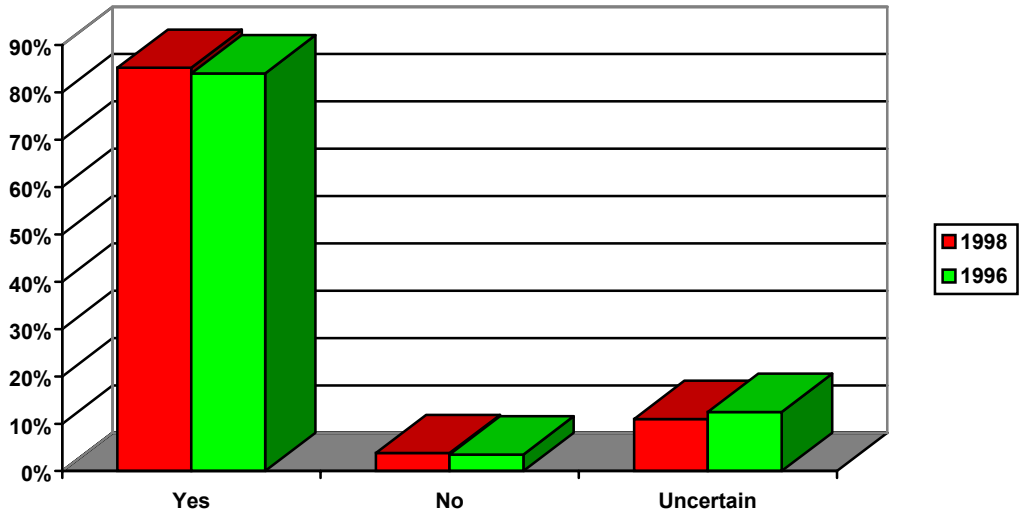


Question 28: Have you or your employees attended certificate programs in the past?



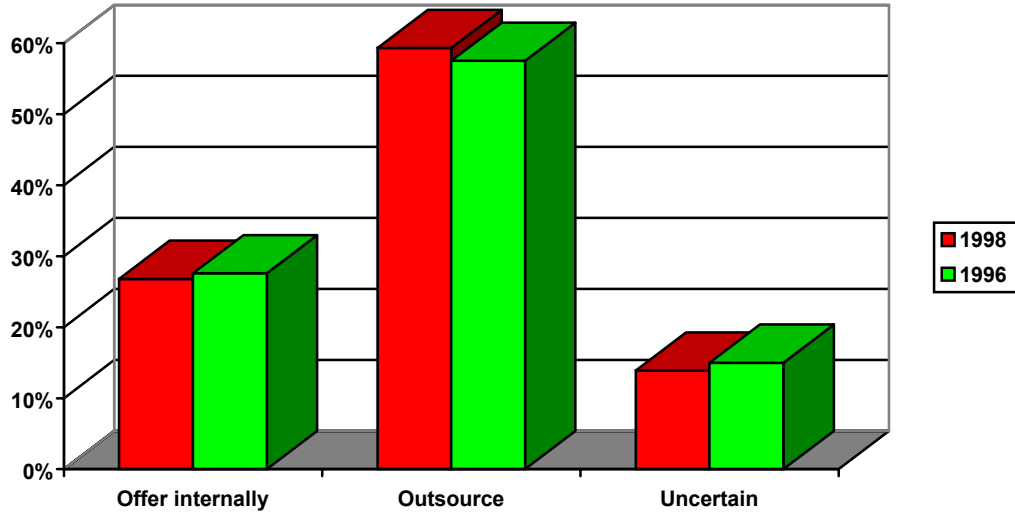
Business Leaders	Goods	Services	50 or less	51 or more	<b>1998 Total</b>	1996 Total
Yes	49.1%	50.4%	43.7%	52.3%	<b>48.1%</b>	51.9%
No	34.5%	34.8%	40.6%	30.6%	<b>34.6%</b>	30.6%
Uncertain	16.4%	14.8%	15.7%	17.1%	<b>17.3%</b>	17.4%

Question 29: Would you consider these programs to be a desirable focus for the university system? (referring to non-credit courses and certificate programs)



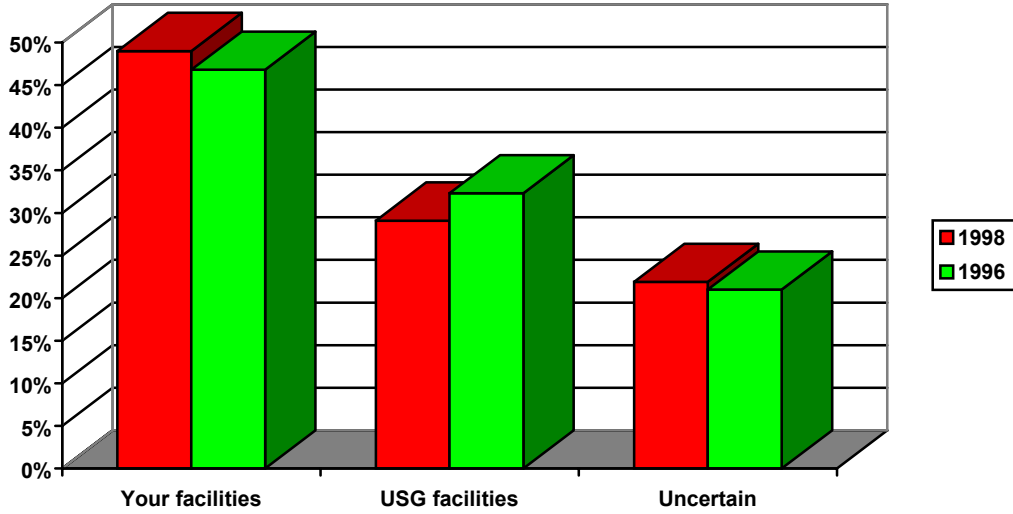
Business Leaders	Goods	Services	50 or less	51 or more	<b>1998 Total</b>	1996 Total
Yes	81.9%	88.2%	86.5%	83.6%	<b>85.2%</b>	84.0%
No	4.3%	2.2%	2.0%	5.6%	<b>3.8%</b>	3.5%
Uncertain	13.8%	9.6%	11.5%	10.8%	<b>11.0%</b>	12.5%

Question 30: If you had a choice, would you prefer to conduct training internally or to "outsource" it to a college, university or technical institute?



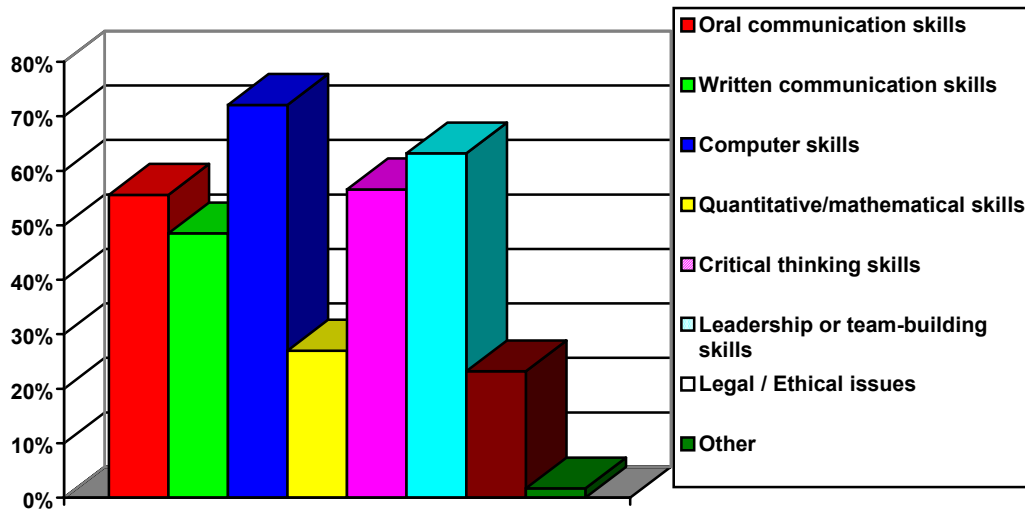
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Offer internally	31.6%	26.2%	23.1%	31.2%	<b>26.8%</b>	27.6%
Outsource	52.6%	61.0%	66.8%	52.2%	<b>59.3%</b>	57.5%
Uncertain	15.8%	12.7%	10.1%	16.6%	<b>13.9%</b>	15.0%

Question 31: If you would outsource the training, would you prefer to have it conducted at your facilities or at a University System institution?



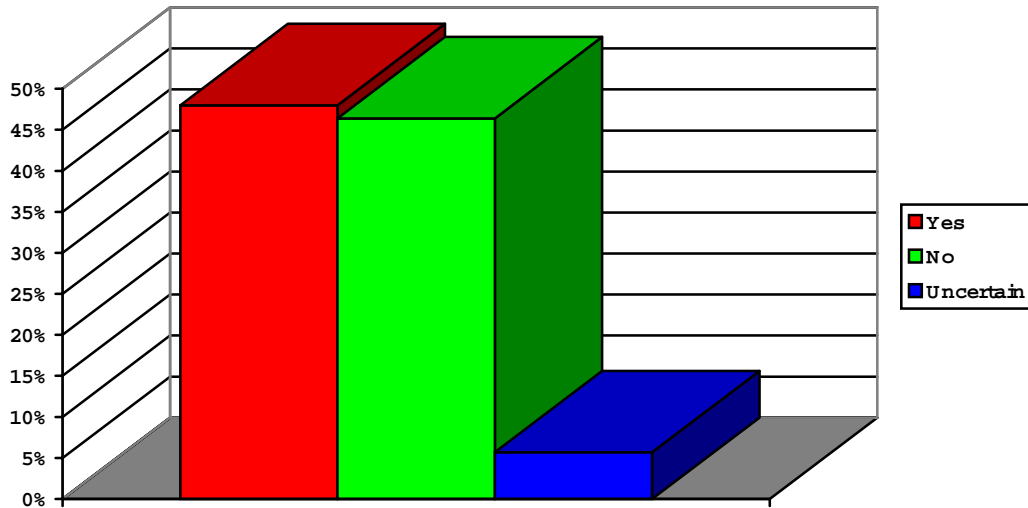
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Your facilities	50.9%	47.7%	39.4%	58.5%	<b>49.0%</b>	46.8%
USG facilities	26.3%	31.3%	35.6%	24.4%	<b>29.1%</b>	32.3%
Uncertain	22.8%	21.1%	25.0%	17.1%	<b>21.9%</b>	21.0%

Question 32: What type of programs would you prefer to outsource?



Business Leaders	Goods	Services	50 or less	51 or more	<b>1998 Total</b>
Oral communication skills	46.8%	58.6%	58.3%	54.6%	<b>55.4%</b>
Written communication skills	47.3%	46.8%	47.6%	50.0%	<b>48.5%</b>
Computer skills	65.1%	76.1%	79.1%	66.5%	<b>72.1%</b>
Quantitative/mathematical skills	37.3%	21.9%	25.1%	28.4%	<b>27.0%</b>
Critical thinking skills	60.6%	55.4%	53.5%	57.2%	<b>56.6%</b>
Leadership or team-building skills	70.6%	61.0%	62.0%	63.2%	<b>63.2%</b>
Legal / Ethical issues	27.5%	20.8%	21.9%	26.3%	<b>23.2%</b>
Other	0.9%	2.4%	1.1%	1.5%	<b>1.7%</b>

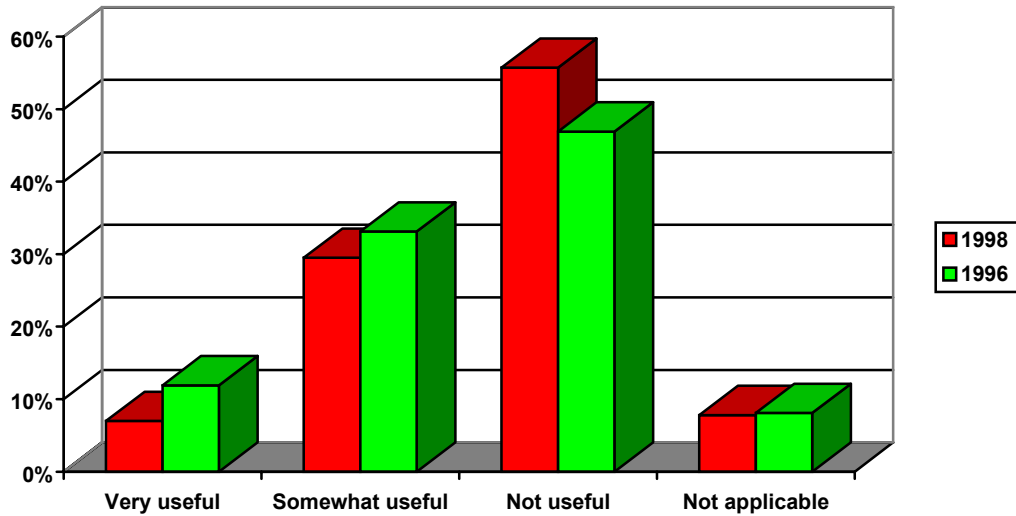
Question 33: Has your company had to look to institutions outside the University System of Georgia to meet your continuing education needs?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total
Yes	44.7%	47.8%	37.2%	57.7%	48.0%
No	50.0%	46.7%	55.3%	39.4%	46.4%
Uncertain	5.3%	5.5%	7.5%	2.8%	5.7%

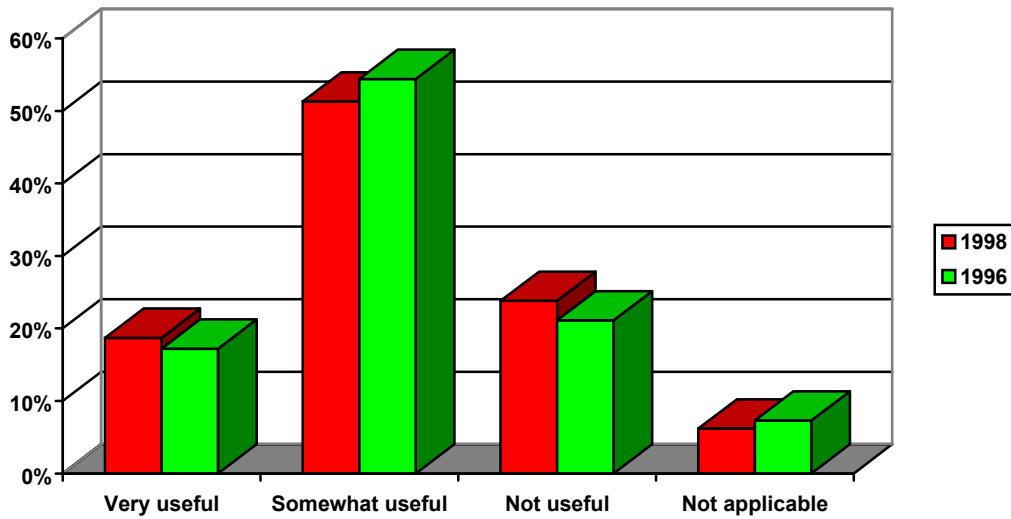
The University System is considering developing databases which would provide a centralized source of information on resources available to businesses. These databases could include information on international business, internship programs and continuing education programs.

Question 34: How useful would a database on international expertise and language skills of faculty be to your business?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Very useful	6.8%	5.5%	5.0%	7.5%	<b>7.0%</b>	11.9%
Somewhat useful	32.5%	25.5%	23.5%	32.2%	<b>29.5%</b>	33.1%
Not useful	49.6%	62.4%	64.0%	52.3%	<b>55.7%</b>	46.9%
Not applicable	11.1%	6.6%	7.5%	7.9%	<b>7.8%</b>	8.1%

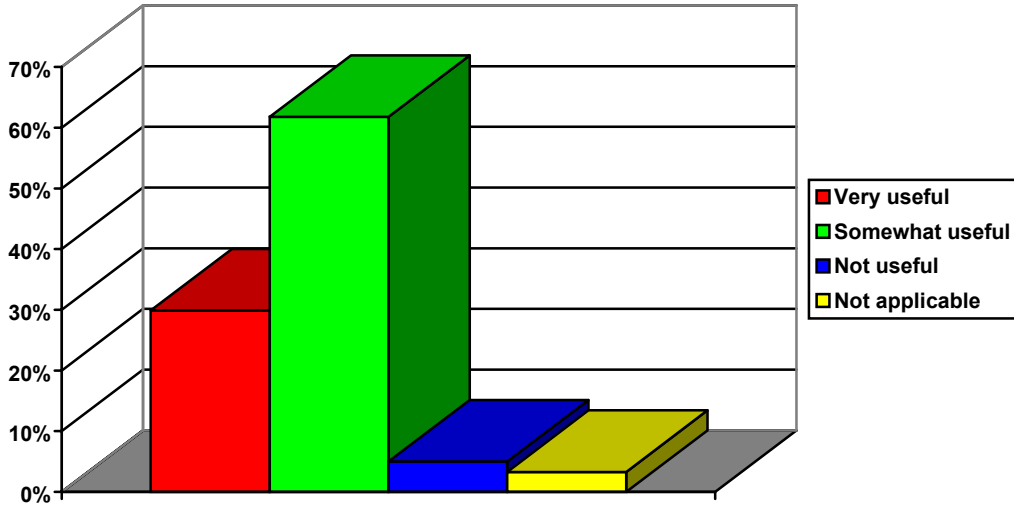
Question 35: How useful would a database on business internship programs and University System students interested in internships be to your business?



Business Leaders	Goods	Services	50 or less	51 or more	<b>1998 Total</b>	1996 Total
Very useful	24.8%	14.2%	17.4%	18.7%	<b>18.7%</b>	17.2%
Somewhat useful	46.2%	54.4%	42.8%	59.8%	<b>51.3%</b>	54.4%
Not useful	22.2%	24.8%	31.8%	17.3%	<b>23.8%</b>	21.1%
Not applicable	6.8%	6.6%	8.0%	4.2%	<b>6.2%</b>	7.3%

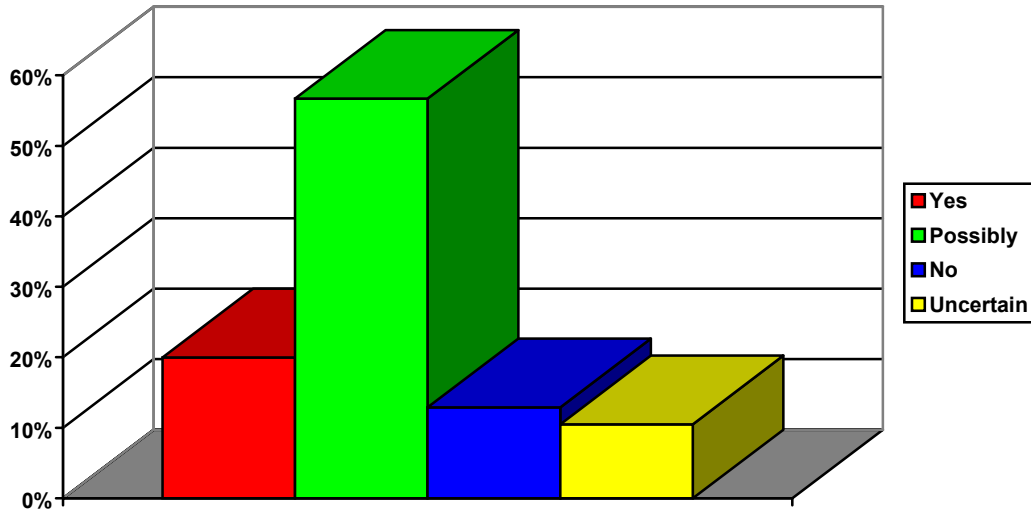


Question 36: How useful would a database on continuing education programs available through the University System of Georgia be to your business?



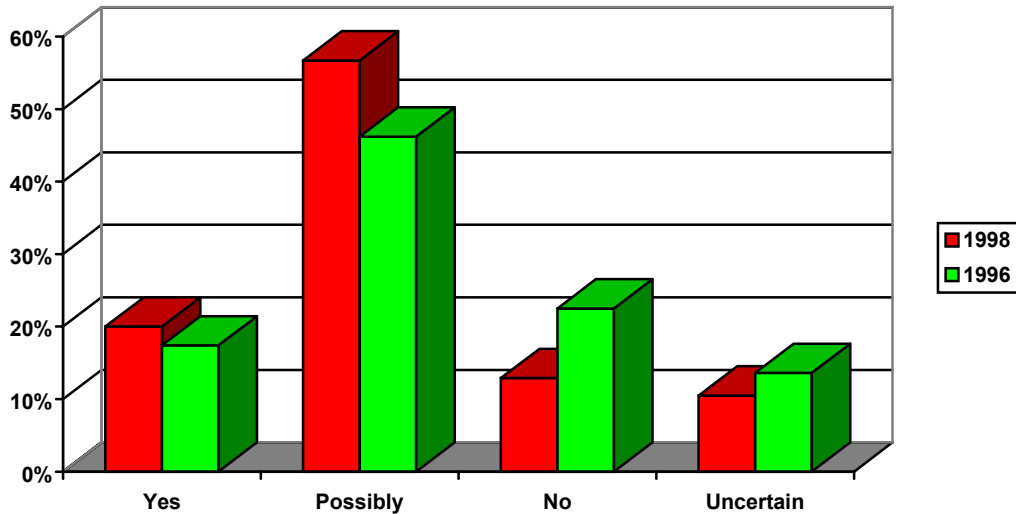
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total
Very useful	25.4%	31.1%	25.4%	31.3%	<b>29.9%</b>
Somewhat useful	64.4%	61.5%	64.2%	62.6%	<b>61.8%</b>
Not useful	5.1%	4.8%	7.0%	2.8%	<b>5.0%</b>
Not applicable	5.1%	2.6%	3.5%	3.3%	<b>3.3%</b>

Question 37: Some educational institutions have begun offering courses and academic programs in which academic instruction is given over the internet. Would your company utilize or benefit from courses offered over the internet?



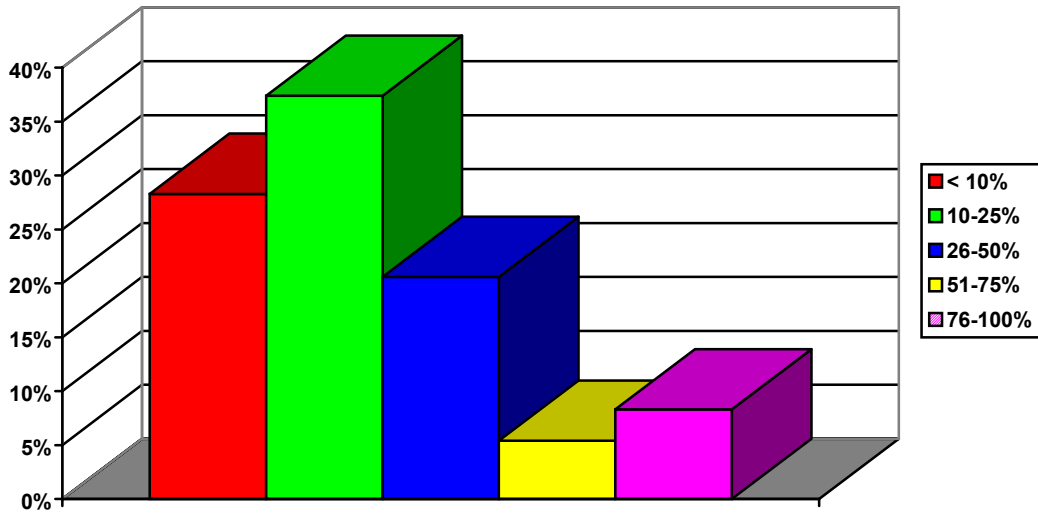
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total
Yes	22.9%	22.4%	22.5%	23.0%	23.5%
Possibly	55.1%	61.4%	59.5%	58.7%	58.6%
No	8.5%	9.9%	12.0%	7.0%	9.3%
Uncertain	13.6%	6.3%	6.0%	11.3%	8.3%

Question 38: Many educational institutions have begun adopting an educational technology known as Distance Learning in which telecommunications and satellite technology are used to deliver classes to remote locations. Would your company utilize or benefit from distance learning?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Yes	19.7%	16.8%	17.9%	20.9%	<b>20.0%</b>	17.4%
Possibly	57.3%	60.1%	56.7%	57.8%	<b>56.7%</b>	46.2%
No	16.3%	12.1%	13.9%	11.8%	<b>12.9%</b>	22.5%
Uncertain	6.8%	11.0%	11.4%	9.5%	<b>10.5%</b>	13.6%

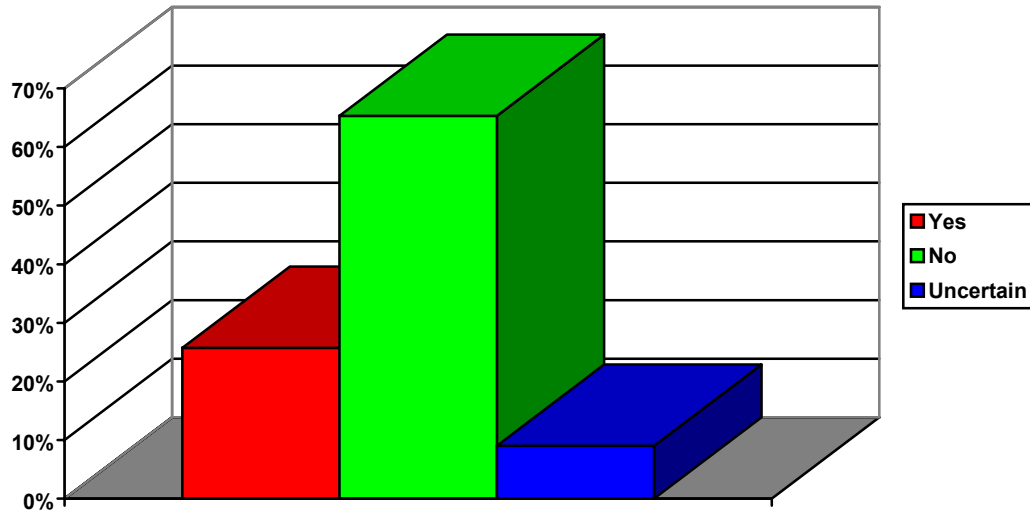
Question 39: What percent of your new positions are filled with recent college graduates?



	Business Leaders	Human Resource
< 10%	<b>28.3%</b>	<b>32.4%</b>
10-25%	<b>37.4%</b>	<b>40.8%</b>
26-50%	<b>20.6%</b>	<b>13.4%</b>
51-75%	<b>5.4%</b>	<b>6.7%</b>
76-100%	<b>8.3%</b>	<b>6.7%</b>

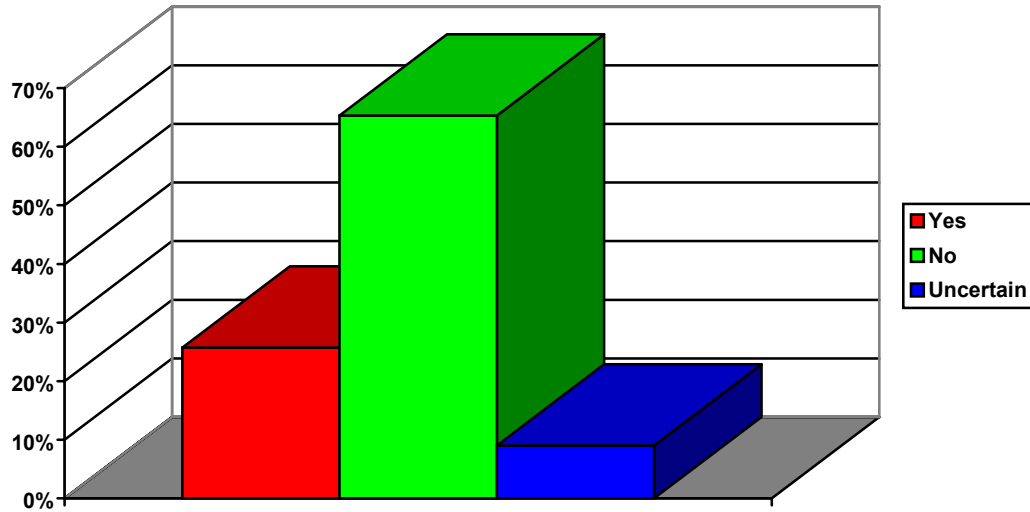
	Business Leaders	Human Resource
Mean	<b>26.7%</b>	<b>22.5%</b>
Median	<b>15.0%</b>	<b>10.0%</b>
Mode	<b>10.0%</b>	<b>10.0%</b>

Question 40: Do you request academic transcripts when hiring new employees?



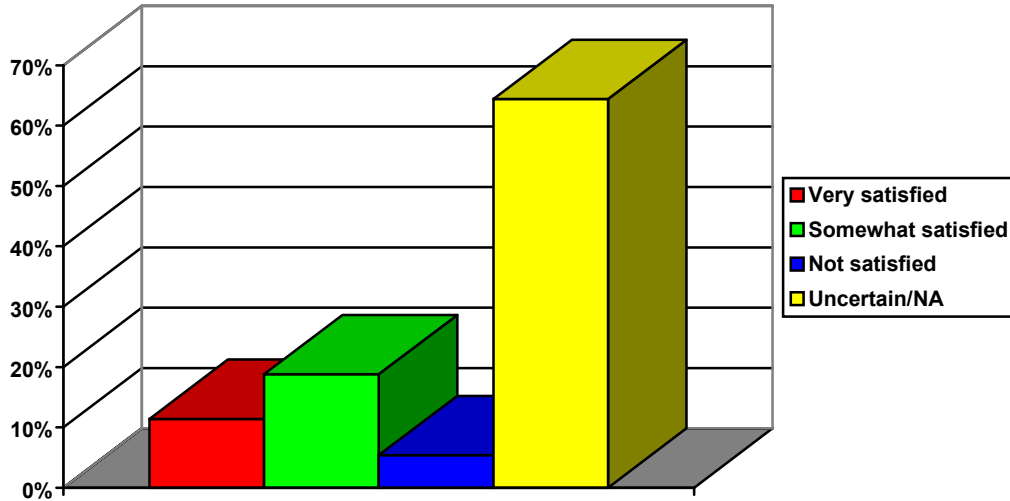
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total
Yes	38.8%	30.7%	25.3%	42.9%	<b>36.0%</b>
No	56.9%	61.1%	68.7%	49.5%	<b>56.7%</b>
Uncertain	4.3%	8.1%	6.1%	7.6%	<b>7.4%</b>

Question 41: Has your business ever used the graduate placement services of an institution in the University System of Georgia?



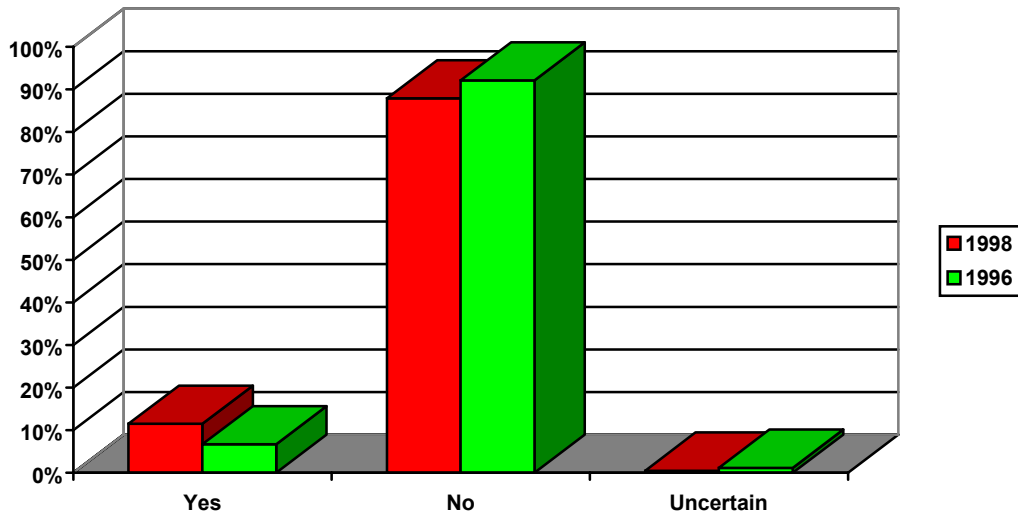
Business Leaders	Goods	Services	50 or less	51 or more	1998 Total
Yes	35.0%	19.9%	11.9%	37.6%	<b>25.7%</b>
No	59.8%	70.6%	83.1%	52.1%	<b>65.3%</b>
Uncertain	5.1%	9.6%	5.0%	10.3%	<b>9.0%</b>

Question 42: What was your level of satisfaction with this service (graduate placement services)?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total
Very satisfied	8.9%	10.9%	6.3%	16.2%	11.4%
Somewhat satisfied	30.0%	13.7%	10.9%	24.0%	18.8%
Not satisfied	5.6%	4.9%	2.3%	7.8%	5.4%
Uncertain/NA	55.6%	70.5%	80.5%	52.1%	64.4%

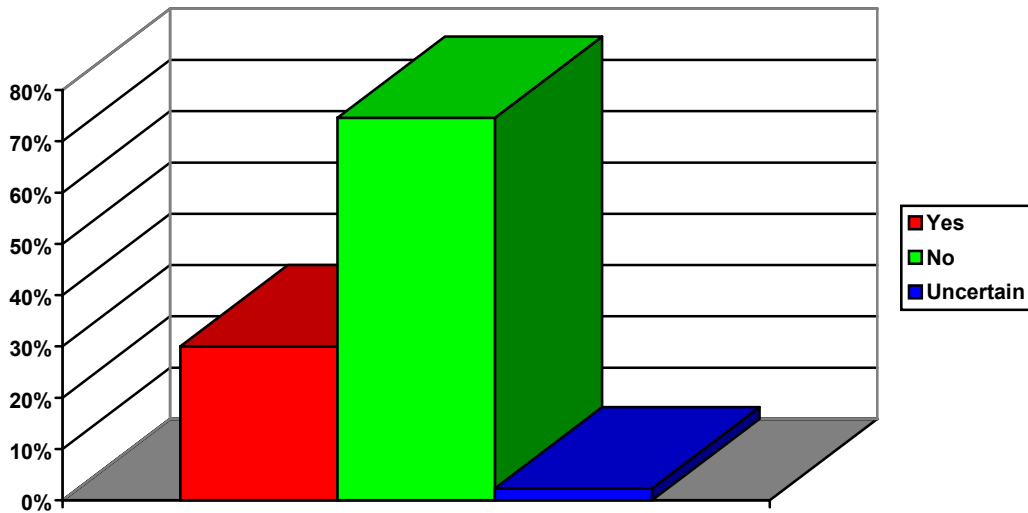
Question 53: During the past five years, has your firm transferred any of its Georgia operations out-of-state?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total	1996 Total
Yes	18.8%	7.1%	2.5%	15.8%	<b>11.5%</b>	6.7%
No	81.2%	92.2%	96.5%	84.2%	<b>87.9%</b>	92.1%
Uncertain	0.0%	0.7%	1.0%	0.0%	<b>0.5%</b>	1.2%



Question 55: During the past five years, has your firm transferred any of its out-of-state operations into Georgia?



Business Leaders	Goods	Services	50 or less	51 or more	1998 Total
Yes	21.7%	6.9%	3.7%	15.7%	<b>11.9%</b>
No	78.3%	92.3%	96.3%	83.3%	<b>87.4%</b>
Uncertain	0.0%	0.8%	0.0%	1.0%	<b>0.6%</b>

## Responses to Demographic Questions

In total, how many people does your company employ?

	1998 Business Leaders	1996 Business Leaders	Human Resource
Full-time employees (median)	60.0	46.5	517.5

Is your company headquartered in Georgia?

Business Leaders	Goods	Services	50 or less	51 or more	<b>1998 Total</b>	1996 Total
Yes	67.5%	94.1%	95.0%	81.0%	<b>86.6%</b>	87.9%
No	32.5%	5.9%	5.0%	19.0%	<b>13.4%</b>	12.1%

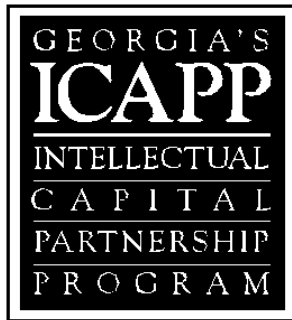
Do you consider your business office location to be urban, suburban or rural?

Business Leaders	Goods	Services	50 or less	51 or more	<b>1998 Total</b>	1996 Total
Urban	25.9%	34.6%	26.5%	37.9%	<b>33.4%</b>	29.7%
Suburban	35.3%	29.4%	30.0%	33.6%	<b>32.0%</b>	32.8%
Rural	38.8%	36.0%	43.5%	28.4%	<b>34.6%</b>	37.5%

**BUSINESS CONDITIONS AND HIGHER EDUCATION IN GEORGIA:  
A Survey for ICAPP: Georgia's Intellectual Capital Partnership Program**

**Appendix II:**

**Final Questionnaire**



# BUSINESS CONDITIONS AND HIGHER EDUCATION IN GEORGIA:

*A Survey for ICAPP: Georgia's Intellectual Capital Partnership Program*

*We are interested in the opinions of Georgia's business leaders about the quality of public higher education and its implications for the overall business environment. In particular, we are interested in assessing how well the 34 institutions of the University System of Georgia serve their business constituency and how they could strengthen their service. Information from this survey will be shared with members of the Board of Regents of the University System of Georgia, the Chancellor of the University System, presidents of Georgia's public colleges and universities and various business and civic leaders.*

*Please assist our efforts by completing the attached survey and returning it via FAX to (770)499-3209 or via mail with the enclosed postage-paid envelope by Friday, November 20, 1998. Your responses to this survey will be kept strictly confidential.*

- (1) Overall, how would you rate Georgia as a location for a company such as yours to operate?
- Excellent     Very Good     Good     Fair     Poor     Uncertain
- (2) Compared with other states in which you could realistically do business, is the Georgia business climate . . .
- Much better than average  
 Somewhat better than average  
 About average  
 Somewhat worse than average  
 Much worse than average  
 Uncertain/ don't know
- (3) Thinking about the factors which make a location desirable for conducting business, what do you consider to be Georgia's **THREE (3) greatest assets** as a place to do business? (Please select three)
- |   |  |
|---|--|
| <input type="checkbox"/> Overall business climate   | <input type="checkbox"/> Location as a regional hub                  |
| <input type="checkbox"/> Transportation and road system                                     | <input type="checkbox"/> State and local regulatory climate          |
| <input type="checkbox"/> Quality and preparation of workforce                               | <input type="checkbox"/> Labor cost                                  |
| <input type="checkbox"/> Quality of education (kindergarten through 12 <sup>th</sup> grade) | <input type="checkbox"/> Access to international airport or port     |
| <input type="checkbox"/> Quality of education (vocational and technical)                    | <input type="checkbox"/> Availability/quality of government services |
| <input type="checkbox"/> Quality of education (colleges and universities)                   | <input type="checkbox"/> Concern over crime                          |
| <input type="checkbox"/> State and local taxes  | <input type="checkbox"/> Weather                                     |
| <input type="checkbox"/> Economic incentives  | <input type="checkbox"/> Other _____                                 |
- (4) What are Georgia's **THREE (3) greatest weaknesses** as a place to conduct business? (Please select three)
- |   |  |
|---|--|
| <input type="checkbox"/> Overall business climate   | <input type="checkbox"/> Location as a regional hub                  |
| <input type="checkbox"/> Transportation and road system                                     | <input type="checkbox"/> State and local regulatory climate          |
| <input type="checkbox"/> Quality and preparation of workforce                               | <input type="checkbox"/> Labor cost                                  |
| <input type="checkbox"/> Quality of education (kindergarten through 12 <sup>th</sup> grade) | <input type="checkbox"/> Access to international airport or port     |
| <input type="checkbox"/> Quality of education (vocational and technical)                    | <input type="checkbox"/> Availability/quality of government services |
| <input type="checkbox"/> Quality of education (colleges and universities)                   | <input type="checkbox"/> Concern over crime                          |
| <input type="checkbox"/> State and local taxes  | <input type="checkbox"/> Weather                                     |
| <input type="checkbox"/> Economic incentives  | <input type="checkbox"/> Other _____                                 |
- (5) Thinking about the various levels of education in Georgia, what is your overall impression about the quality of Georgia's **primary and secondary schools** (kindergarten through 12<sup>th</sup> grade)?
- Excellent     Very Good     Good     Fair     Poor     Uncertain

(6) What is your overall impression about the quality of Georgia's **technical and adult education** institutes (vocational and technical education)?

- Excellent     Very Good     Good     Fair     Poor     Uncertain

*The University System of Georgia consists of the following 34 public colleges and universities: Georgia Institute of Technology, Georgia State University, Medical College of Georgia, University of Georgia, Georgia Southern University, Valdosta State University, Albany State University, Armstrong Atlantic State University, Augusta State University, Clayton College & State University, Columbus State University, Fort Valley State University, Georgia College & State University, Georgia Southwestern State University, Kennesaw State University, North Georgia College & State University, Savannah State University, Southern Polytechnic State University, State University of West Georgia, Abraham Baldwin Agricultural College, Atlanta Metropolitan College, Bainbridge College, Coastal Georgia Community College, Dalton College, Darton College, East Georgia College, Floyd College, Gainesville College, Georgia Perimeter College, Gordon College, Macon College, Middle Georgia College, South Georgia College, and Waycross College.*

(7) What is your overall impression of the quality of the University System of Georgia?

- Excellent     Very Good     Good     Fair     Poor     Uncertain

(8) If you were considering where to locate your business, would the quality of the University System of Georgia be considered an "Asset" or a "Liability"?

- Asset     No effect     Liability     Uncertain

*The University System of Georgia serves a three-fold mission of teaching, research and public service. The public service component of this mission includes a variety of continuing education programs and services as well as various outreach centers including the Georgia Extension Service, the Rural Development Center, the Economic Development Institute and the Urban Life Center. The research component of the mission includes both applied and basic research. The teaching component includes instruction in undergraduate, graduate and professional programs.*

Considering the three-fold mission of our University System, how would you rate the achievement of our system in each of the three areas?

(9) Teaching

- Excellent     Very Good     Good     Fair     Poor     Uncertain

(10) Research

- Excellent     Very Good     Good     Fair     Poor     Uncertain

(11) Public Service

- Excellent     Very Good     Good     Fair     Poor     Uncertain

(12) Does the University System of Georgia appear to have clear vision of its mission?

- Yes     Mixed     No     Uncertain

(13) Does the University System of Georgia appear to be serving that mission in an effective manner?

- Yes     Mixed     No     Uncertain

(14) Has your firm ever employed graduates of the University System of Georgia?

- Yes     No     Uncertain

**If you answered "No" or "Uncertain" to question #14, please skip to question #22.**

How would you assess the preparation of these employees in the following areas?

(15) oral communication

- Excellent     Very Good     Good     Fair     Poor     Uncertain

(16) written communication

- Excellent     Very Good     Good     Fair     Poor     Uncertain

(17) computer skills

- Excellent     Very Good     Good     Fair     Poor     Uncertain

(18) quantitative/mathematical skills  
 Excellent     Very Good     Good     Fair     Poor     Uncertain

(19) critical thinking  
 Excellent     Very Good     Good     Fair     Poor     Uncertain

(20) ability to work in teams  
 Excellent     Very Good     Good     Fair     Poor     Uncertain

(21) overall performance  
 Excellent     Very Good     Good     Fair     Poor     Uncertain

(22) From the skills/qualities listed below, please select the three (3) skills which you feel are the most desirable in your employees.

- |   |   |
|---|---|
| <input type="checkbox"/> oral communication skill | <input type="checkbox"/> written communication skills     |
| <input type="checkbox"/> computer skills          | <input type="checkbox"/> quantitative/mathematical skills |
| <input type="checkbox"/> critical thinking skills | <input type="checkbox"/> ability to work in teams         |

(23) Has your company had to look outside of Georgia to find employees with skills specific to your employment needs?  
 Yes     No     Uncertain

(24) In which of the following capacities has your business (you and/or your employees) utilized the institutions of the University System of Georgia? (note: you may select more than one)

- to obtain an undergraduate degree
- to obtain a graduate degree
- to take courses in a continuing education or non-degree program
- to participate in professional training (including certificate programs)
- to call on the expertise of faculty for business needs
- to use institutional libraries for research
- to use physical facilities other than library
- to participate in cooperative education (co-op) programs
- to participate in internship programs
- to use institutional expertise on needs assessment or development of continuing education programs
- other \_\_\_\_\_

(25) What was your level of satisfaction with these services?  
 Very satisfied     Somewhat satisfied     Not satisfied     Not applicable/uncertain

(26) Does your firm offer tuition reimbursement to its employees?  
 Yes     No     Uncertain

*Our University System has become increasingly dedicated to the principle of "life-long learning." One component of "life-long learning" is the offering of **non-credit courses**. Another national trend is toward **certificate programs** in which participants obtain a competence in a specific skill or receive training specific to a selected industry. These programs are usually shorter in length than degree-granting programs.*

(27) Have you or your employees attended non-credit or continuing education courses offered by an institution of the University System of Georgia?  
 Yes     No     Uncertain

(28) Have you or your employees attended a certificate program offered by an institution of the University System of Georgia?  
 Yes     No     Uncertain

(29) Would you consider these programs to be a desirable focus for the University System?  
 Yes     No     Uncertain

(30) If you had a choice, would you prefer to conduct training internally or to "outsource" it to a college, university or technical institute?  
 Offer Internally     Outsource     Uncertain

(31) If you would outsource the training, would you prefer to have it conducted at your facilities or at a University System institution?

- My facilities                       University System                       Uncertain

(32) What type of programs would you prefer to outsource?

- programs which develop **oral communication** skills  
 programs which develop **written communication** skills  
 programs which develop **computer** skills  
 programs which develop **quantitative/mathematical** skills  
 programs which develop **critical thinking** skills  
 programs which develop **leadership or team-building** skills  
 program which address **legal/ethical** issues  
 other \_\_\_\_\_

(33) Has your company had to look to institutions outside the University System of Georgia to meet your continuing education needs?

- Yes                                       No                                       Uncertain

*The University System is considering developing databases that would provide a centralized source of information on resources available to businesses. These databases could include information on international business, internship programs, and continuing education programs.*

(34) How useful would a database on **international expertise and language skills of faculty** be to your business?

- Very useful                       Somewhat useful                       Not useful                       Uncertain

(35) How useful would a database on **business internship programs and University System students interested in internships** be to your business ?

- Very useful                       Somewhat useful                       Not useful                       Uncertain

(36) How useful would a database on **continuing education programs available through the University System** be to your business?

- Very useful                       Somewhat useful                       Not useful                       Uncertain

(37) Some educational institutions have begun offering courses and academic programs in which **instruction is given over the internet**. Would your company utilize or benefit from courses offered over the internet?

- Yes                       Possibly                       No                       Uncertain

(38) Some educational institutions have begun adopting an educational technology known as **Distance Learning** in which telecommunications and satellite technology are used to deliver classes to remote locations. Would your company utilize or benefit from distance learning?

- Yes                       Possibly                       No                       Uncertain

*We are interested in how your business recruits new employees and fills job vacancies. This information is very helpful to the University System's graduate placement services.*

(39) What percent of your new positions are filled with recent college graduates?

- Approximately \_\_\_\_ %                       Don't know/uncertain

(40) Do you request academic transcripts when hiring new employees?

- Yes                       No                       Uncertain

(41) Has your business ever used the graduate placement services of an institution in the University System of Georgia?

- Yes                       No                       Uncertain

(42) What was your level of satisfaction with this service?

- Very satisfied                       Somewhat satisfied                       Not satisfied                       Not applicable/uncertain

(43) What type of positions does your company or industry have the most trouble filling?

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(44) What do you believe are the University System's strengths and weaknesses?

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(45) Based on your current projected business challenges, what are three (3) actions that the University System could take to better meet your needs?

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(46) What public service or outreach programs could the University System provide that would meet the needs of your business?

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*The following demographic information is collected for statistical purposes only.*

(47) Which of the following industries best describes your business?

- |   |  |
|---|--|
| <input type="checkbox"/> Agriculture                      | <input type="checkbox"/> Construction                        |
| <input type="checkbox"/> Finance, Real Estate & Insurance | <input type="checkbox"/> Manufacturing                       |
| <input type="checkbox"/> Mining                           | <input type="checkbox"/> Retail Trade                        |
| <input type="checkbox"/> Services or Government           | <input type="checkbox"/> Transportation and Public Utilities |
| <input type="checkbox"/> Wholesale Trade                  | <input type="checkbox"/> other _____                         |

(48) In total, how many people are employed by your company?

Full-time \_\_\_\_\_ Part-time \_\_\_\_\_

(49) In which county is your business office located?

County \_\_\_\_\_

(50) Is your business headquartered in Georgia?

- Yes  No

(51) Is your business a "regional office" for a national corporation?

- Yes  No

(52) Do you consider your business office location to be

- Urban  Suburban  Rural

(53) During the past five years, has your firm transferred any of its Georgia operations out-of-state?

- Yes  No  Uncertain



(54) If "yes", why were operations transferred out-of-state?

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(55) During the past five years, has your firm transferred any of its out-of-state operations into Georgia?  
 Yes  No  Uncertain

(56) If "yes", why were operations transferred into Georgia?

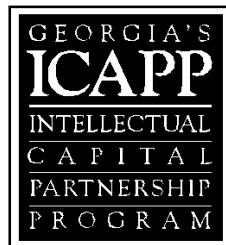
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**PLEASE RETURN THE COMPLETED SURVEY IN THE ENCLOSED ENVELOPE  
OR FAX TO (770)499-3209 BY FRIDAY, NOVEMBER 20th.**

Thank you for your assistance with this survey

Econometric Center  
Coles College of Business  
Kennesaw State University  
Kennesaw, GA 30144



Ramsey Chair of Private Enterprise  
School of Policy Studies  
Georgia State University  
Atlanta, GA 30303