



**WORKFORCE PREPARATION AND
HIGHER EDUCATION IN GEORGIA:**

**A Survey for the Board of Regents
of the University System of Georgia**

1997 Survey Report

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October, 1997

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Executive Summary

In March 1997, The Chancellor of The University System of Georgia commissioned a survey of Georgia human resource executives 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 June 1997, a written survey was sent to a group of Georgia human resource executives. The key findings of this survey are as follows.

- ◆ Georgia is highly regarded as a location in which to conduct business. A pro-business climate, its status as a regional hub and labor cost 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 a 1996 University System survey of Georgia business leaders, but designated the transportation and road system as the third top asset rather than labor cost. The preparation of its workforce and the quality of the primary and secondary school systems are considered its greatest weaknesses.
- ◆ The quality of education in Georgia receives mixed reviews. While the University System and DTAE are generally well regarded, the quality of the primary and secondary schools is of some concern. Primary and secondary education did receive a more favorable rating than in the general business leaders survey.
- ◆ Employers give University System graduates high marks for preparation and performance. The highest regard is for the graduates' computer skills and their oral communication skills.
- ◆ Employers identify critical thinking and oral communication 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's instructional capacity. Non-credit courses and certificate programs are seen as useful foci for the University System. Businesses are interested in "outsourcing" their educational programs to University System institutions, preferably with these programs delivered at the business location.
- ◆ 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 is still some uncertainty concerning the clarity of its vision.

**WORKFORCE PREPARATION 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.

The Board of Regents’ Office of Development and Economic Services launched the development of new partnerships with Georgia business and industry that same month with a working breakfast of Georgia CEOs and university presidents hosted by Governor and Mrs. Zell Miller. These leaders assessed the strengths and weaknesses of the University System, and identified initiatives to address the needs of individual businesses and the economic development of the state. Similar sessions are being held in specific regions across the state.

In order to annually track perceptions of Georgia’s business climate and progress of the USG, 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 early the following year, with study results presented to the Board of Regents in November, 1996.

The Office of Development and Economic Services retained the Econometric Center and the Ramsey Chair of Private Enterprise again in 1997 to conduct a similar survey of Georgia’s human resources professionals. The Georgia membership of the Society of Human Resource Management (SHRM) was the population for this survey.

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 second week of June 1997, 992 questionnaires were mailed to the Georgia membership of Society for Human Resource Management (SHRM). A letter of support from Chancellor Stephen Portch was sent to survey recipients prior to distribution of the survey. A total of 221 completed surveys were returned. This represents a response rate of nearly 24%, after adjusting for undeliverable questionnaires.

Forty-six 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. Manufacturing and finance, insurance and real estate are over represented relative to their employment.

Survey respondents represent 46 of Georgia's 159 counties. Thirty-six percent of respondents report their business office to be urban while 14% considered it to be rural. Nearly 48% of respondents report that their business office is in the 20-county Atlanta MSA. Approximately 69% of respondents report to have over 250 full-time employees. While some responses varied across respondent groups, there is considerable agreement on many questions.

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 labor cost 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 1996 survey, but designated the transportation and road system as the third top asset rather than labor cost. The preparation of its workforce and the quality of the primary and secondary school systems are considered its greatest weaknesses.*

Businesses believe that the state is a favorable climate in which to conduct business. Over 75% of respondents rated Georgia as an "excellent" or "very good" location for conducting business. Less than 5% of respondents rated the state as "fair" and none selected "poor" (see question 1).

Over 77% 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, labor cost, and its location as a regional hub (see question 3). Labor cost replaced transportation and road system as one of the three most important factors in the human resource professionals survey. It was noted in the business leaders survey that labor cost was particularly important to goods-producing firms. Thus, increased importance of labor cost may reflect a greater proportion of goods-producing firms in the human resource survey. It is also likely that human resource executives are 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, the transportation and road system, and the regulatory environment (see question 4).

Over 15% of businesses report having transferred any of their Georgia operations out-of-state (see question 51). Businesses in goods-producing industries were most likely to transfer operations. Twenty-three percent reported transferring out-of-state operations into Georgia (see question 53). Large 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.*

- Thirty-two percent 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 57% of respondents rate the state's technical and adult education institutions as "excellent", "very good" or "good". Less than 1% of respondents rated technical and adult education as "excellent" (see question 6). In both surveys, respondents from service-producing industries rate Georgia's technical and adult education institutions more favorably than did respondents from goods-producing industries.
- Over 88% of Georgia's business leaders assess the quality of the University System as "excellent", "very good", or "good". Over 6% of respondents rated the quality of the University System as "excellent" (see question 7). The University System was rated more favorably by service-producing industries than by goods-producing industries.
- Over 60% 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). Respondents from service-producing industries were most likely to consider USG an asset.
- 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 82% 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 61% and 68% 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.*

- Ninety-five 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-eight percent of respondents rate USG graduates as "excellent", "very good", or "good" in terms of oral communication skills. Over 43% rate these graduates as "excellent" or "very good" (see question 15).
- Eighty percent of respondents rate USG graduates as having "excellent", "very good", or "good" written communication skills. Nearly 31% rate these graduates as "excellent" or "very good" (see question 16).
- Nearly 84% of respondents rate USG graduates as "excellent", "very good", or "good" in terms of computer skills. Over 38% rate these graduates as "excellent" or "very good" (see question 17). These ratings are significantly higher than in the business leaders' survey.
- Nearly 74% of respondents rate USG graduates as having "excellent", "very good", or "good" mathematical/quantitative skills. Nearly 30% 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).
- Over 76% 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 83% of business leaders rate USG graduates as "excellent", "very good", or "good" in terms of the ability to work in teams. Thirty-four percent rate these graduates as "excellent" or "very good" (see question 20).
- Over 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 35.5% of the survey's respondents (see question 21). For most skills and overall performance, respondents from service-producing industries rated USG graduates higher than did respondents from goods-producing industries.

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 receive 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. Critical thinking skills (76%) and oral communication skills (69%) and are considered most important. The ability to work in teams (52%) and written communications skills (45%) were frequently cited. Computer skills (34%) and quantitative skills (19%) were less likely to be named (see question 22).

Over 73% of business leaders report having looked outside Georgia to find employees with skills specific to their employment needs. This reading is much higher than the 35% reporting to hire from outside Georgia in the survey of business leaders (see question 23). Some of this variation may be explained by larger firms comprising a larger proportion of the population. However, it is likely that human resource executives are better informed concerning recruitment of workers with specialized skills than were respondents to the business leaders' survey.

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).

Nearly 82% of businesses report that a database on business internships would be "very useful" or "somewhat useful" (see question 35). This response is significantly more favorable than in the business leaders' survey.

Over 47% of businesses believe that a database on international expertise and language skills of faculty would be "very useful" or "somewhat useful" (see question 34).

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.*

Nearly 47% of businesses have participated in internship programs at University System institutions (see question 24). This response is significantly higher than the 19.5% reported in the survey of business leaders. Larger companies were more likely to sponsor internship programs.

Nearly 30% of businesses report utilizing faculty expertise. Large businesses are most likely to use this resource. Libraries (23%) are also well-utilized resources (see question 24).

Forty-five percent of respondents have used the graduate placement service of a University System of Georgia institution. (see question 40). These placement services receive mixed evaluations (see question 41).

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 considerable uncertainty about the utility of distance learning technology.*

Over 72% of all businesses report that their employees have previously enrolled in non-credit courses or continuing education courses (see question 27). Nearly 53% have employees who have previously enrolled in certificate programs (see question 28). Over 86% of respondents agree that such programs are a desirable focus for the University System (see question 29).

Over 45% of human resource executives prefer to outsource educational programs to a college or university rather than to offer these programs internally (see question 30). This is somewhat fewer than in the business leaders' survey.

Of businesses who would outsource educational programs, 62% prefer that these programs be delivered at their business location (see question 31).

Programs that develop computer skills (71%) or leadership and team building skills (60%) 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).

Over 61% of businesses have had to look outside the University System to meet their continuing education needs (see question 33). Large firms and businesses in goods-producing industries are most likely to do so.

Over 80% of businesses offer tuition reimbursement to their employees (see question 26).

Nearly 83% of businesses believe that they could possibly benefit from distance learning technology (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 is still some uncertainty concerning the clarity of its vision.*

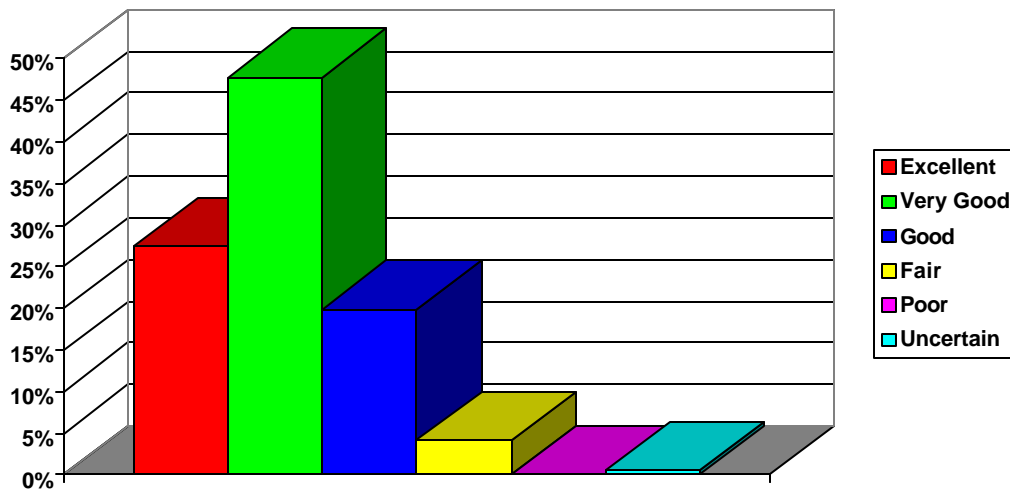
- Less than 39% of respondents feel that the University System has a clearly-defined mission (see question 12).
- Only 4% of respondents say that the University System does not have a clear mission.

**BUSINESS CONDITIONS AND HIGHER EDUCATION IN GEORGIA:
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Appendix I:

Responses to Individual Questions

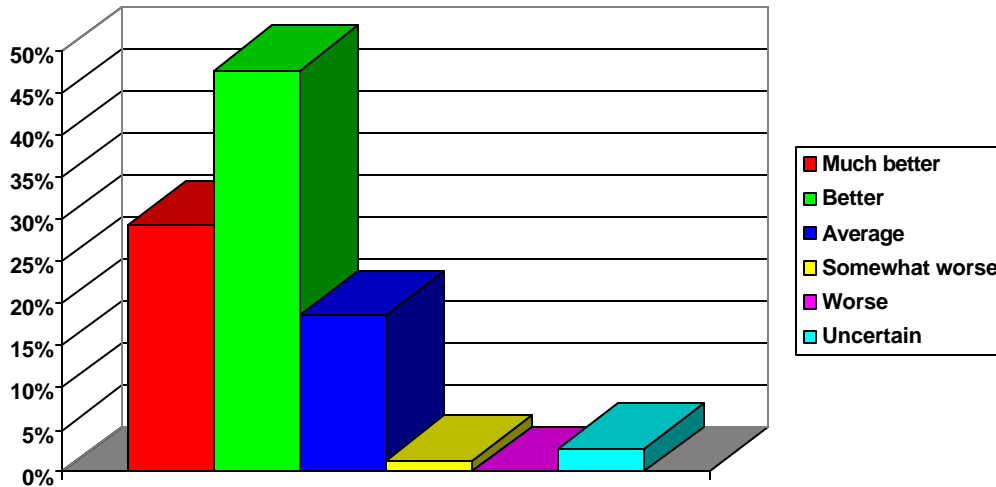
Question 1: Overall, how would you rate Georgia as a location for a company such as yours to operate?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	16.2%	33.3%	26.8%	28.3%	24.5%	27.5%
Very Good	44.6%	47.8%	47.4%	46.2%	50.9%	47.7%
Good	32.4%	16.7%	20.6%	22.6%	20.8%	20.2%
Fair	6.0%	2.2%	5.2%	1.9%	3.8%	4.1%
Poor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Uncertain	0.0%	0.0%	0.0%	0.9%	0.0%	0.5%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	13.5%	32.7%	29.1%	18.8%	23.3%	26.2%	24.7%	29.9%	24.9%
Very Good	40.4%	51.3%	51.8%	46.4%	47.9%	52.4%	47.4%	45.4%	49.0%
Good	39.3%	15.3%	17.0%	32.1%	26.0%	19.0%	24.7%	21.6%	23.3%
Fair	6.7%	0.7%	2.1%	2.7%	2.7%	2.4%	3.1%	3.1%	2.7%
Poor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Uncertain	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

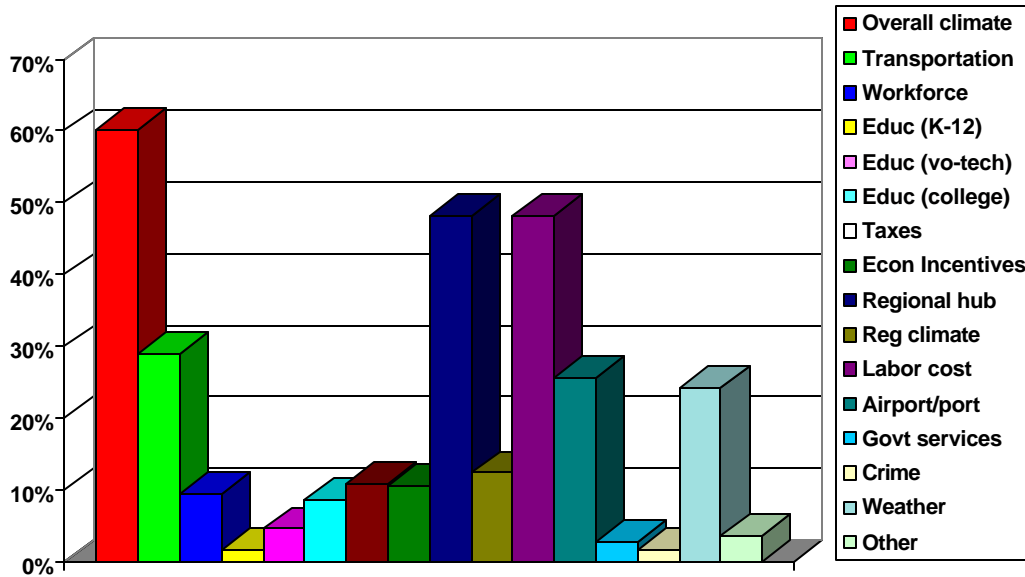
Question 2: Compared with other states in which you could realistically do business, is the Georgia business climate...



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Much better than average	26.0%	29.5%	28.7%	30.5%	32.1%	29.4%
Better than average	45.2%	53.4%	48.9%	45.7%	51.9%	47.7%
Average	26.0%	12.5%	18.1%	10.0%	14.2%	18.7%
Somewhat better than average	1.4%	0.0%	1.0%	1.0%	0.0%	1.4%
Much worse than average	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Uncertain	1.4%	4.5%	3.2%	2.9%	1.9%	2.8%

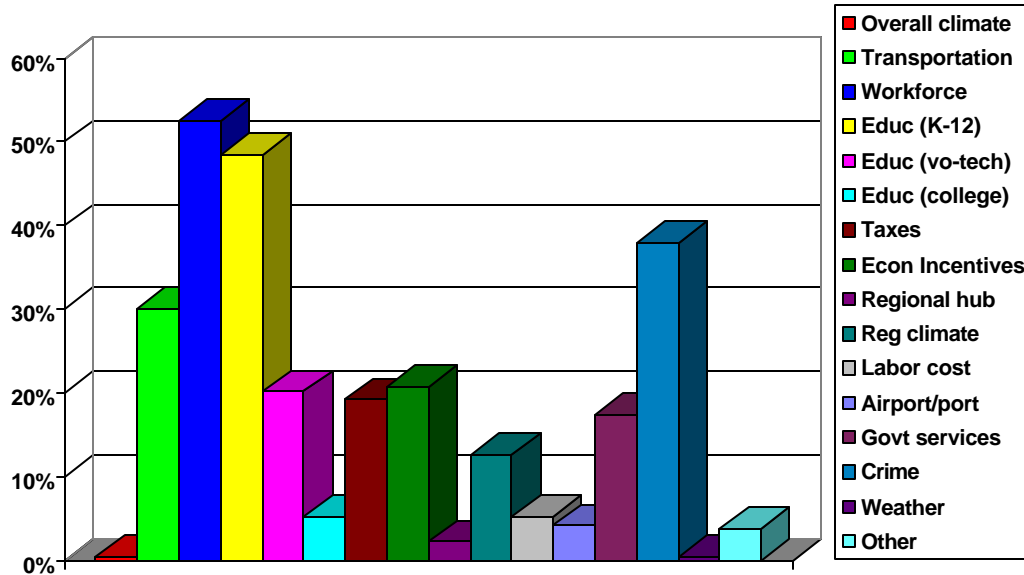
Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Much better than average	20.2%	40.3%	36.7%	25.7%	28.3%	41.7%	26.3%	46.7%	32.4%
Better than average	44.9%	45.0%	44.6%	49.6%	47.3%	44.0%	47.4%	35.4%	46.1%
Average	27.0%	10.7%	15.1%	18.6%	18.9%	7.1%	23.3%	12.5%	16.4%
Somewhat better than average	3.4%	0.0%	0.0%	1.8%	2.7%	1.2%	0.0%	1.0%	1.2%
Much worse than average	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Uncertain	4.5%	4.0%	3.6%	4.4%	2.7%	6.0%	3.2%	4.2%	0.0%

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?



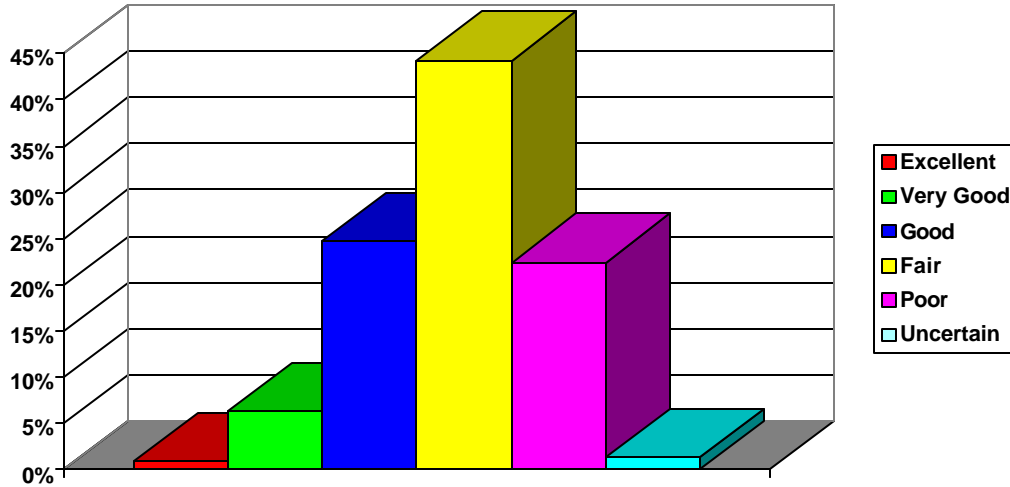
	Human Resource	Business Leaders
Overall Climate	60.1%	62.6%
Transportation system	28.9%	47.3%
Quality of Workforce	9.6%	7.3%
Education (K-12)	1.8%	1.9%
Education (voc-tech)	4.6%	5.3%
Education (coll & univ)	8.7%	8.0%
State & Local taxes	11.0%	11.1%
Economic Incentives	10.6%	8.8%
Regional hub	48.2%	47.7%
Regulatory climate	12.4%	14.1%
Labor cost	48.2%	29.0%
Access to airport/port	25.7%	21.8%
Govt services	2.8%	0.8%
Concern over crime	1.8%	1.5%
Weather	24.3%	28.6%
Other	3.7%	1.9%

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



	Human Resource	Business Leaders
Overall Climate	0.5%	1.1%
Transportation system	30.0%	6.1%
Quality of Workforce	52.6%	58.0%
Education (K-12)	48.4%	69.5%
Education (voc-tech)	20.2%	17.6%
Education (coll & univ)	5.2%	1.5%
State & Local taxes	19.2%	23.7%
Economic Incentives	20.7%	27.9%
Regional hub	2.3%	1.9%
Regulatory climate	12.7%	19.5%
Labor cost	5.2%	2.7%
Airport/port	4.2%	1.9%
Govt services	17.4%	17.6%
Concern over crime	38.0%	34.4%
Weather	0.5%	0.0%
Other	3.8%	6.1%

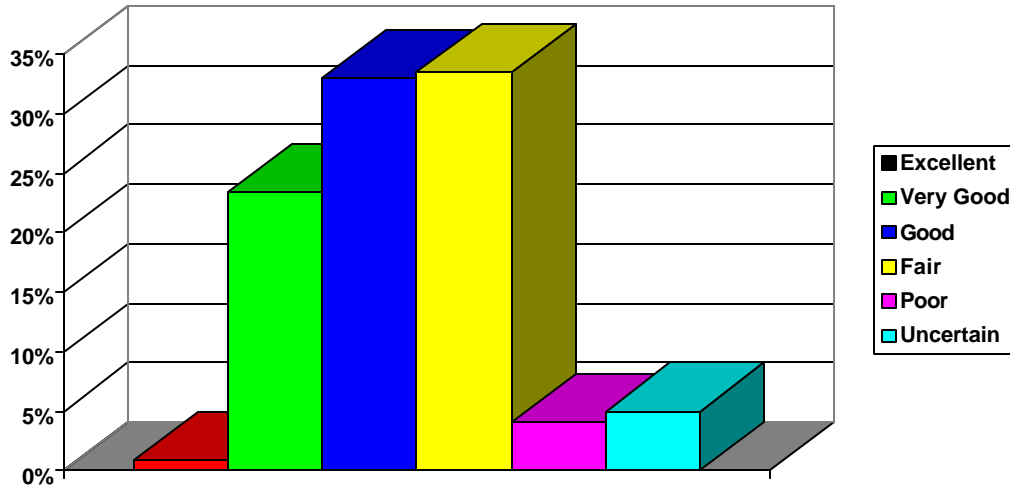
Question 5: What is your overall impression about the quality of Georgia's primary and secondary schools (kindergarten through 12th grade)?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	0.0%	1.1%	1.0%	0.9%	1.9%	0.9%
Very Good	5.3%	5.5%	5.1%	6.5%	4.6%	6.4%
Good	25.3%	19.8%	24.5%	24.3%	26.9%	24.5%
Fair	44.0%	48.6%	43.9%	46.7%	44.4%	44.5%
Poor	25.3%	23.1%	23.5%	21.5%	20.4%	22.3%
Uncertain	0.0%	2.2%	2.0%	0.0%	1.9%	1.4%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Very Good	1.1%	2.0%	4.9%	0.0%	2.6%	2.4%	2.1%	3.1%	2.7%
Good	23.3%	11.8%	16.2%	18.3%	16.9%	19.0%	15.5%	17.3%	16.9%
Fair	38.9%	52.6%	49.3%	43.5%	50.6%	47.6%	44.3%	48.0%	46.7%
Poor	36.7%	33.6%	29.6%	38.3%	29.9%	31.0%	38.1%	31.6%	33.7%
Uncertain	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

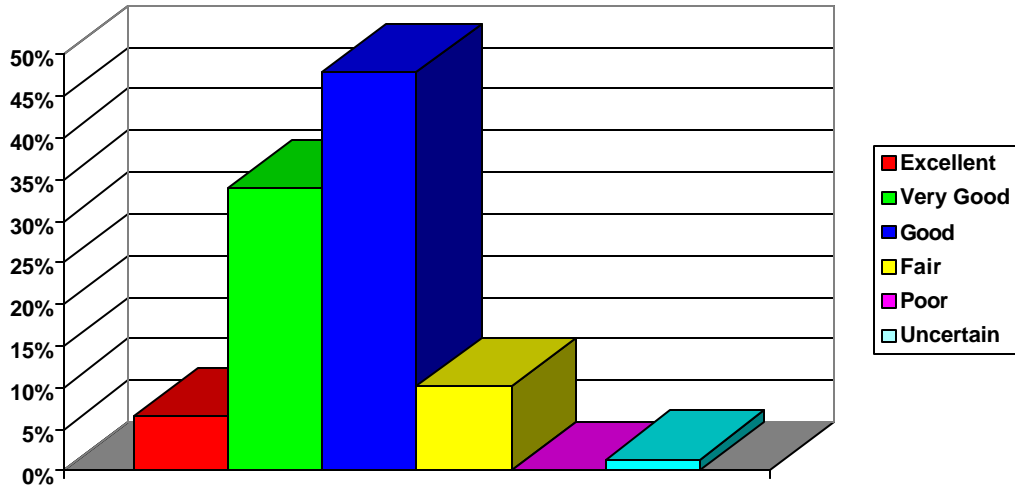
Question 6: What is your overall impression about the quality of Georgia's technical and adult education institutes (vocational and technical education)?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	0.0%	2.2%	1.0%	0.9%	0.9%	0.9%
Very Good	18.9%	23.2%	25.0%	20.6%	15.9%	23.4%
Good	27.0%	41.1%	34.4%	30.8%	36.4%	33.0%
Fair	44.6%	25.6%	28.1%	39.3%	35.5%	33.5%
Poor	6.8%	2.2%	5.2%	3.7%	3.7%	4.1%
Uncertain	2.7%	5.6%	6.3%	4.7%	7.5%	5.0%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	3.4%	3.3%	4.9%	1.8%	1.3%	1.2%	7.3%	2.0%	3.8%
Very Good	12.4%	20.3%	21.7%	19.3%	32.5%	14.1%	15.6%	17.3%	20.3%
Good	41.3%	47.1%	44.8%	41.2%	35.1%	43.5%	50.0%	44.9%	43.3%
Fair	28.1%	24.8%	23.1%	27.2%	22.1%	30.6%	21.9%	25.5%	24.5%
Poor	10.1%	3.9%	3.5%	7.9%	7.8%	7.1%	3.1%	8.2%	5.7%
Uncertain	4.5%	0.7%	2.1%	2.6%	1.3%	3.5%	2.1%	2.0%	2.3%

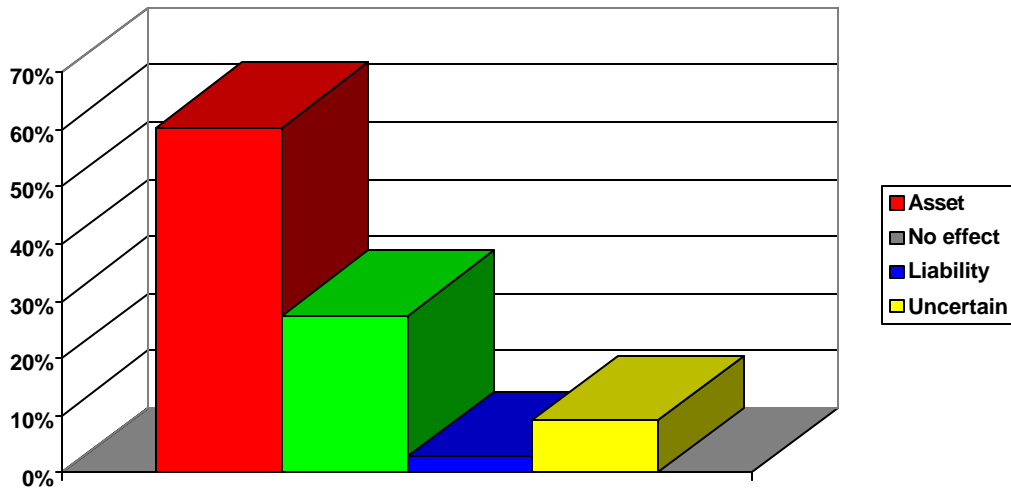
Question 7: What is your overall impression of the quality of the University System of Georgia?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	2.7%	8.0%	6.5%	6.5%	4.7%	6.5%
Very Good	25.7%	40.9%	37.6%	31.8%	38.7%	34.0%
Good	60.8%	38.6%	41.9%	52.3%	43.4%	47.9%
Fair	8.1%	12.5%	10.8%	9.3%	10.4%	10.2%
Poor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Uncertain	2.7%	0.0%	3.2%	0.0%	2.8%	1.4%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	3.4%	4.7%	5.6%	2.7%	6.5%	2.5%	4.2%	1.1%	4.3%
Very Good	36.8%	36.0%	38.0%	35.5%	41.6%	33.3%	36.8%	35.8%	37.1%
Good	49.4%	54.0%	52.1%	52.7%	44.2%	58.0%	52.6%	58.9%	51.6%
Fair	9.2%	4.0%	4.2%	6.4%	6.5%	4.9%	5.3%	3.2%	5.9%
Poor	0.0%	0.7%	0.0%	0.9%	0.0%	0.0%	1.1%	0.0%	0.4%
Uncertain	1.1%	0.7%	0.0%	1.8%	1.3%	1.2%	0.0%	1.1%	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?

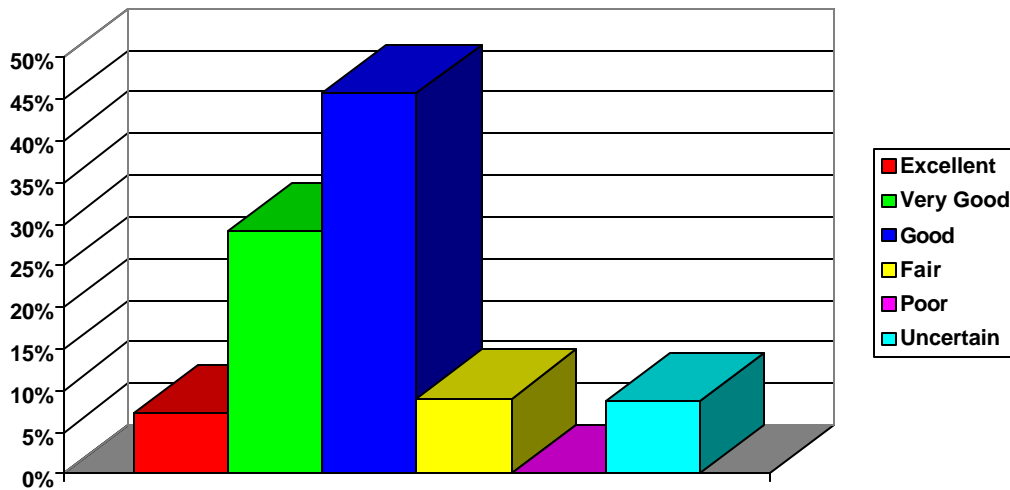


Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Asset	52.7%	65.2%	61.1%	60.7%	58.9%	60.4%
No effect	35.1%	23.6%	26.3%	29.0%	28.0%	27.6%
Liability	1.3%	3.4%	3.2%	2.8%	2.8%	2.8%
Uncertain	10.8%	7.9%	9.5%	7.5%	9.3%	9.2%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Asset	50.6%	60.1%	58.6%	55.3%	62.3%	45.3%	62.5%	50.0%	56.9%
No effect	47.2%	37.9%	39.4%	43.9%	36.4%	51.2%	36.5%	48.0%	41.2%
Liability	2.2%	0.7%	1.4%	0.0%	0.0%	2.4%	1.0%	1.0%	1.2%
Uncertain	0.0%	1.3%	0.7%	0.9%	1.3%	1.2%	0.0%	1.0%	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.

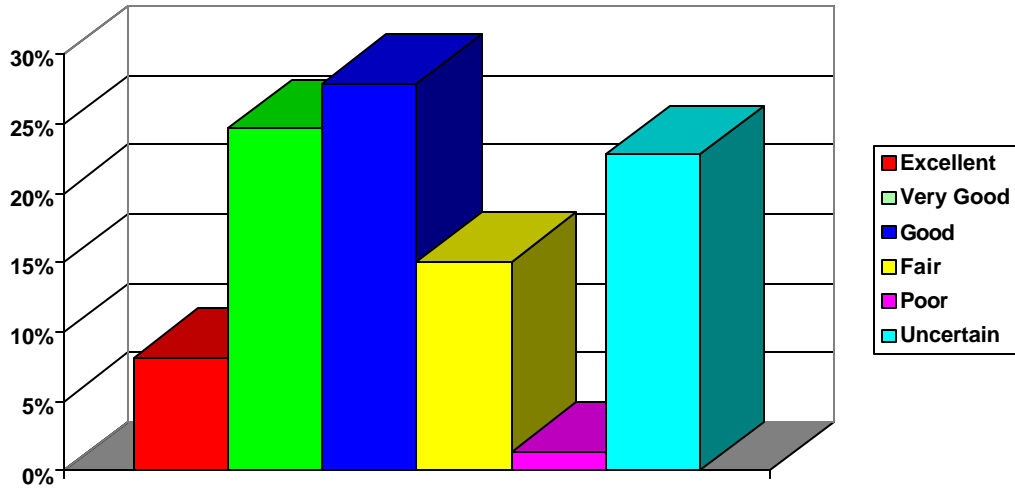
Question 9: Considering the three-fold mission of our University System, how would you rate the achievement of our system in teaching?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	2.7%	12.1%	6.3%	9.3%	7.5%	7.3%
Very Good	25.3%	30.8%	28.1%	30.6%	23.6%	29.2%
Good	54.7%	39.9%	45.8%	42.6%	48.1%	45.7%
Fair	14.7%	5.5%	8.3%	10.2%	6.6%	9.1%
Poor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Uncertain	2.7%	12.1%	11.5%	7.4%	14.2%	8.7%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	2.2%	2.6%	2.1%	2.6%	3.9%	1.2%	2.1%	2.0%	2.3%
Very Good	23.6%	34.0%	33.6%	28.9%	35.1%	27.4%	33.0%	27.6%	31.8%
Good	48.3%	51.0%	49.7%	50.9%	41.6%	53.6%	52.0%	51.0%	49.8%
Fair	12.4%	4.6%	5.6%	8.8%	10.4%	6.0%	5.2%	9.2%	7.3%
Poor	3.4%	1.3%	2.1%	0.9%	0.0%	3.6%	2.1%	3.1%	1.9%
Uncertain	10.1%	6.5%	7.0%	7.9%	9.1%	8.3%	5.2%	7.1%	7.3%

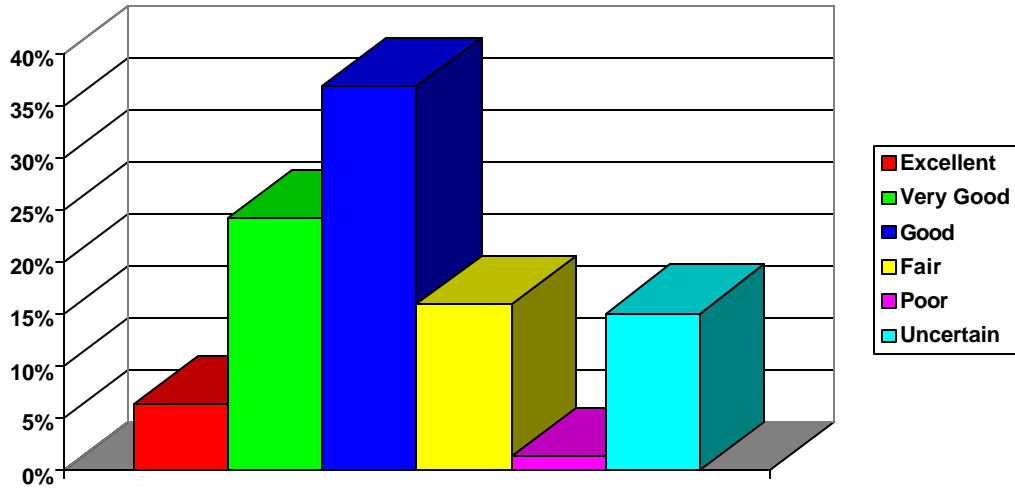
Question 10: Considering the three-fold mission of our University System, how would you rate the achievement of our system in research?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	4.0%	12.1%	7.3%	10.2%	10.4%	8.2%
Very Good	18.7%	24.2%	28.1%	21.3%	16.0%	24.7%
Good	41.3%	18.7%	24.0%	30.6%	26.4%	27.9%
Fair	17.3%	16.5%	12.5%	16.7%	14.2%	15.1%
Poor	0.0%	1.1%	1.0%	0.9%	1.9%	1.4%
Uncertain	18.7%	27.5%	27.1%	20.4%	31.1%	22.8%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	6.7%	5.2%	4.2%	8.7%	11.7%	4.8%	4.1%	7.1%	6.5%
Very Good	28.1%	37.5%	37.8%	27.4%	31.2%	32.5%	35.1%	29.6%	33.1%
Good	32.6%	30.9%	33.6%	31.9%	27.3%	39.8%	29.9%	38.8%	32.3%
Fair	7.9%	10.5%	8.4%	10.6%	11.7%	4.8%	11.3%	8.2%	9.6%
Poor	1.1%	0.7%	0.7%	0.0%	1.3%	1.2%	0.0%	1.0%	0.8%
Uncertain	23.6%	15.1%	15.4%	21.2%	16.9%	16.9%	19.6%	15.3%	17.7%

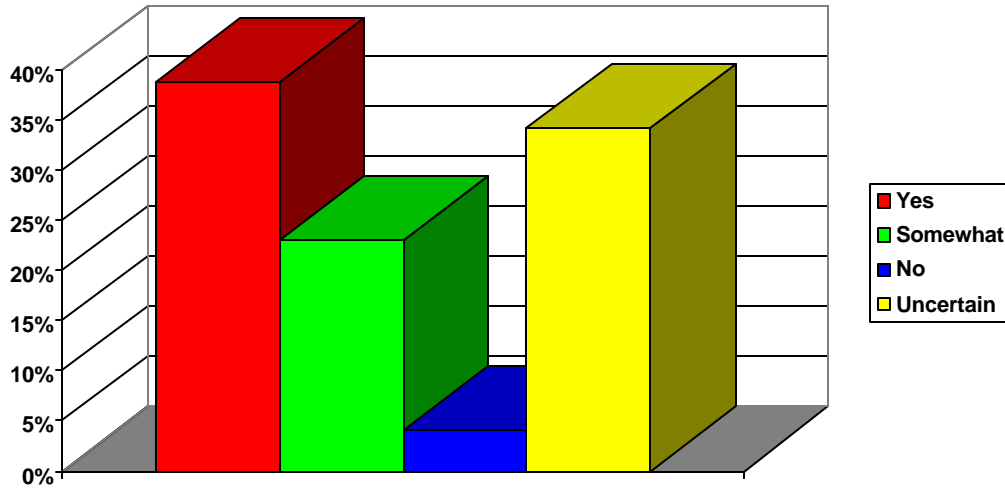
Question 11: Considering the three-fold mission of our University System, how would you rate the achievement of our system in public service?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	2.7%	9.9%	7.3%	6.5%	5.7%	6.4%
Very Good	18.7%	25.3%	21.9%	24.1%	19.8%	24.2%
Good	40.0%	31.9%	39.6%	34.3%	37.7%	37.0%
Fair	25.3%	15.4%	12.5%	20.4%	17.0%	16.0%
Poor	1.3%	1.1%	0.0%	1.9%	0.9%	1.4%
Uncertain	12.0%	16.5%	18.8%	13.0%	18.9%	15.1%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	0.0%	5.9%	4.2%	2.7%	5.3%	1.2%	5.2%	4.1%	3.8%
Very Good	18.2%	31.4%	32.2%	21.2%	17.1%	26.2%	36.1%	16.3%	27.3%
Good	39.8%	37.9%	37.8%	42.5%	42.1%	41.7%	35.1%	51.0%	39.2%
Fair	17.0%	14.4%	14.7%	15.0%	17.1%	15.5%	12.4%	17.3%	14.6%
Poor	3.4%	5.2%	4.9%	2.7%	5.3%	4.8%	3.1%	2.0%	4.6%
Uncertain	21.6%	5.2%	6.3%	15.9%	13.2%	1.7%	8.2%	9.2%	10.4%

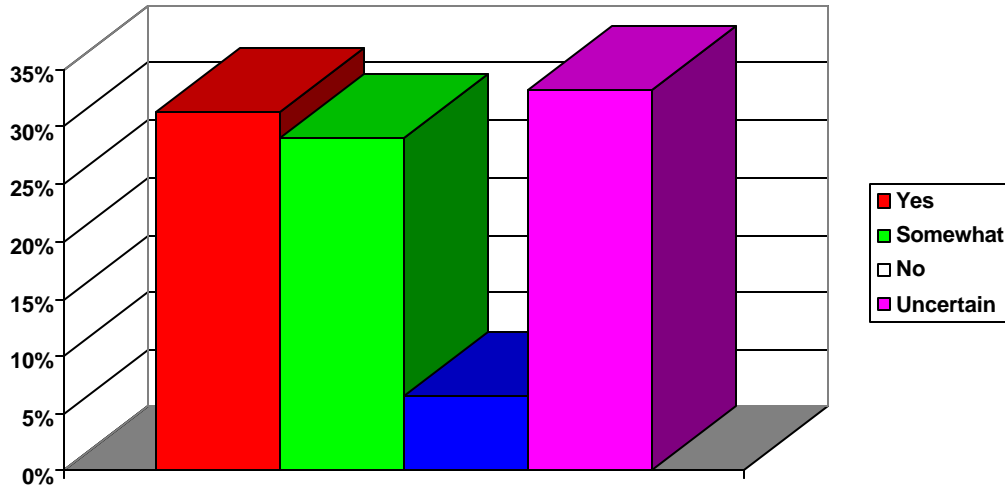
Question 12: Does the University System of Georgia appear to have clear vision of its mission?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	31.1%	43.3%	39.4%	36.1%	35.8%	38.7%
Somewhat	25.7%	21.1%	24.5%	21.3%	17.9%	23.0%
No	4.1%	3.3%	3.2%	5.6%	3.8%	4.1%
Uncertain	39.2%	32.2%	33.0%	37.0%	42.5%	34.1%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	27.0%	39.5%	36.6%	32.5%	32.5%	31.0%	39.6%	29.6%	34.6%
Somewhat	28.1%	33.6%	34.5%	28.9%	31.2%	34.5%	30.2%	36.7%	31.9%
No	7.9%	4.6%	6.3%	4.4%	3.9%	4.8%	8.3%	3.1%	6.2%
Uncertain	37.1%	22.4%	22.5%	34.2%	32.5%	29.8%	21.9%	30.6%	27.3%

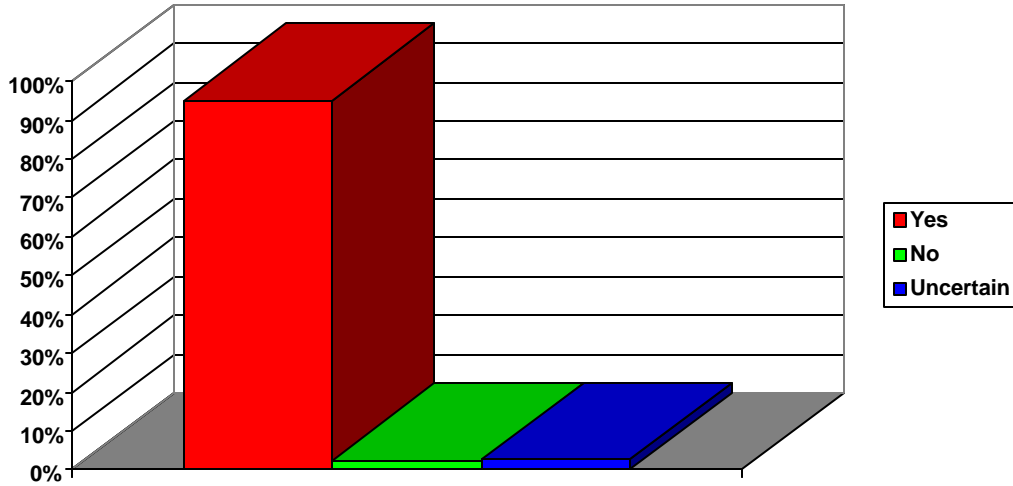
Question 13: Does the University System of Georgia appear to be serving that mission in an effective manner?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	25.3%	33.3%	31.9%	28.7%	29.5%	31.3%
Mixed	29.3%	28.9%	28.7%	27.8%	26.7%	29.0%
No	5.3%	5.6%	6.4%	6.5%	4.8%	6.5%
Uncertain	40.0%	32.2%	33.0%	37.0%	39.0%	33.2%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	19.3%	35.8%	33.1%	27.7%	28.9%	27.7%	34.4%	22.9%	30.6%
Mixed	31.8%	35.1%	35.2%	31.3%	36.8%	34.9%	29.3%	38.5%	33.7%
No	6.8%	4.0%	3.5%	6.3%	2.6%	4.8%	7.3%	5.2%	5.0%
Uncertain	42.0%	25.2%	28.2%	34.8%	31.6%	32.5%	29.9%	33.3%	30.6%

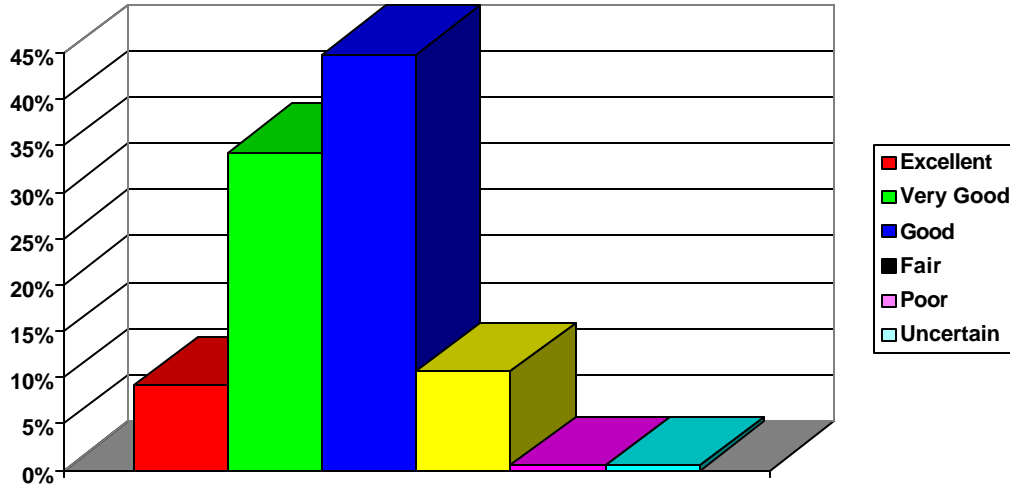
Question 14: Has your firm ever employed graduates of the University System of Georgia?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	94.7%	94.5%	93.8%	95.4%	92.5%	95.0%
No	4.0%	1.1%	4.1%	0.9%	4.7%	2.3%
Uncertain	1.3%	4.4%	2.1%	3.7%	2.8%	2.7%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	86.5%	94.0%	86.6%	95.6%	89.3%	88.1%	93.8%	88.5%	90.7%
No	11.2%	4.0%	11.3%	2.7%	9.3%	9.5%	4.1%	10.4%	7.3%
Uncertain	2.2%	2.0%	2.1%	1.8%	1.3%	2.4%	2.1%	1.0%	1.9%

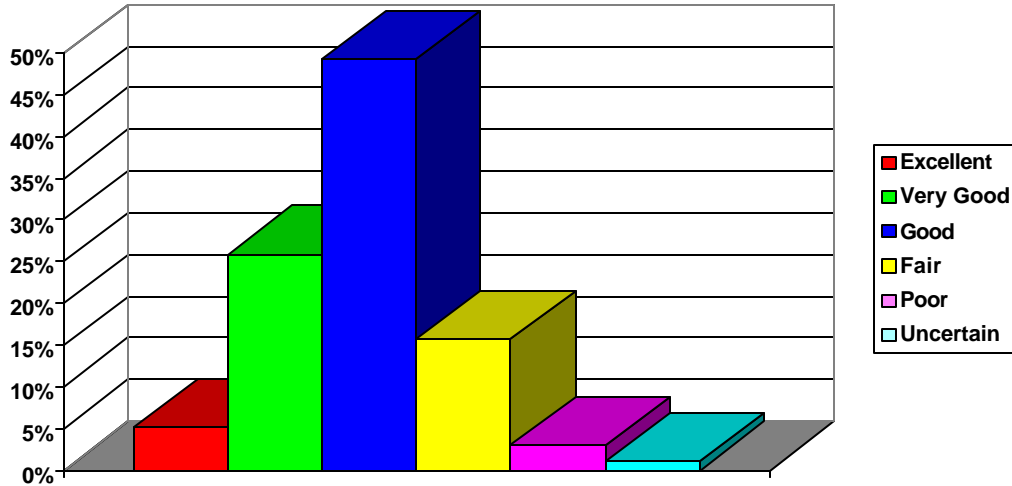
Question 15: How would you assess the preparation of these employees in oral communication?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	6.2%	9.5%	10.3%	8.2%	9.4%	9.1%
Very Good	29.2%	38.1%	35.6%	30.6%	35.4%	34.3%
Good	47.7%	42.9%	41.4%	50.0%	42.7%	44.9%
Fair	16.9%	7.1%	10.3%	11.2%	11.5%	10.6%
Poor	0.0%	1.2%	1.1%	0.0%	0.0%	0.5%
Uncertain	0.0%	1.2%	1.1%	0.0%	1.0%	0.5%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	2.7%	7.9%	8.3%	3.8%	7.7%	5.6%	6.7%	5.9%	6.6%
Very Good	22.7%	28.1%	28.9%	26.0%	27.7%	23.6%	30.3%	25.9%	27.5%
Good	58.7%	47.5%	44.6%	57.0%	49.2%	52.8%	48.3%	52.9%	49.8%
Fair	12.0%	15.8%	15.7%	11.5%	13.8%	15.3%	13.5%	12.9%	14.4%
Poor	2.7%	0.0%	1.7%	0.0%	0.0%	1.4%	1.1%	0.0%	0.9%
Uncertain	1.3%	0.7%	0.8%	1.0%	1.5%	1.4%	0.0%	2.4%	0.9%

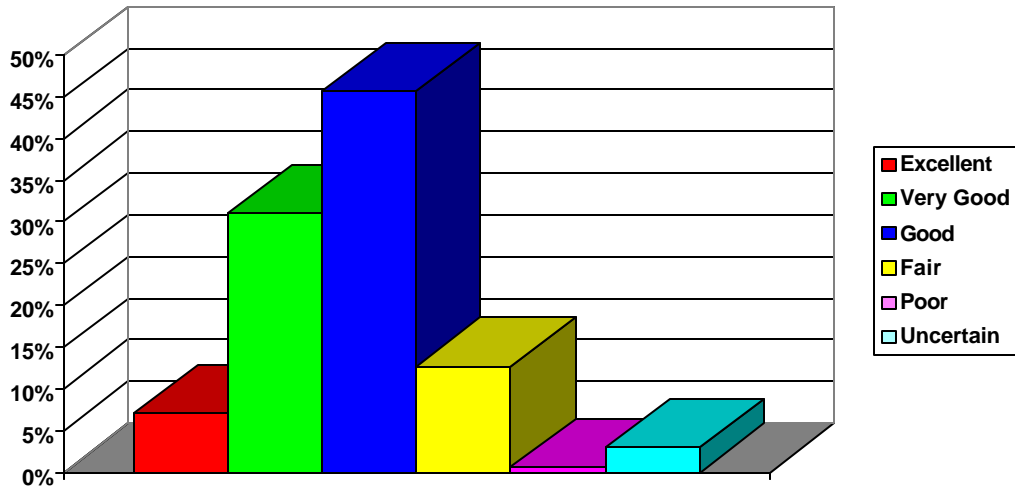
Question 16: How would you assess the preparation of these employees in written communication?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	0.0%	9.6%	3.5%	6.1%	5.2%	5.1%
Very Good	24.6%	27.7%	26.7%	23.5%	28.1%	25.9%
Good	50.8%	47.0%	51.2%	49.0%	45.8%	49.2%
Fair	21.5%	10.8%	14.0%	18.4%	15.6%	15.7%
Poor	3.1%	3.6%	3.5%	2.0%	4.2%	3.0%
Uncertain	0.0%	1.2%	1.2%	1.0%	1.0%	1.0%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	2.7%	6.5%	6.6%	3.8%	4.6%	5.6%	5.6%	4.7%	5.2%
Very Good	14.7%	23.7%	25.6%	16.3%	24.6%	11.1%	27.0%	16.5%	21.4%
Good	49.3%	44.6%	43.8%	48.1%	40.0%	54.2%	42.7%	49.4%	45.4%
Fair	28.0%	20.1%	19.0%	27.9%	27.7%	19.4%	22.5%	20.0%	22.7%
Poor	2.7%	4.3%	4.1%	1.9%	1.5%	8.3%	1.1%	7.1%	3.9%
Uncertain	2.7%	0.7%	0.8%	1.9%	1.5%	1.4%	1.1%	2.4%	1.3%

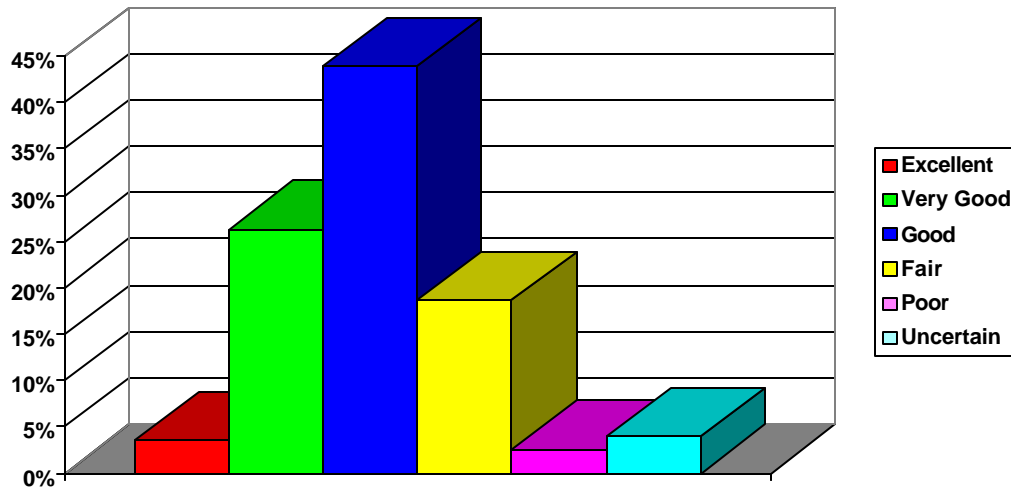
Question 17: How would you assess the preparation of these employees in computer skills?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	4.6%	9.6%	4.7%	8.2%	7.3%	7.1%
Very Good	26.2%	30.1%	34.9%	27.6%	31.3%	31.0%
Good	56.9%	41.0%	44.2%	49.0%	44.8%	45.7%
Fair	12.3%	15.7%	12.8%	12.2%	12.5%	12.7%
Poor	0.0%	0.0%	0.0%	1.0%	0.0%	0.5%
Uncertain	0.0%	3.6%	3.5%	2.0%	4.2%	3.0%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	5.4%	5.8%	5.0%	5.8%	7.7%	4.2%	5.7%	4.7%	5.7%
Very Good	17.6%	25.9%	24.2%	21.2%	20.0%	26.4%	20.5%	23.5%	22.8%
Good	48.6%	41.7%	38.3%	52.9%	50.8%	37.5%	46.6%	43.5%	44.3%
Fair	16.2%	20.1%	24.2%	12.5%	16.9%	18.1%	20.5%	17.6%	18.4%
Poor	4.1%	1.4%	3.3%	0.0%	1.5%	4.2%	1.1%	2.4%	2.6%
Uncertain	8.1%	5.0%	5.0%	7.7%	3.1%	9.7%	5.7%	8.2%	6.1%

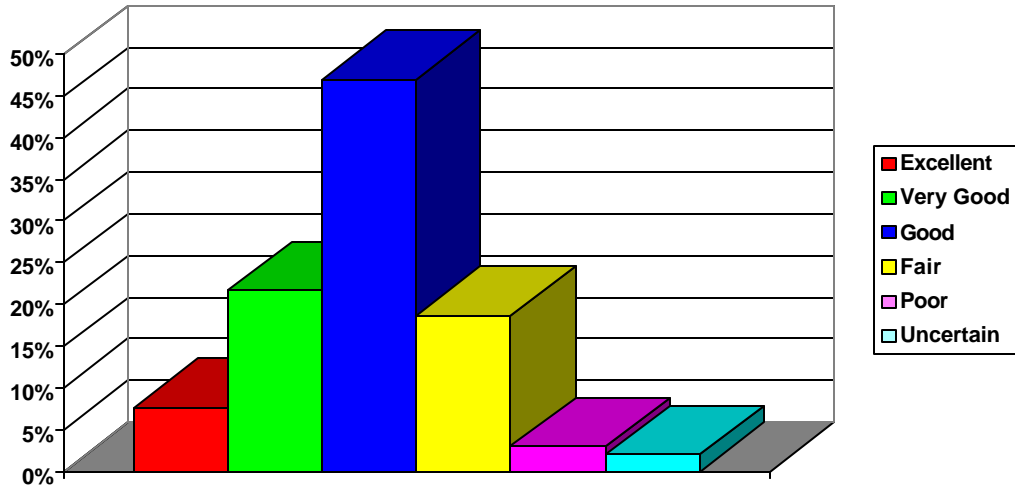
Question 18: How would you assess the preparation of these employees in quantitative/mathematical skills?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	0.0%	7.2%	3.5%	5.1%	5.2%	4.5%
Very Good	19.7%	27.7%	29.1%	23.2%	24.7%	26.3%
Good	51.4%	42.2%	44.2%	44.4%	42.3%	43.9%
Fair	22.7%	18.1%	15.1%	23.2%	19.6%	18.7%
Poor	4.5%	1.2%	1.2%	3.0%	4.1%	2.5%
Uncertain	1.5%	3.6%	7.0%	1.0%	4.1%	4.0%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	2.7%	2.9%	2.5%	3.8%	3.1%	4.2%	2.2%	3.5%	3.1%
Very Good	21.3%	25.9%	27.35	22.1%	29.2%	23.6%	22.5%	29.4%	25.3%
Good	46.7%	50.4%	50.4%	47.1%	40.0%	44.4%	58.4%	37.8%	48.0%
Fair	18.7%	16.5%	16.5%	18.3%	23.1%	15.3%	14.6%	21.2%	17.5%
Poor	6.7%	2.2%	2.5%	3.8%	1.5%	8.3%	1.1%	4.7%	3.5%
Uncertain	4.0%	2.2%	0.8%	4.8%	3.1%	4.2%	1.1%	3.5%	2.6%

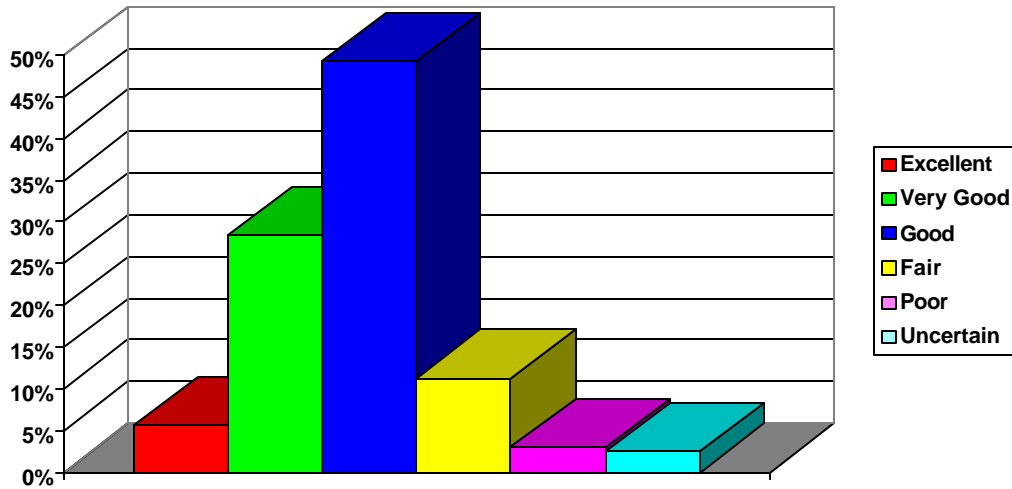
Question 19: How would you assess the preparation of these employees in critical thinking?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	1.5%	10.8%	8.1%	7.1%	6.2%	7.6%
Very Good	22.7%	22.9%	20.9%	21.2%	23.7%	21.7%
Good	48.5%	38.6%	53.5%	43.4%	46.4%	47.0%
Fair	21.2%	24.1%	14.0%	22.2%	16.5%	18.7%
Poor	6.1%	0.0%	1.2%	5.1%	3.1%	3.0%
Uncertain	0.0%	3.6%	2.3%	1.0%	4.1%	2.0%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	1.3%	4.3%	4.1%	3.8%	4.6%	4.2%	3.4%	3.5%	3.9%
Very Good	24.0%	23.7%	25.6%	21.2%	26.2%	19.4%	25.8%	23.5%	24.0%
Good	36.0%	54.0%	47.9%	47.1%	44.6%	43.1%	51.7%	43.5%	46.7%
Fair	29.3%	16.5%	19.0%	24.0%	21.5%	25.0%	18.0%	23.5%	21.4%
Poor	5.3%	0.7%	2.5%	1.0%	1.5%	5.6%	0.0%	3.5%	2.2%
Uncertain	4.0%	0.7%	0.8%	2.9%	1.5%	2.8%	1.1%	2.4%	1.7%

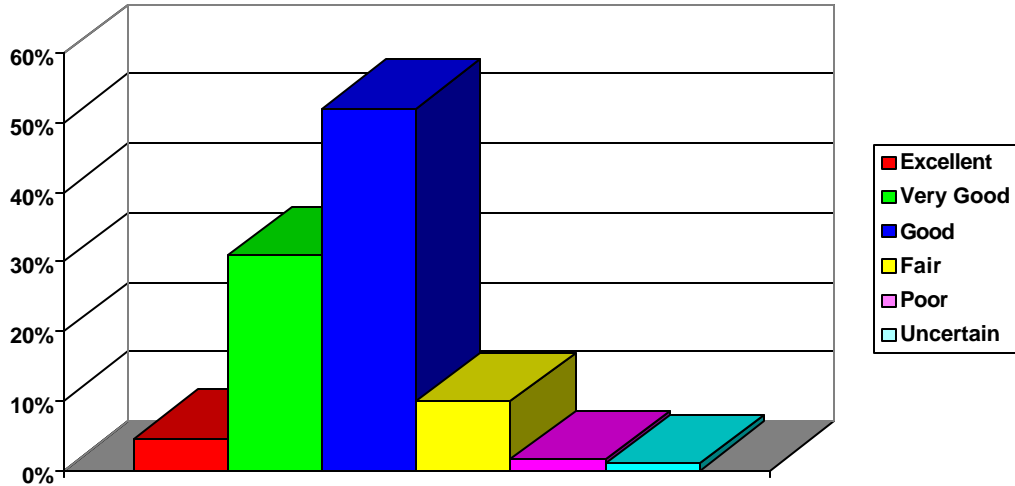
Question 20: How would you assess the preparation of these employees in the ability to work in teams?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	1.5%	8.4%	4.7%	6.1%	5.2%	5.6%
Very Good	27.7%	28.9%	27.9%	29.6%	27.1%	28.4%
Good	49.2%	49.4%	50.0%	48.0%	52.1%	49.2%
Fair	13.8%	9.6%	12.8%	9.2%	9.4%	11.2%
Poor	4.6%	1.2%	1.2%	5.1%	2.1%	3.0%
Uncertain	3.1%	2.4%	3.5%	2.0%	4.2%	2.5%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	4.0%	4.3%	3.3%	4.8%	7.7%	4.2%	2.2%	7.1%	4.4%
Very Good	26.7%	33.8%	34.7%	28.8%	26.2%	29.2%	38.2%	28.2%	31.9%
Good	45.3%	55.4%	48.8%	54.8%	55.4%	51.4%	47.2%	48.2%	50.7%
Fair	14.7%	5.0%	9.9%	6.7%	7.7%	9.7%	9.0%	11.8%	9.2%
Poor	5.3%	0.0%	1.7%	1.9%	0.0%	2.8%	2.2%	1.2%	1.7%
Uncertain	4.0%	1.4%	1.7%	2.9%	3.1%	2.8%	1.1%	3.5%	2.2%

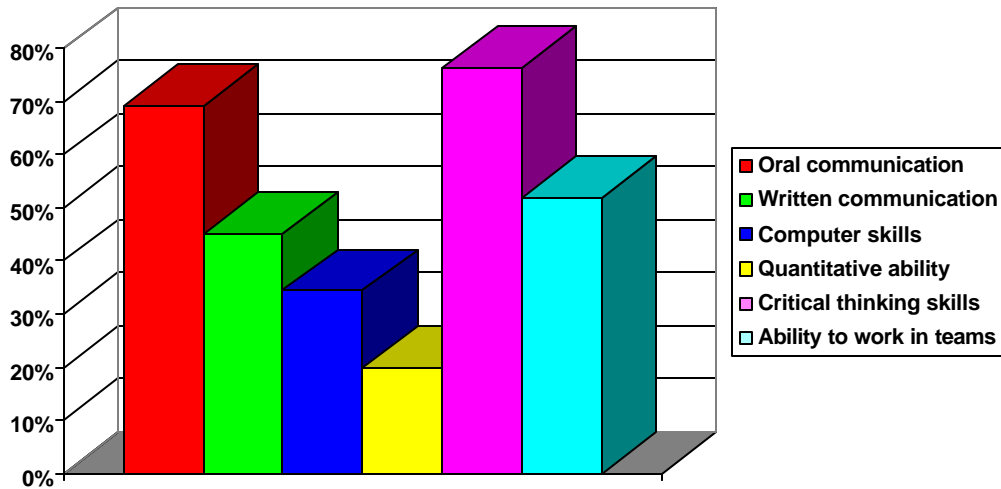
Question 21: How would you assess the overall preparation of these employees?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Excellent	1.6%	8.4%	2.4%	6.1%	4.2%	4.6%
Very Good	30.2%	27.7%	34.9%	27.6%	29.2%	30.9%
Good	50.8%	53.0%	53.0%	52.0%	56.3%	52.1%
Fair	12.7%	9.6%	7.2%	11.2%	7.3%	9.8%
Poor	4.8%	0.0%	1.2%	2.0%	2.1%	1.5%
Uncertain	0.0%	1.2%	1.2%	1.0%	1.0%	1.0%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Excellent	2.7%	4.3%	4.1%	3.9%	4.7%	4.1%	3.3%	4.7%	3.9%
Very Good	24.0%	30.7%	30.1%	26.2%	28.1%	21.9%	34.4%	23.5%	28.7%
Good	54.7%	56.4%	55.3%	57.3%	53.1%	60.3%	53.3%	57.6%	55.2%
Fair	16.0%	7.9%	8.9%	11.7%	12.5%	11.0%	8.9%	11.8%	10.9%
Poor	1.3%	0.0%	0.8%	0.0%	0.0%	1.4%	0.0%	0.0%	0.4%
Uncertain	1.3%	0.7%	0.8%	1.0%	1.6%	1.4%	0.0%	2.4%	0.9%

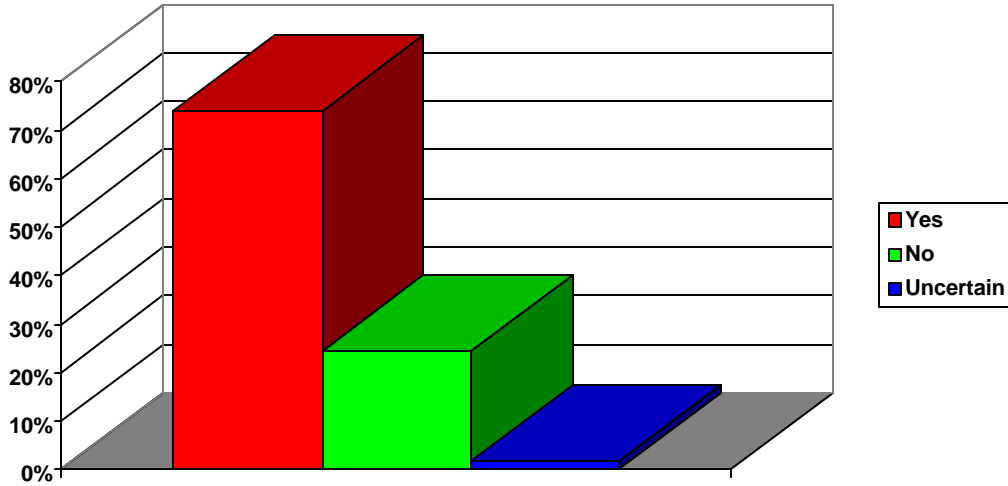
Question 22: From the skills/qualities listed below, please select the three skills which you feel are the most desirable in your employees.



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Oral communication	64.5%	70.3%	69.4%	67.6%	65.7%	69.2%
Written communication	42.1%	44.0%	49.0%	41.7%	47.2%	45.2%
Computer skills	30.3%	37.4%	42.9%	28.7%	38.9%	34.4%
Quantitative ability	32.9%	14.3%	20.4%	21.3%	16.7%	19.9%
Critical thinking skills	75.0%	78.0%	66.3%	85.2%	77.8%	76.5%
Ability to work in teams	53.9%	52.7%	51.0%	52.8%	53.7%	52.0%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Oral communication	65.6%	81.7%	76.2%	73.0%	71.4%	76.5%	77.3%	76.5%	74.8%
Written communication	42.2%	49.7%	49.7%	45.2%	46.8%	51.8%	45.4%	49.0%	48.1%
Computer skills	20.0%	34.6%	38.5%	20.0%	23.4%	29.4%	36.1%	26.5%	30.2%
Quantitative ability	31.1%	11.8%	12.6%	26.1%	18.2%	20.0%	18.6%	15.3%	18.7%
Critical thinking skills	68.9%	64.1%	63.6%	69.9%	74.0%	61.2%	63.9%	71.4%	66.4%
Ability to work in teams	62.2%	52.3%	53.8%	58.3%	55.8%	55.3%	54.6%	55.1%	55.3%

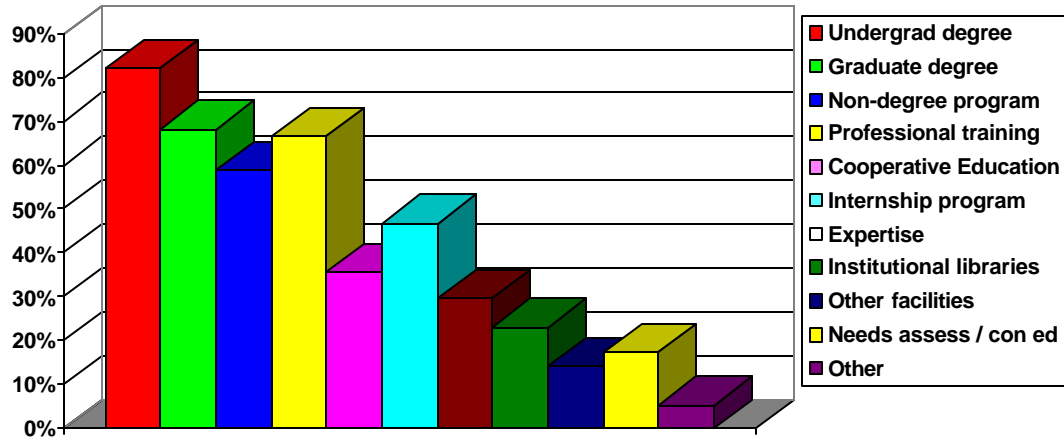
Question 23: Has your company ever had to look outside Georgia to find employees with skills specific to your employment needs?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	81.6%	69.2%	61.2%	85.2%	69.4%	73.8%
No	17.1%	28.6%	36.7%	13.0%	27.8%	24.4%
Uncertain	1.3%	2.2%	2.0%	1.9%	2.8%	1.8%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	66.7%	16.0%	14.1%	61.1%	43.2%	37.6%	26.8%	42.1%	35.1%
No	30.0%	82.0%	83.8%	36.3%	51.4%	60.0%	73.2%	53.7%	62.5%
Uncertain	3.3%	2.0%	2.1%	2.7%	5.4%	2.4%	0.0%	4.2%	2.3%

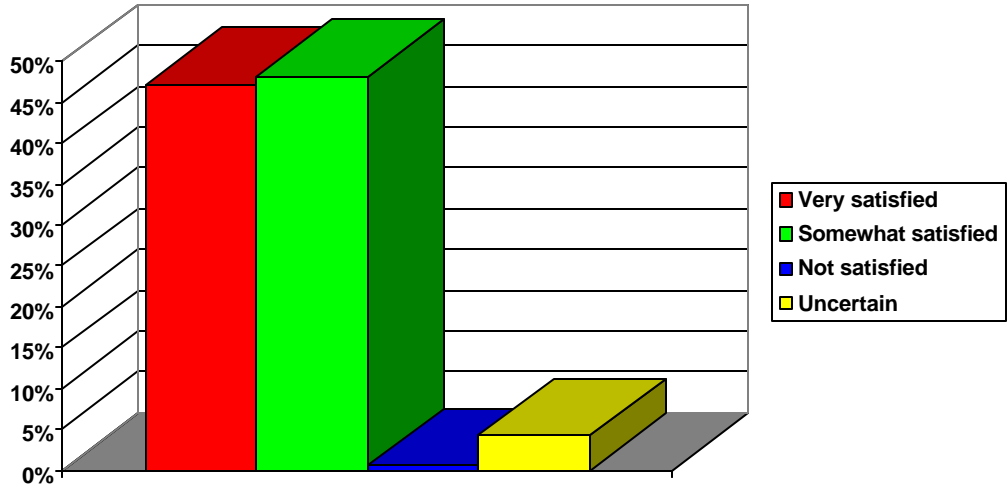
Question 24: In which of the following capacities has your business (you and/or your employees) utilized the institutions of the University System?
(note: you may select more than one)



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Undergrad degree	83.8%	85.1%	75.5%	87.6%	79.8%	82.2%
Graduate degree	63.5%	72.4%	57.4%	78.15	63.5%	68.2%
Non-degree program	56.8%	65.5%	54.3%	61.9%	56.7%	58.9%
Professional training	64.9%	69.0%	66.0%	68.6%	63.5%	66.8%
Cooperative education	40.5%	34.5%	22.3%	47.6%	30.8%	35.5%
Internship program	36.5%	48.3%	37.2%	52.4%	51.0%	46.7%
Expertise of faculty	27.0%	31.0%	21.3%	36.2%	25.0%	29.4%
Institutional libraries	16.2%	26.4%	23.4%	21.9%	21.2%	22.9%
Other facilities	9.5%	14.4%	10.6%	17.1%	10.0%	14.0%
Needs assessment or contin educ program	16.2%	20.7%	12.8%	21.9%	10.6%	17.3%
Other	2.7%	5.7%	3.2%	4.8%	5.8%	5.1%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Undergrad degree	75.6%	82.4%	69.2%	84.3%	70.1%	80.0%	78.4%	74.5%	76.3%
Graduate degree	55.6%	36.6%	25.2%	66.1%	54.5%	48.2%	30.9%	49.0%	43.5%
Non-degree program	58.9%	56.2%	53.1%	63.5%	59.7%	62.4%	50.5%	59.2%	57.6%
Professional training	53.3%	62.1%	58.7%	56.5%	61.0%	50.6%	62.9%	53.1%	58.4%
Cooperative education	28.9%	20.9%	18.2%	33.0%	22.1%	29.4%	22.7%	23.5%	24.4%
Internship program	20.0%	19.0%	15.4%	22.6%	24.7%	20.0%	14.4%	24.5%	19.5%
Expertise of faculty	48.9%	35.9%	35.0%	47.8%	45.5%	44.7%	35.1%	51.0%	41.2%
Institutional libraries	27.8%	20.3%	18.2%	27.8%	28.6%	25.9%	14.4%	31.6%	22.1%
Other facilities	18.9%	25.5%	19.6%	26.1%	24.7%	23.5%	21.6%	27.6%	22.9%
Needs assessment or contin educ program	na	na	na	na	na	na	na	na	na
Other	1.1%	3.3%	3.5%	1.7%	5.2%	2.4%	1.0%	2.0%	2.7%

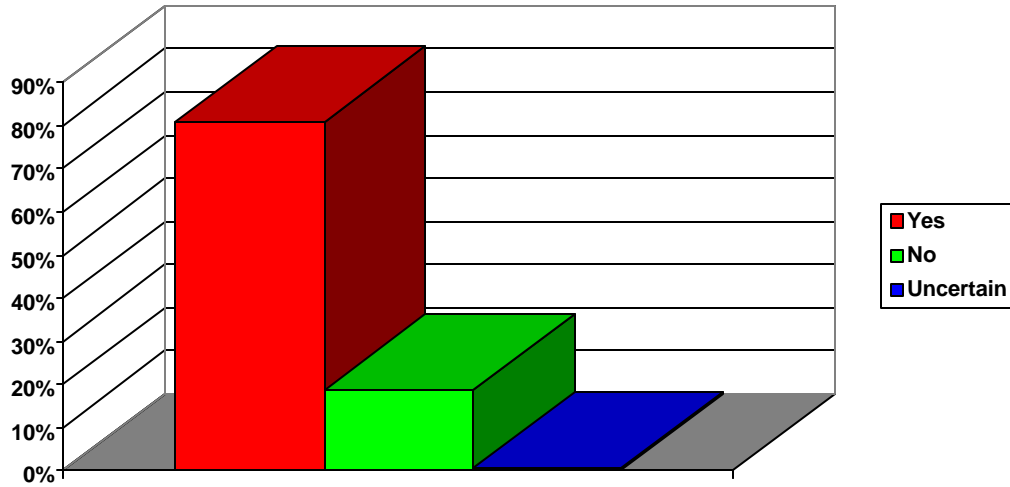
Question 25: What was your level of satisfaction with this service?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Very satisfied	41.9%	47.2%	52.15	44.9%	46.2%	47.2%
Somewhat satisfied	56.8%	44.4%	41.5%	51.4%	48.1%	48.1%
Not satisfied	0.0%	1.1%	1.1%	0.0%	1.0%	0.5%
Uncertain	1.4%	6.7%	5.3%	3.7%	4.8%	4.2%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Very satisfied	40.4%	54.0%	55.4%	43.0%	45.3%	45.9%	56.4%	49.0%	49.8%
Somewhat satisfied	53.9%	40.7%	40.3%	51.8%	49.3	48.2%	39.4%	46.9%	45.1%
Not satisfied	3.4%	0.7%	0.7%	1.8%	0.0%	2.4%	2.1%	1.0%	1.6%
Uncertain	2.2%	4.7%	3.6%	3.5%	5.3%	3.5%	2.1%	3.1%	3.5%

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

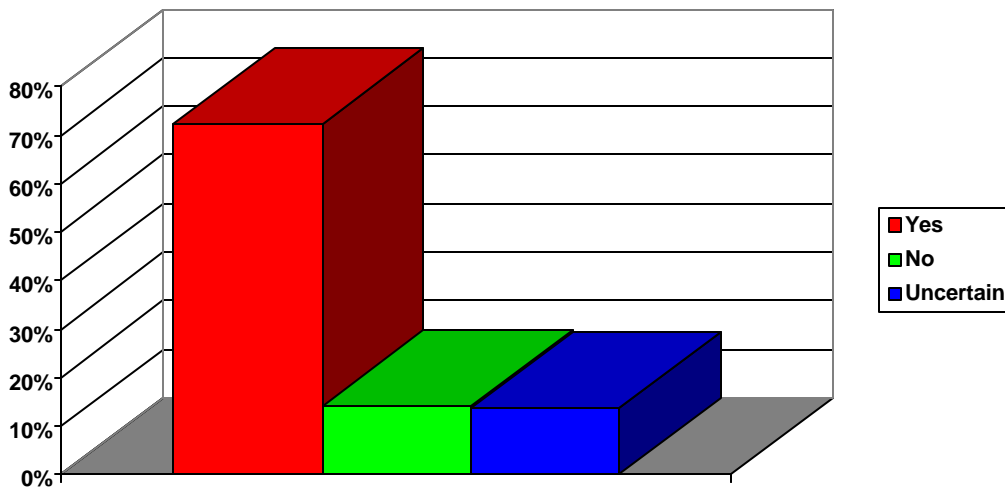


Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	88.2%	76.4%	74.2%	87.0%	83.2%	80.8%
No	11.8%	22.5%	24.7%	13.0%	15.9%	18.7%
Uncertain	0.0%	1.1%	1.0%	0.0%	0.9%	0.5%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	76.7%	55.6%	57.7%	68.7%	56.6%	67.1%	65.6%	62.9%	63.1%
No	21.2%	44.4%	42.3%	28.9%	42.1%	32.9%	33.3%	37.1%	36.2%
Uncertain	2.2%	0.0%	0.0%	1.8%	1.3%	0.0%	1.0%	0.0%	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.

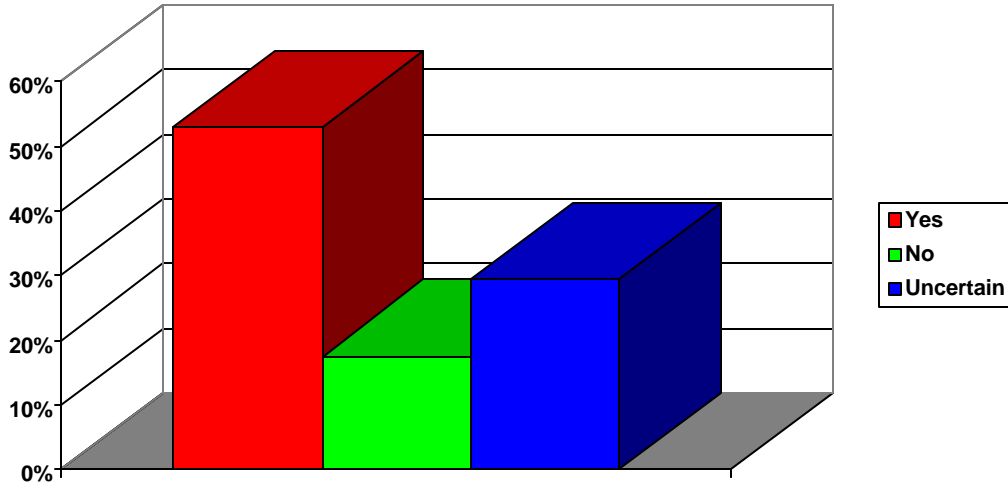
Question 27: Have you or your employees enrolled in non-credit or continuing education courses before?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	69.7%	76.9%	64.9%	76.9%	65.7%	72.3%
No	18.4%	9.9%	17.5%	12.0%	17.6%	14.1%
Uncertain	11.8%	12.1%	17.5%	11.1%	16.7%	13.6%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	53.9%	58.35	54.9%	61.9%	55.3%	61.4%	55.7%	54.2%	57.2%
No	27.0%	26.5%	32.4%	18.6%	28.9%	21.7%	28.9%	26.0%	26.3%
Uncertain	19.1%	15.2%	12.7%	19.5%	15.8%	16.9%	15.5%	19.8%	15.6%

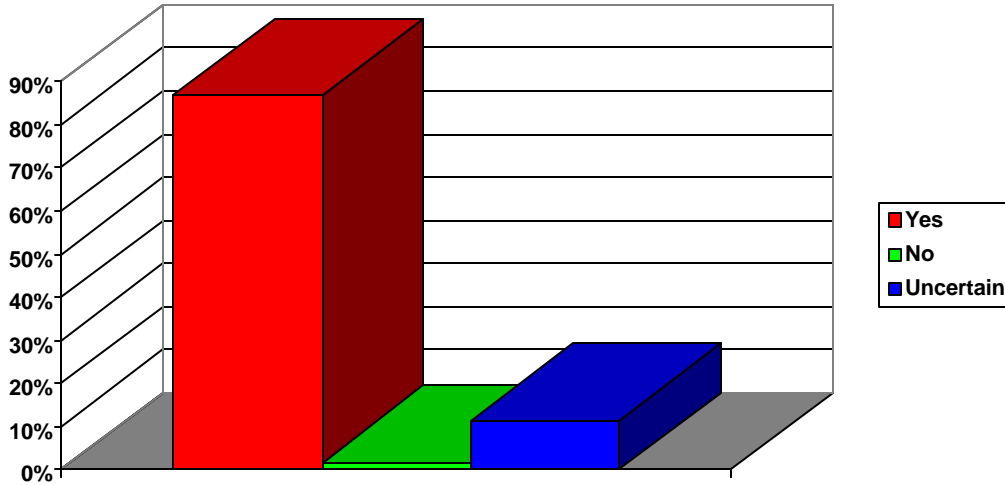
Question 28: Have you or your employees attended certificate programs in the past?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	56.6%	53.8%	43.9%	59.3%	49.1%	52.9%
No	23.7%	13.2%	25.5%	12.0%	19.4%	17.6%
Uncertain	19.7%	33.0%	30.6%	28.7%	31.5%	29.4%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	50.6%	53.3%	52.5%	50.4%	56.0%	54.2%	46.4%	53.1%	51.9%
No	30.3%	30.7%	34.8%	25.7%	25.35	27.7%	37.1%	28.1%	30.6%
Uncertain	19.1%	16.0%	12.8%	23.9%	18.7%	18.1%	16.5%	18.8%	17.4%

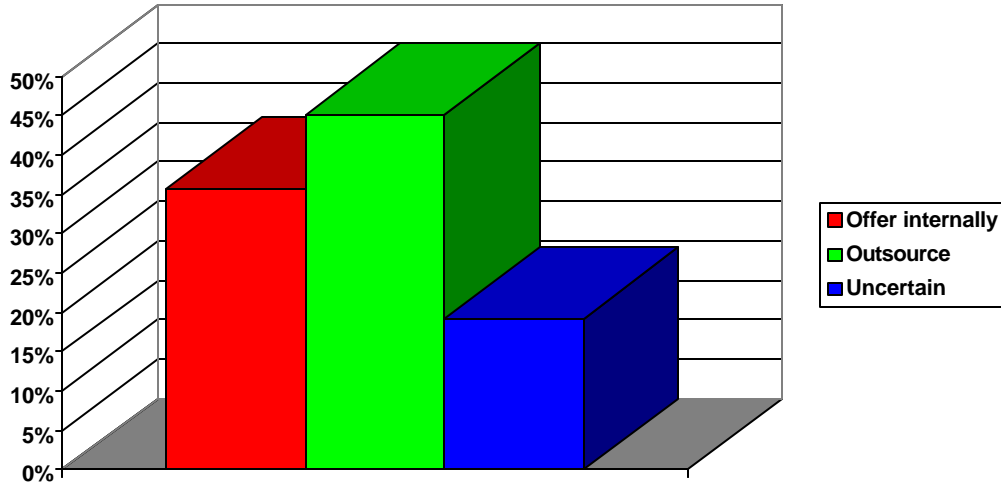
Question 29: Would you consider these programs to be a desirable focus for the university system? (referring to non-credit courses and certificate programs)



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	89.5%	87.9%	82.7%	88.8%	83.3%	86.8%
No	1.3%	2.2%	2.0%	1.9%	0.9%	1.8%
Uncertain	7.2%	9.9%	15.3%	9.3%	15.7%	11.4%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	83.1%	83.9%	86.5%	80.4%	78.4%	86.9%	86.5%	81.1%	84.0%
No	5.6%	2.7%	2.1%	5.4%	4.1%	3.6%	3.1%	4.2%	3.5%
Uncertain	11.2%	13.4%	11.3%	14.3%	17.6%	9.5%	10.4%	14.7%	12.5%

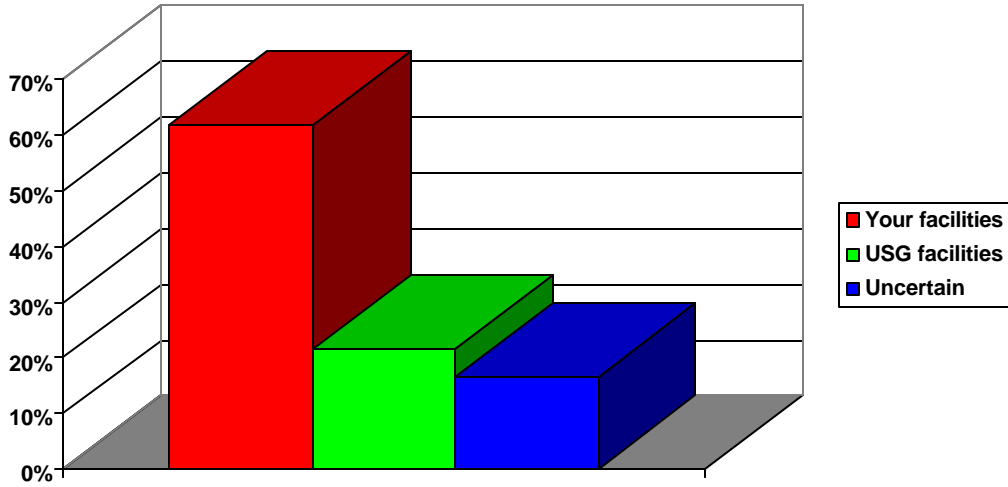
Question 30: If you had a choice, would you prefer to conduct training internally or to "outsource" it to a college, university or technical institute?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Offer internally	34.7%	36.0%	33.0%	34.3%	30.8%	35.6%
Outsource	51.4%	44.9%	46.8%	46.5%	45.2%	45.2%
Uncertain	13.9%	19.1%	20.2%	19.2%	24.0%	19.2%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Offer internally	25.3%	30.4%	26.8%	29.6%	33.3%	26.8%	23.4%	29.5%	27.6%
Outsource	55.2%	56.8%	61.3%	50.9%	45.3%	62.2%	62.8%	57.9%	57.5%
Uncertain	19.5%	12.8%	12.0%	19.4%	21.3%	11.0%	13.8%	12.6%	15.0%

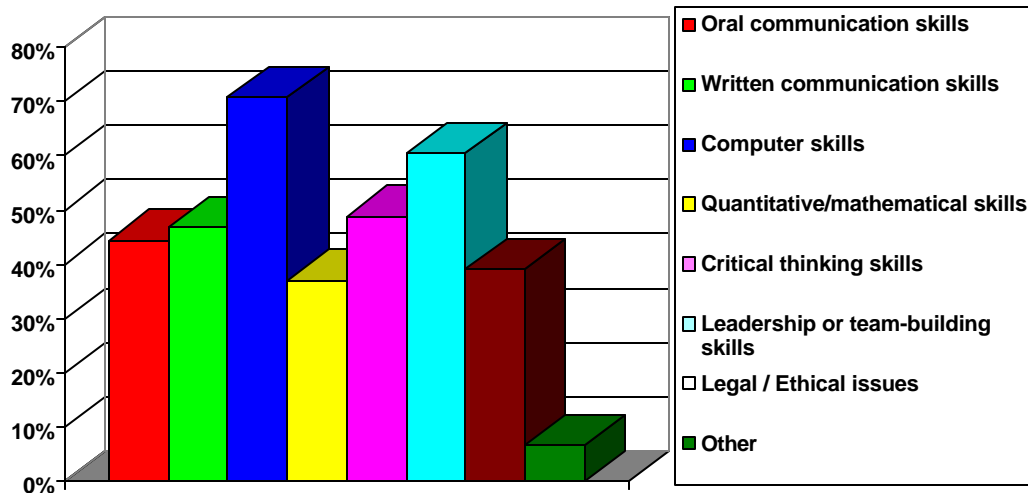
Question 31: If you would outsource the training, would you prefer to have it conducted at your facilities or at a University System institution?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Your facilities	71.0%	61.6%	57.8%	64.6%	65.3%	61.8%
USG facilities	17.4%	20.9%	22.2%	19.8%	15.3%	21.6%
Uncertain	11.6%	17.4%	20.0%	15.6%	19.4%	16.6%

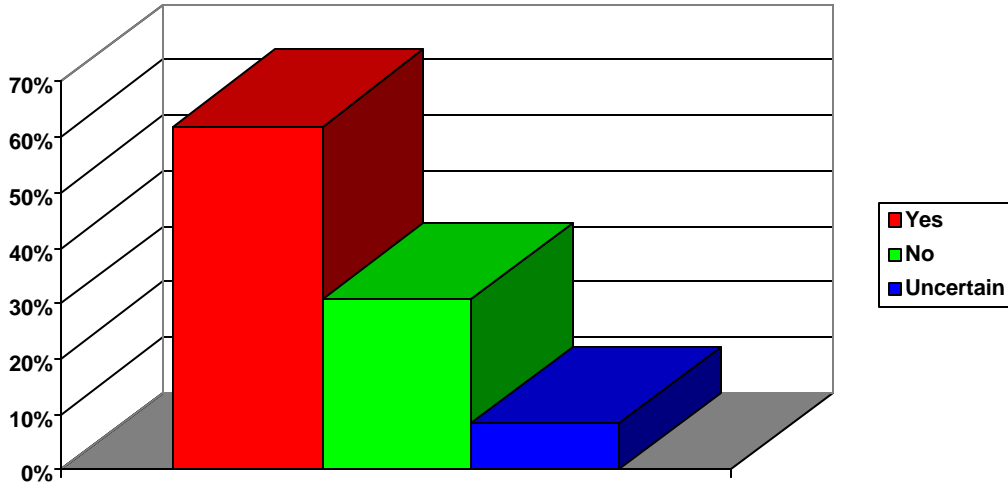
Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Your facilities	56.8%	43.0%	38.0%	58.3%	42.5%	48.1%	50.5%	47.3%	46.8%
USG facilities	25.0%	35.9%	38.0%	25.0%	32.9%	35.4%	29.0%	33.0%	32.3%
Uncertain	18.2%	21.1%	24.1%	16.7%	24.7%	16.5%	20.4%	19.8%	21.0%

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



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Oral communication skills	45.2%	43.4%	37.0%	51.5%	45.5%	44.4%
Written communication skills	47.9%	48.2%	39.1%	52.5%	46.5%	46.8%
Computer skills	71.2%	73.5%	71.7%	67.3%	73.7%	70.7%
Quantitative/mathematical skills	47.9%	36.1%	26.1%	46.5%	31.3%	37.1%
Critical thinking skills	53.4%	48.2%	41.3%	55.4%	48.5%	48.8%
Leadership or team-building skills	52.1%	67.5%	67.3%	54.5%	62.6%	60.5%
Legal / Ethical issues	30.1%	41.0%	35.9%	41.6%	39.4%	39.0%
Other	5.5%	6.0%	5.4%	8.9%	4.0%	6.8%

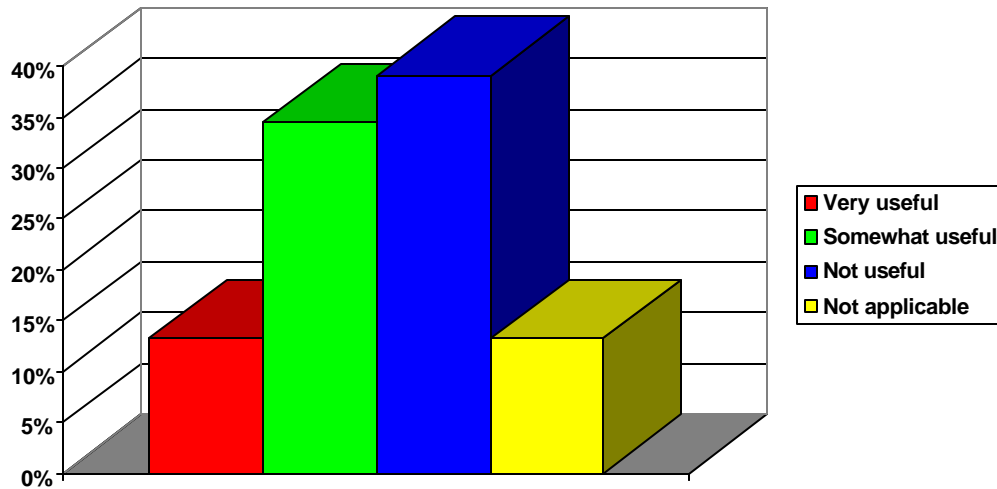
Question 33: Has your company had to look to institutions outside the University System of Georgia to meet your continuing education needs?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	67.1%	58.4%	51.0%	69.8%	58.1%	61.0%
No	26.3%	31.5%	38.8%	23.6%	29.5%	30.7%
Uncertain	6.6%	10.1%	10.2%	6.6%	12.4%	8.3%

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.

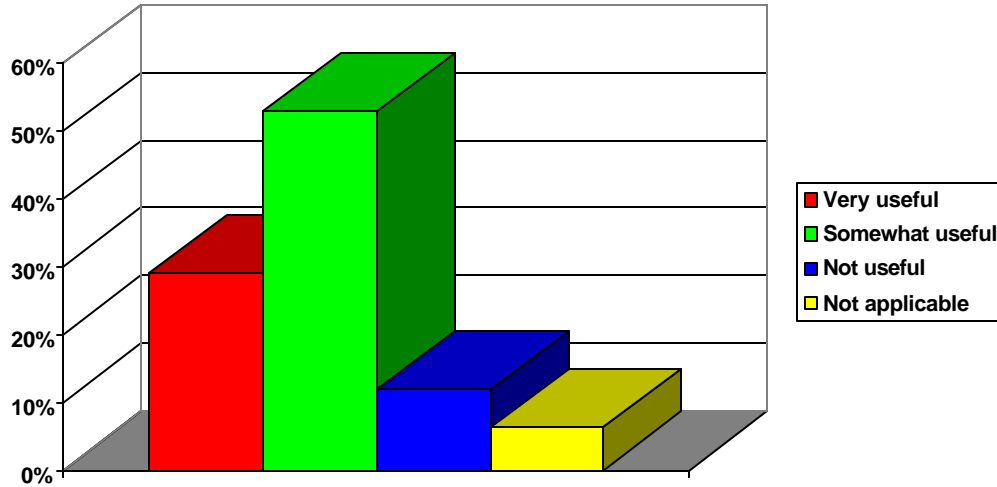
Question 34: How useful would a database on international expertise and language skills of faculty be to your business?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Very useful	17.1%	6.7%	8.2%	17.8%	16.8%	13.2%
Somewhat useful	44.7%	33.3%	33.7%	35.5%	29.9%	34.5%
Not useful	28.9%	48.9%	43.9%	34.6%	42.1%	39.1%
Not applicable	9.2%	11.1%	14.3%	12.1%	11.2%	13.2%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Very useful	12.2%	10.5%	12.0%	11.4%	19.7%	8.3%	9.3%	10.4%	11.9%
Somewhat useful	42.2%	27.5%	22.5%	46.5%	40.8%	32.1%	28.9%	40.6%	33.1%
Not useful	37.8%	53.6%	58.5%	32.5%	36.8%	51.2%	49.5%	43.8%	46.9%
Not applicable	7.8%	7.3%	7.0%	9.6%	2.6%	8.3%	12.4%	5.2%	8.1%

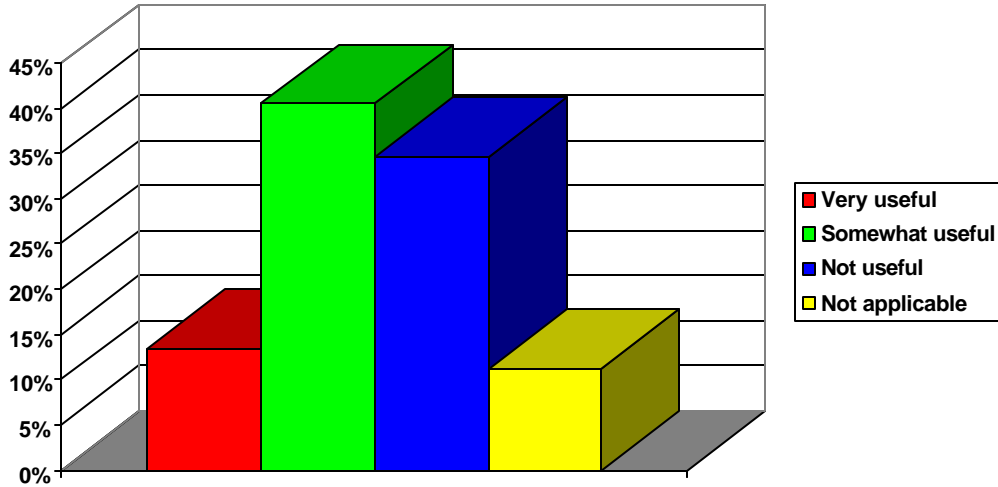
Question 35: How useful would a database on business internship programs and University System students interested in internships be to your business?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Very useful	27.8%	28.6%	27.6%	33.3%	38.9%	29.0%
Somewhat useful	53.8%	49.5%	48.0%	52.8%	46.3%	52.9%
Not useful	11.8%	14.3%	17.3%	7.4%	11.1%	11.8%
Not applicable	6.6%	7.7%	7.1%	6.5%	3.7%	6.3%

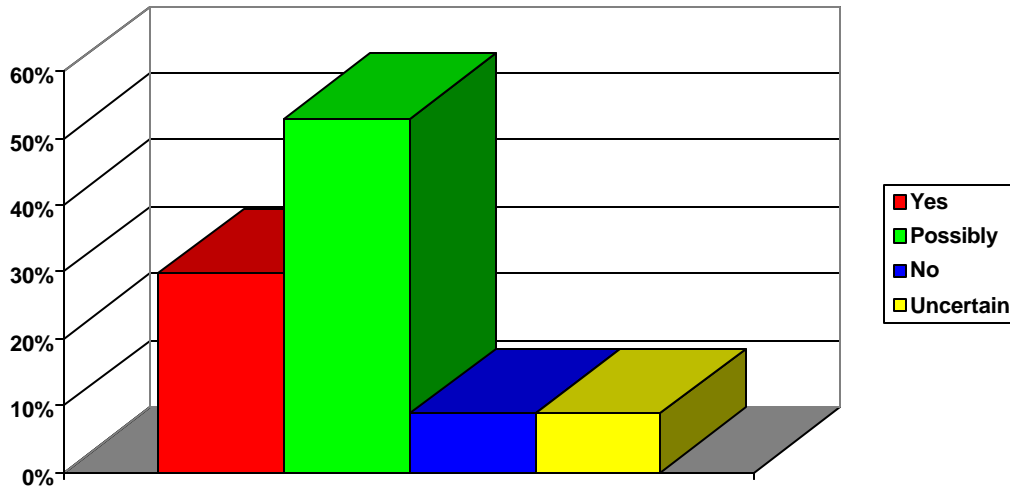
Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Very useful	13.3%	20.4%	21.0%	12.3%	21.1%	17.6%	14.4%	14.4%	17.2%
Somewhat useful	54.4%	54.6%	49.0%	60.5%	48.7%	61.2%	51.5%	61.9%	54.4%
Not useful	25.6%	19.1%	23.1%	19.3%	22.4%	16.5%	24.7%	17.5%	21.1%
Not applicable	6.7%	5.9%	7.0%	7.9%	7.9%	4.7%	9.3%	6.2%	7.3%

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



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Very useful	48.0%	44.0%	38.8%	53.3%	51.9%	46.4%
Somewhat useful	44.0%	48.4%	56.1%	39.3%	44.4%	47.3%
Not useful	5.3%	1.1%	1.0%	2.8%	1.9%	2.3%
Not applicable	2.7%	6.6%	4.1%	4.7%	1.9%	4.1%

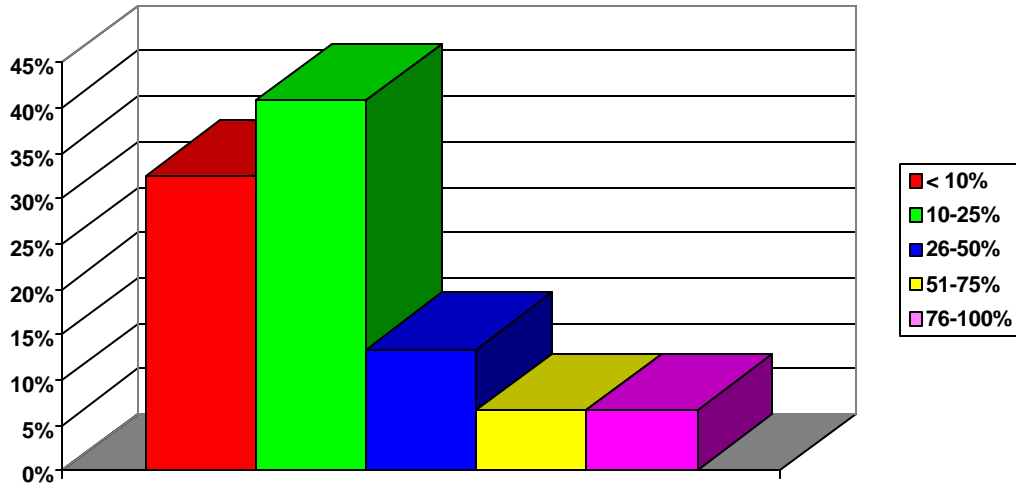
Question 37: Many educational institutions have begun adopting an educational technology known as Distance Learning in which telecommunications and satellite technology are used to deliver classes to remote locations. Would your company utilize or benefit from distance learning?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	25.3%	28.6%	21.6%	38.3%	24.3%	29.7%
Possibly	56.0%	49.5%	53.6%	50.5%	57.9%	53.0%
No	12.0%	7.7%	12.4%	5.6%	7.5%	8.7%
Uncertain	6.7%	14.3%	12.4%	5.6%	10.3%	8.7%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	17.0%	16.6%	15.5%	19.6%	19.7%	15.5%	17.9%	15.6%	17.4%
Possibly	44.3%	47.7%	45.8%	47.8%	44.7%	45.2%	48.4%	45.8%	46.2%
No	21.6%	23.8%	25.4%	18.8%	21.1%	36.2%	20.0%	24.0%	22.5%
Uncertain	17.0%	11.9%	13.4%	14.3%	14.5%	13.1%	13.7%	14.6%	13.6%

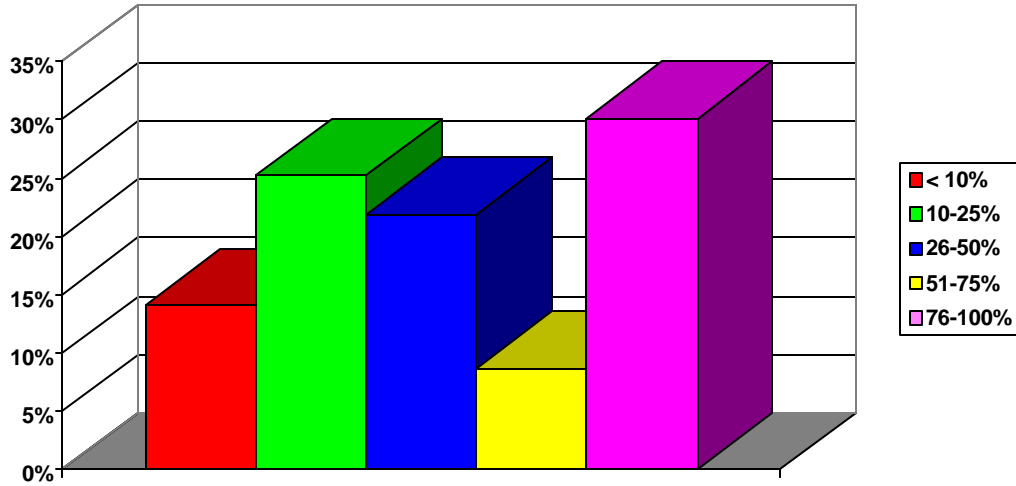
Question 38: What percentage of your new positions are filled with recent college graduates?



	Human Resource
< 10%	32.4%
10-25%	40.8%
26-50%	13.4%
51-75%	6.7%
76-100%	6.7%

	Human Resource
Mean	22.5%
Median	10.0%
Mode	10.0%

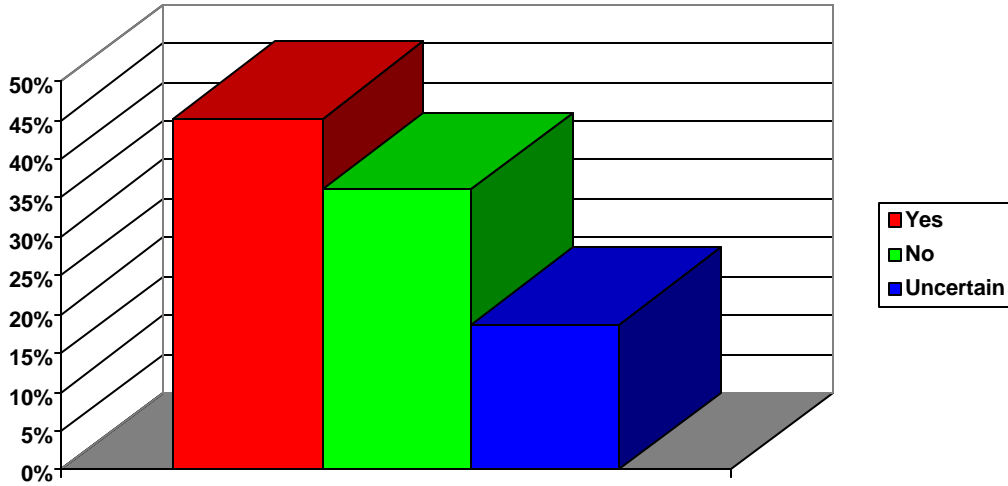
Question 39: What percentage of your job openings are advertised in newspapers?



	Human Resource
< 10%	14.1%
10-25%	25.2%
26-50%	21.9%
51-75%	8.7%
76-100%	30.1%

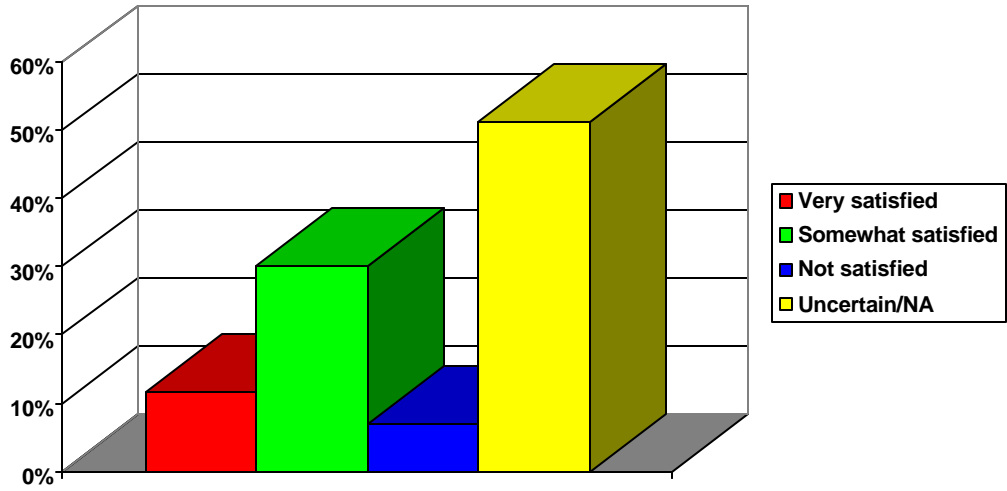
	Human Resource
Mean	47.4%
Median	40.0%
Mode	10.0%

Question 40: Has your business ever used the graduate placement services of an institution in the University System of Georgia?



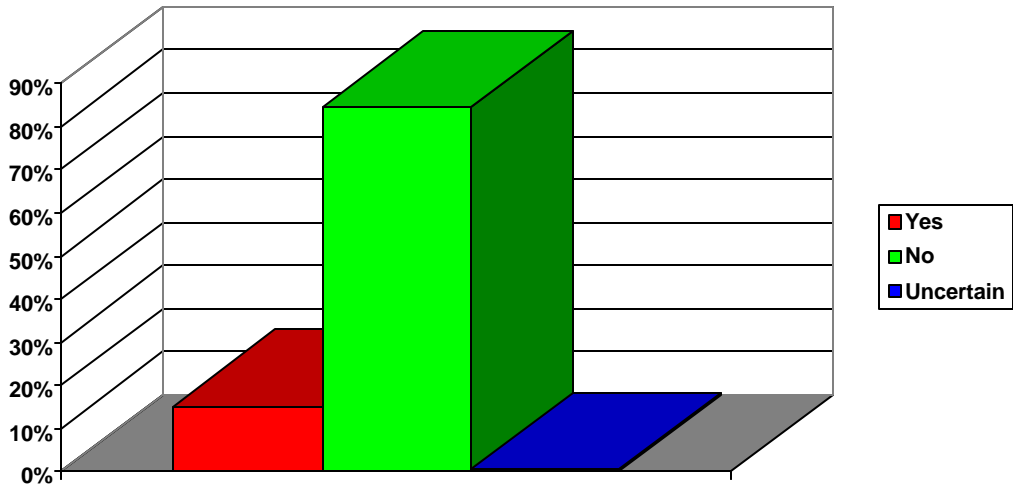
Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	52.6%	45.6%	36.1%	50.9%	47.7%	45.2%
No	36.8%	34.4%	50.5%	25.9%	34.6%	35.9%
Uncertain	10.5%	20.0%	13.4%	23.1%	17.8%	18.6%

Question 41: What was your level of satisfaction with this service?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Very satisfied	7.1%	14.8%	9.1%	10.4%	9.2%	11.1%
Somewhat satisfied	42.9%	24.7%	25.0%	34.4%	31.6%	30.7%
Not satisfied	5.7%	8.6%	6.8%	8.3%	11.2%	7.0%
Uncertain/NA	44.3%	51.9%	59.15	46.9%	48.0%	51.3%

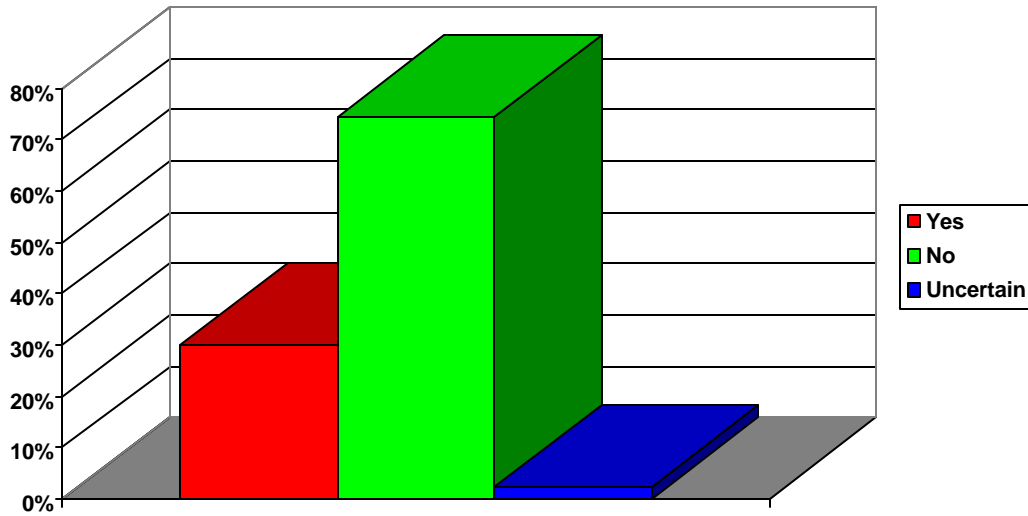
Question 51: During the past five years, has your firm transferred any of its Georgia operations out-of-state?



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	25.0%	10.0%	16.3%	14.0%	16.7%	15.1%
No	75.0%	89.0%	83.7%	85.0%	83.3%	84.5%
Uncertain	0.0%	1.0%	0.0%	0.9%	0.0%	0.5%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	13.3%	3.4%	1.5%	13.2%	6.8%	8.2%	5.3%	8.3%	6.7%
No	84.4%	95.9%	97.8%	85.1%	90.5%	90.6%	94.7%	89.6%	92.1%
Uncertain	2.2%	0.7%	0.7%	1.8%	2.7%	1.2%	0.0%	2.1%	1.2%

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



Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	26.3%	20.9%	14.9%	30.5%	28.3%	23.0%
No	72.4%	76.7%	83.0%	66.7%	71.7%	74.6%
Uncertain	1.3%	2.3%	2.1%	2.9%	0.0%	2.3%

Responses to Demographic Questions

In total, how many people does your company employ?

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

Is your company headquartered in Georgia?

Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Yes	61.3%	83.3%	74.2%	74.8%	72.6%	74.3%
No	38.7%	16.7%	25.8%	25.2%	27.4%	25.7%

Business Leaders	Goods	Services	50 or less	51 or more	Urban	Suburban	Rural	Atlanta	Total
Yes	70.8%	98.7%	95.0%	78.8%	89.3%	84.5%	89.5%	87.4%	87.9%
No	29.2%	1.3%	5.0%	21.2%	10.7%	15.5%	10.5%	12.6%	12.1%

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

Human Resource	Goods	Services	500 or less	501 or more	Atlanta	Total
Urban	22.2%	38.6%	29.2%	40.8%	28.3%	36.3%
Suburban	58.3%	46.6%	52.1%	49.5%	64.2%	50.0%
Rural	19.4%	14.8%	18.8%	9.7%	7.5%	13.7%

Business Leaders	Goods	Services	50 or less	51 or more	Atlanta	Total
Urban	30.0%	29.1%	22.7%	38.3%	35.7%	29.7%
Suburban	42.2%	29.1%	29.1%	36.2%	59.2%	32.8%
Rural	27.8%	41.7%	48.2%	25.2%	5.1%	37.5%

**BUSINESS CONDITIONS AND HIGHER EDUCATION IN GEORGIA:
A Survey for The Board of Regents of
The University System of Georgia**

Appendix II:

Final Questionnaire

WORKFORCE PREPARATION AND HIGHER EDUCATION IN GEORGIA: A Survey for the Board of Regents of The University System of Georgia

We are interested in the opinions of Georgia's human resource executives 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 units of the University System of Georgia serve their business constituency and in what ways 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)423-6370 or mail with the postage-paid envelope by Friday, June 20, 1997. 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? (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 th 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? (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 th 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 12th 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, The University of Georgia, Georgia Southern University, Valdosta State University, Albany State University, Armstrong Atlantic State University, Augusta State University, Clayton College and State University, Fort Valley State University, Georgia College and State University, Georgia Southwestern State University, Kennesaw State University, North Georgia College and 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, DeKalb College, East Georgia College, Floyd College, Gainesville 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 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.

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.

- oral communication skill
- written communication skills
- computer skills
- quantitative/mathematical skills
- critical thinking skills
- 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) 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?

- Yes Possibly No Uncertain

(25) 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)

- to obtain an undergraduate degree
- to obtain a graduate degree

- to take courses in a 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 _____

(26) What was your level of satisfaction with these services?

- Very satisfied Somewhat satisfied Not satisfied Not applicable/uncertain

(27) 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.*

(28) Have you or your employees attended non-credit or continuing education courses offered by institutions of the University System of Georgia?

- Yes No Uncertain

(29) Have you or your employees attended a certificate program offered by institutions of the University System of Georgia?

- Yes No Uncertain

(30) Would you consider these programs to be a desirable focus for the university system?

- Yes No Uncertain

(31) 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

(32) 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

(32b) 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 _____

(35d) 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 which would provide a centralized source of information on resources available to businesses. These databases could include information on international business, licensable technology and intellectual property, internship programs, and continuing education offerings.

(33) Would you find a database on **international expertise and language skills of faculty** useful?
 Very useful Somewhat useful Not useful Uncertain

(34) Would you find a database on **licensable technology and intellectual property of the University System** useful?
 Very useful Somewhat useful Not useful Uncertain

(35) Would you find a database on **business internship programs and University System students interested in internships** useful?
 Very useful Somewhat useful Not useful Uncertain

(35b) Would you find a database on **continuing education programs available through the University System** useful?
 Very useful Somewhat useful Not useful Uncertain

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

(36c) What percent of your new positions are filled with recent college graduates.
 Approximately ____ % Don't know/uncertain

(35d) Has your business ever used the graduate placement services at institutions in the University System of Georgia?
 Yes No Uncertain

(35e) What was your level of satisfaction with this service?
 Very satisfied Somewhat satisfied Not satisfied Not applicable/uncertain

(35f) Approximately what percentage of your job openings are advertised in newspapers?
 Approximately ____ % Don't know/uncertain

(36) What is your perception of the University System's strengths and weaknesses?

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

(38) What are the three actions the University System should take to better support Georgia's economic development?

(38b) What public service or outreach programs could the University System provide that would meet the needs of your business?

The following demographic information is collected for statistical purposes only.

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

- Agriculture
- Construction
- Finance, Real Estate & Insurance
- Manufacturing
- Mining
- Retail Trade
- Services or Government
- Transportation and Public Utilities
- Wholesale Trade
- other _____

(40) In total, how many people does your company employ?

Full-time _____ Part-time _____

(41) In which county is your business office?

County _____

(42) Is your business headquartered in Georgia?

Yes No

(42b) Is your business a "regional office" for a national corporation?

Yes No

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

Urban Suburban Rural

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

Yes No Uncertain

(45) If "yes", why were operations transferred?

(45b) During the past five years, has your firm transferred any of its out-of-state operations into Georgia?

Yes No Uncertain

**PLEASE FAX THE COMPLETED SURVEY TO (770)423-6370
OR RETURN IN ATTACHED POSTAGE PAID ENVELOPE BY FRIDAY, JUNE 20th.**

Thank you for your assistance with this survey.

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

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School of Policy Studies
Georgia State University
Atlanta, GA 30303**