

HARVARD BUSINESS SCHOOL SURVEY ON U.S. COMPETITIVENESS (2015): METHODOLOGY

I. OVERVIEW

Abt SRBI conducted the 2015 U.S. competitiveness survey on behalf of Harvard Business School (HBS). The HBS Survey of U.S. Competitiveness obtained completed surveys from a representative sample of 2,716 HBS alumni. The web survey was open from April 23, 2015 to May 26, 2015 in English only. The sample was drawn from the HBS alumni list. Median survey length was 19 minutes and 1 second.

The survey asked questions about the competitiveness of the United States, defined by HBS as the ability to compete successfully in global markets while supporting high and rising living standards, as well as questions about entrepreneurship and about wealth distribution and inequality. The topical sections on entrepreneurship and wealth distribution and inequality were administered to a split sample.

II. SAMPLE DESIGN

Abt SRBI drew a stratified systematic random sample of HBS alumni. An additional sample was drawn on April 28, 2015 to ensure that there were sufficient cases for analysis. Details are provided below.

Population

The target population for the study consisted of HBS alumni. The definition of alumni includes holders of HBS degrees (e.g., MBA, DBA) and those who have completed qualifying executive education courses (e.g., AMP, PMD).¹ The HBS alumni population is located worldwide, with alumni in virtually every country and territory.

¹ Degrees: Doctor of Business Administration (DBA); Doctor of Commercial Science (DCS; no longer offered); Doctor of Philosophy (Ph.D.); Master of Business Administration (MBA). Programs: Advanced Management Program (AMP); Central and Eastern European Teachers' Program (ETP; no longer offered); General Management Program (GMP); Industrial Administrator (IA; no longer offered); International Teachers' Program (ITP; no longer offered); Middle-Management Program (MMP; no longer offered); Mid-Officer Certificate (MOC; no longer offered); Naval Supply Corps School (NSC); Owner/President Management Program (OPM); Presidents' Program in Leadership (PPL); Program for Global Leadership (PGL; no longer offered); Programs for Health Systems Management (PHSM; no longer offered); Program for Leadership Development (PLDA); Program for Management Development (PMD; no longer offered); Senior Executive Program for Africa (SEPSA; no longer offered); Senior Executive Program for the Middle East (SEPME; no longer offered); Senior Managers Program (SMP); Strategic Human Resources Program (HRP); The General Manager Program (TGMP; no longer offered); Veterans' Certificate (VC); Visitor for Individual Studies (VIS).



Sample

The sampling procedures employed are described below.

Sampling Frame

The sampling frame consisted of the HBS alumni list ($N = 81,174$). Coverage of the target population is believed to be complete. The list included some deceased alumni.²

Eligibility

Alumni with “do not contact” flags from HBS ($N = 1,611$), without email addresses ($N = 20,776$), or who had refused to participate in earlier surveys of HBS alumni conducted by Abt SRBI ($N = 474$) were excluded.³ In total, 21,111 alumni were ineligible for selection. The total number of cases with reasons for exclusion is higher than the total excluded because cases may have qualified for exclusion on multiple criteria. Unduplicated counts are as follows: excluded by reason of prior refusal alone ($N = 335$); excluded by reason of no email address alone ($N = 19,047$); excluded by reason of “do not contact” and “no email address” ($N = 1,590$); excluded by reason of prior refusal and no email address ($N = 118$); excluded by reason of do not contact, prior refusal, and no email address ($N = 21$).

Stratification

The sample was divided into three strata ($h = 1,2,3$):

1. New alumni ($N_1 = 2,388$): alumni not found on the sampling frame used for the 2013 HBS Survey of U.S. Competitiveness;
2. Previous respondents ($N_2 = 7,887$): alumni who responded to either the 2012 or 2013 Competitiveness surveys;
3. Previous nonrespondents ($N_3 = 49,788$): alumni who did not respond to the 2012 or 2013 Competitiveness surveys.

Respondent Selection

The overall sample size (n) was set at 15,100, the amount used in the 2013 survey. The overall sample size was ultimately enlarged as described below. The sample was allocated across these strata as follows:

² Two alumni selected were identified as being deceased by next of kin. We assume there were other deceased alumni beside these.

³ HBS 2011-13 Surveys of U.S. Competitiveness, the 2012 Life and Leadership After HBS Survey, and the 2014 HBS Induction Survey (a follow-up to the Life and Leadership Survey).



1. New alumni ($n_1 = 600$): set at 4% in proportion to the representation of new alumni in the sampling frame;
2. Previous respondents ($n_2 = 1,510$): set at 10% of the sample. Optimal allocation based on effective sample size was used to set the sample sizes of the previous respondent and nonrespondent strata. The value of 10% was set as a constraint – the lower bound of the acceptable range of values. The constraint was enforced to ensure that there would be enough previous wave respondents to ensure that year-over-year within-respondent analyses could be performed;
3. Previous nonrespondents ($n_3 = 12,990$): set at 86% of the sample.

Within each stratum, the sample was sorted to ensure implicit stratification. The sort order of variables within stratum was as follows:

1. HBS degree: degree, executive education;
2. Age range: 26-34, 35-44, 45-54, 55-64, 65-74, 75+. Cases missing year of birth (primarily executive education alumni) were assigned to the modal category: age 75+;
3. Gender: male, female. Cases with unknown gender were assigned to the modal category: male;
4. Location: U.S., overseas. Cases with unknown location were assigned to the modal category: U.S.;
5. Two random numbers;
6. Numeric ID.

Cases were then selected within the h th stratum using systematic random sampling. A starting point was selected at random and cases (where $i = 1, 2, \dots, n_h$) were selected where $[\alpha_i] > [\alpha_{i-1}]$ and $\alpha_i = i \times (n_h/N_h)$.

Cases were assigned to the split sample selections – with EA being the wealth distribution and inequality module and EB being the entrepreneurship module – in alternating fashion.⁴ See page 6 for further details regarding these modules.

An experiment (described page 6) assigned items EA1 and EA2 to the beginning or end of the EA section for alumni selected for the EA module.⁵ Cases were assigned in alternating fashion.

⁴ These cases are identified by the variable FORM.

⁵ These cases are identified by the variable EA_ORDER.



Selection of Additional Sample

Due to lower-than-anticipated response rates to the initial invitation it was decided to release a second tranche of sample.⁶ In order to simplify the selection of the additional sample, the second tranche was a replicate of the first with respect to sample size, allocation to strata, and selection methods, except that the sampling rate n_h/N_h was adjusted to account for the reduction in size of N_h due to the exclusion of cases already sampled.

III. DATA COLLECTION PROTOCOL

The study was fielded as a web survey in English only. The survey was open from April 23, 2015 to May 26, 2015. Replicate 1 was fielded for the full length of time the survey was open. Replicate 2 was fielded from April 30, 2015 to May 26, 2015. All invitations were sent by U.S. Competitiveness Project staff from HBS email accounts. It was felt that respondents would be more likely to open an email from an HBS.edu email address than an email sent from Abt SRBI. Special email addresses were used depending on the sender of the communication: porteroffice@hbs.edu for those sent on behalf of Professor Michael Porter and rivkinoffice@hbs.edu for those sent on behalf of Professor Jan Rivkin. Abt SRBI prepared sample files for each communication. Alumni who already completed the survey or emailed either an HBS study email account or the Abt SRBI account to refuse to participate were removed from the files provided for reminders.

Study launch was delayed to allow an upgrade to the encryption used on Abt SRBI's web survey server, as Google Chrome started displaying a warning that the HTTPS connection was potentially insecure shortly before the planned launch.

Email Invitation (Replicate 1)

An email invitation was sent to Replicate 1 cases on April 23, 2015 on behalf of Professor Porter.⁷ The text of the invitation can be found in Appendix A on page 14. A formatted invitation was sent based on the findings of an experiment carried out in the 2013 wave that found no difference in response rates between formatted and plain invitations.

Email Invitation (Replicate 2)

An email invitation was sent to Replicate 2 cases on April 30, 2015 on behalf of Professor Porter. The text of the invitation can be found in Appendix A on page 14. Based on analysis of response rates by section, changes were made to the language received by alumni assigned to the EB module: "ask you to size up the health of entrepreneurship in your region" was changed to "ask you to size up the health of entrepreneurship in your region. Your responses will help us understand how well your region fosters new and fast-growing companies." As discussed on page 11, it appears that the

⁶ Replicate is identified by the variable REPLICATE.

⁷ The reference to Replicate 1 is an anachronism as no release of additional sample was planned at the time.



changes were successful in that there were no significant differences in response rate by module among Replicate 2 alumni.

First Email Reminder (Replicate 1)

An email reminder was sent to Replicate 1 cases on April 30, 2015 on behalf of Professor Rivkin. The text of the invitation can be found in Appendix A on page 14. The language for the EB module reminder was changed from the Replicate 1 invitation. The wording was varied for alumni who had started but not completed the survey in order to encourage survey response.

First Email Reminder (Replicate 2)

The first email reminder was sent to Replicate 2 cases on May 14, 2015. The text of the reminder was the same as the first reminder for Replicate 1 and can be found in Appendix A on page 14. The delay between the invitation and the first reminder was due to a large email campaign carried out by External Relations in the intervening period.

Second Email Reminder (Replicate 1)

The second email reminder was sent to Replicate 1 cases on May 14, 2015. The text of the reminder can be found in Appendix A on page 14.

Final Email Reminder (Replicates 1 and 2)

The final email reminder was sent to both replicates on May 20, 2015. The text of the reminder can be found in Appendix A on page 14.

IV. QUESTIONNAIRE DEVELOPMENT

The majority of the questionnaire (items beginning with S, NS, Q, and R) replicated the questionnaire used in the 2013 study—which in turn was largely identical to the instruments used in 2011 and 2012—with the following exceptions:

- Hard prompts for items used for branching were dropped at the insistence of the Abt SRBI Institutional Review Board.⁸ Soft prompts were used instead.⁹
- An option for “Never worked” was added to NS19.

Please see Appendix B on page 21 for the survey instrument and Appendix C on page 79 for examples of look and feel.

⁸ A hard prompt prevents the respondent moving forward in the instrument until the question is answered.

⁹ A soft prompt is a message asking the respondent to provide an answer to the question. The message can be dismissed by the respondent, who can then move on to the next question without providing an answer.



Modules

Modules were added on wealth distribution and inequality and on entrepreneurship. Each module was offered to half of the sample (see page 3 for details). Modules were used in order to reduce the length of the survey for respondents.¹⁰ Abt SRBI reviewed each module and provided suggestions regarding content and format.

Wealth Distribution and Inequality

The wealth distribution and inequality module had question numbers beginning with EA. The order of items EA1 and EA2 was randomized to determine whether exposure to information on wealth distribution in the U.S. in EA3 affected responses to these items: both items either appeared at the beginning of the EA section where EA_ORDER=1 or before the last question where EA_ORDER=2. Items EA1 and EA2 were developed by the HBS team in consultation with Professor Michael I. Norton (also HBS).

Entrepreneurship

The entrepreneurship module had question numbers beginning with EB.

V. WEIGHTING

Two types of weights were developed: cross-sectional weights used in analyses of the 2015 data or longitudinal analyses using the multi-year pooled file and panel weights used in longitudinal analyses using the multi-year appended file.

Cross-Sectional Weights

Cross-sectional weights were created in the following three steps:

1. Base weights (wt_1) were created as the inverse of the within-stratum probability of selection:

$$wt_1 = N_h/n_h;$$

2. Weights were adjusted for nonresponse as follows:

$$wt_2 = wt_1 \times a_c;$$

where a_c is an adjustment factor calculated from the propensity scores ($\Pr(\text{complete}|X)$) from the logistic regression of survey completion on HBS degree (degree, executive education), age (26-34, 45-54, 55-64, 65-74, 75+), location (U.S., overseas), gender (female, male), stratum (new alumni, previous nonrespondent, previous respondent), replicate (1,

¹⁰ Median survey length was 22 minutes and 1 second for respondents who received EA, 16 minutes and 19 seconds for respondents who received EB, and 19 minutes and 1 second overall.



2), form (EA, EB), age × stratum, location × stratum, and replicate × stratum. This model was selected as having the lowest Akaike information criterion (AIC) among the models that included all the main effects and up to three second-order interactions. Odds ratios are shown in Table 1 on page 9.

Propensity classes ($c = 1, 2, \dots, 6$) were created over the following intervals of propensity scores: [0,.04], (.04,.08], (.08,.12], (.12,.24], (.24,.36], (.36,1].

Within each propensity class, a was calculated as:

$$a_c = \frac{\sum_{i=1}^{n_c} wt_1}{\sum_{i=1, complete}^{n_c} wt_1};$$

3. Weights were calibrated to control totals via raking. Control totals were calculated from the HBS alumni list (including alumni ineligible to participate in the survey due to missing email addresses, prior refusals, or “do not contact” flags). The following control totals were used:
 - a. HBS degree × age × gender × location. After collapsing small or empty cells, this consisted of the following categories:

HBS degree

Age 26-34

U.S.

Male

Female

Overseas (gender collapsed)

Age 35-44

U.S.

Male

Female

Overseas (gender collapsed)

Age 45-54

U.S.

Male

Female

Overseas (gender collapsed)

Age 55-64

U.S.

Male

Female

Overseas (gender collapsed)

Age 65-74

Male

Overseas

U.S.



Female (location collapsed)
Age 75+ (gender and location collapsed)
Executive education
Male
Age 26-44 (location collapsed)
Age 45-54 (location collapsed)
Age 55-64
U.S.
Overseas
Age 65-74
U.S.
Overseas
Age 75+
U.S.
Overseas
Female (age and location collapsed);

- b. Age × Gender;
- c. Degree × Location.

Table 1. Odds Ratios of Logistic Regression of Survey Response on Selected Variables

Variable	Odds Ratio	S.E.
HBS degree	1.264***	.071
Age range (base category = 26-34)		
35-44	.868	.226
45-54	.254*	.154
55-64	.622	.478
65-74	1.076	.122
75+	1.283	.246
Located in U.S.	1.514*	.262
Female	.872*	.051
Stratum (base category = new to frame)		
Previous respondent	1.319	.349
Previous nonrespondent	.420***	.091
Replicate 2	.754†	.114
EA/EB form and EA order (base category = EA1 and EA2 asked first)		
EA (EA1 and EA2 asked last)	.926	.053
EB	.807***	.041
Age range × Stratum		
35-44 / Previous respondent	1.415	.466
35-44 / Previous nonrespondent	.637	.183
45-54 / Previous respondent	5.423**	3.458
45-54 / Previous nonrespondent	2.920†	1.802
55-64 / Previous respondent	2.612	2.065
55-64 / Previous nonrespondent	1.713	1.328
65-74 / Previous respondent	2.019***	.441
75+ / Previous respondent	1.467	.386
75+ / Previous nonrespondent	.623*	.134
Located in U.S. × Stratum		
Located in U.S. / Previous respondent	.837	.163
Located in U.S. / Previous nonrespondent	.603**	.110
Replicate × Stratum		
Replicate 2 / Previous respondent	.819	.141
Replicate 2 / Previous nonrespondent	.603	.169

† $p \leq .1$; * $p \leq .05$; ** $p \leq .01$; *** $p \leq .001$

Note: Age 65-74 / Previous nonrespondent was omitted as it predicted nonresponse perfectly.



Panel Weights

The panel weights were only defined for the 918 respondents to the 2015 wave in stratum $h = 2$ of earlier respondents. Raking took the cross-sectional weights as inputs and used the variables and categories similar to those used for cross-sectional weights, but with a greater degree of collapsing:

- a. HBS degree \times age \times gender \times location. After collapsing small or empty cells, this consisted of the following categories:

HBS degree

Age 26-34 (location and gender collapsed)

Age 35-44 (location and gender collapsed)

Age 45-54 (USA Female vs. all other)

Age 55-64 (USA Female vs. all other)

Age 65-74 (USA Female and age 75+ USA Female vs. age 65-74 all other combined)

Executive education

Male

Age 26-64 (location and gender collapsed)

Age 65-74 (location and gender collapsed)

Age 75+ (gender collapsed)

U.S.

Overseas

- b. Age \times Gender:

Male

Age 26-44

Age 45-54

Age 55-64

Age 65-74

Age 75+

Female

Age 26-54

Age 55+

- c. Degree \times Location.

VI. DESIGN EFFECT AND MARGINS OF ERROR

Overall sample size achieved was 2,716. Weighting and survey design features that depart from simple random sampling tend to result in an increase in the variance of survey estimates. This increase, known as the design effect or DEFF, should be incorporated into the margin of error, standard errors, and tests of statistical significance. The overall design effect for a survey is commonly approximated as $1 + CV^2$, where CV is the coefficient of variation of the weights. For this survey, this apparent design effect is 1.49 for cross-sectional weights. Design effects are specific to a given analysis, a range of about 1.3 to 1.8 can reasonably be expected. The margin of error (half-



width of the 95% confidence interval) incorporating the design effect for full-sample cross-sectional estimates at 50% is ± 2.3 percentage points. For panel estimates, the apparent design effect is 1.23, and the margin of error for the full-sample panel estimates at 50% is ± 3.6 percentage points. Estimates based on subgroups will have larger margins of error. It is important to remember that random sampling error is only one possible source of the total error in a survey estimate. Other sources, such as question wording and reporting inaccuracy, may contribute additional non-sampling error.

Calculating Margins of Error Using Statistical Software

In statistical software that properly supports analysis of complex survey data, appropriate settings should include the final weights as probability weights. In Stata, this should be specified:

```
svyset [pweight=WtTotal]
```

and then data should be analyzed using the `svy:` prefix in front of the relevant commands. Analysis for subgroups should be conducted using `subpop()`:

```
svy, subpop(if Female==1): tab Q1_1
```

VII. FINAL DISPOSITIONS AND OUTCOME RATES

Final dispositions and outcome rates are shown in Table 2 on page 12. A completed survey was defined as any survey for which the core questions (Q1_1 to Q7) had been answered. A partial survey was defined as any survey for which Q1_1 had been answered but Q7 had not. American Association for Public Opinion Research (AAPOR) (2015) outcome rates are calculated. Overall outcome rates are weighted, following AAPOR standards. An overall response rate of 9.8% was achieved.

Response rates (AAPOR RR1) varied significantly by whether alumni were assigned to the EA or EB versions of the survey ($\chi^2_{DF=1} = 16.183, p \leq .001$; see Table 3, page 13). The effect appears to be a result of the variation in the text of the email invitations and reminders, as alumni who clicked the survey link did not differ significantly in completion rates ($\chi^2_{DF=1} = 0.629, p > .1$; see Table 4, page 13). Changing the language in survey communications regarding the entrepreneurship section after the Replicate 1 invitation appear to have had the desired effect of reducing nonresponse among alumni selected to receive EB. A significant difference in response rates by module persisted among Replicate 1 alumni ($\chi^2_{DF=1} = 15.931, p \leq .001$; see Replicate 1 columns in Table 5, page 13) while differences were not significant for Replicate 2 alumni ($\chi^2_{DF=1} = 2.474, p > .1$; see Replicate 2 columns in Table 5, page 13).



Table 2. Final Dispositions and Outcome Rates by Stratum

Code	Disposition	New	Previous Respondent	Previous Nonrespondent	Total
1	Interview	219	918	1,582	2,719
<u>1.1</u>	<u>Completed interview</u>	<u>219</u>	<u>918</u>	<u>1,579</u>	<u>2,716</u>
<u>1.2</u>	<u>Partial interview</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>
2	Eligible non-interview	54	77	370	501
<u>2.11</u>	<u>Refusal</u>	<u>52</u>	<u>77</u>	<u>370</u>	<u>499</u>
2.111	Explicit refusal	0	2	11	13
2.112	Implicit refusal	52	75	359	486
2.1121	Logged on to survey, did not complete any items	52	75	359	486
<u>2.2</u>	<u>Non-Contact</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>
2.26	Respondent was unavailable during the field period	2	0	0	2
3	Unknown eligibility	927	2,025	24,026	26,978
<u>3.1</u>	<u>Nothing known about respondent or address</u>	<u>927</u>	<u>2,025</u>	<u>24,017</u>	<u>26,969</u>
3.19	Nothing ever returned	927	2,025	24,017	26,969
<u>3.3</u>	<u>Invitation returned undelivered</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
<u>3.4</u>	<u>Invitation returned with forwarding information</u>	<u>0</u>	<u>0</u>	<u>8</u>	<u>8</u>
4	Not eligible, returned	0	0	2	2
<u>4.9</u>	<u>Other</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>
4.91	Deceased	0	0	2	2
	Total All Cases	1,200	3,020	25,980	30,200
	Response Rate 1	0.183	0.304	0.061	0.098
	Cooperation Rate 1	0.808	0.923	0.809	0.852
	Refusal Rate 1	0.043	0.025	0.014	0.017
	Contact Rate 1	0.226	0.329	0.075	0.115



Table 3. Response Rate (RR1) Component by Form

Response Rate Component	EA	EB	Total
R	9.7%	8.3%	9.0%
I+P+R+NC+O+UH+UO	90.3%	91.7%	91.0%
Total	100.0%	100.0%	100.0%

Note: See AAPOR (2015) for definitions of RR components.

Table 4. Completion of Survey by Form Among Alumni Who Started the Survey

Disposition Code	EA	EB	Total
1.1	85.2%	84.2%	84.7%
1.2 + 2.112	14.8%	15.8%	15.3%
Total	100.0%	100.0%	100.0%

Note: Completed surveys are coded 1. See Table 2 for additional disposition codes.

Table 5. Response Rate (RR1) Component by Form by Replicate

Response Rate Component	Replicate 1		Replicate 2		Total
	EA	EB	EA	EB	
R	11.1%	9.1%	8.2%	7.5%	9.0%
I+P+R+NC+O+UH+UO	88.9%	90.9%	91.8%	92.5%	91.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Note: See AAPOR (2015) for definitions of RR components.



APPENDIX A: COMMUNICATIONS

Replicate 1 Email Invitation Sent April 23, 2015

Subject line: 2015 HBS Survey on U.S. Competitiveness



April 23, 2015

Dear [SALUTATION_NAME],

Since 2011, Harvard Business School has surveyed our alumni worldwide about America's position in the global economy. Alumni survey responses have been crucial in guiding the research and setting the agenda for the School's Project on U.S. Competitiveness. The findings have had widespread impact on the public debate, in business circles, and on policy discussions at the local, state, and federal levels.

We are writing to ask for your help with the 2015 survey. This year, in addition to our standard questions, we [IF FORM=1: seek your views on a number of America's economic outcomes over recent decades: overall growth, inequality, economic mobility, poverty, and the well-being of the middle-class / IF FORM=2: ask you to size up the health of entrepreneurship in your region].

The School is very grateful for your time, and we hope that you can carve out 15-20 minutes to share your thoughts. We are inviting a randomly selected sample of alumni, including you, to complete the survey. Whether you are based inside or outside the U.S. and whether you are currently working or retired, we are eager for your input.

As always, responses are strictly confidential. Abt SRBI, a leading business research company, is administering the survey. To complete the survey, please go to: <https://www.opinionport.com/HBS?userid=XXXXXXX>. If you encounter any difficulties with the survey, please email Abt SRBI at HBS@srbi.com or call them at +1-866-296-7783 and ask for study 30256. Please include your ID number: XXXXXXXX.

We and our colleagues deeply appreciate your support in our effort to understand, assess, and ultimately improve U.S. competitiveness.



Michael E. Porter

Co-chair, U.S. Competitiveness Project



Jan W. Rivkin

Co-chair, U.S. Competitiveness Project

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Replicate 2 Email Invitation Sent April 30, 2015

Subject line: 2015 HBS Survey on U.S. Competitiveness



**HARVARD
BUSINESS SCHOOL**

U.S. Competitiveness
Project

April 30, 2015

Dear [SALUTATION_NAME],

Since 2011, Harvard Business School has surveyed our alumni worldwide about America's position in the global economy. Alumni survey responses have been crucial in guiding the research and setting the agenda for the School's Project on U.S. Competitiveness. The findings have had widespread impact on the public debate, in business circles, and on policy discussions at the local, state, and federal levels.

We are writing to ask for your help with the 2015 survey. This year, in addition to our standard questions, we [IF FORM=1: seek your views on a number of America's economic outcomes over recent decades: overall growth, inequality, economic mobility, poverty, and the well-being of the middle-class / IF FORM=2: IF FORM=2: ask you to size up the health of entrepreneurship in your region. Your responses will help us understand how well your region fosters new and fast-growing companies].

The School is very grateful for your time, and we hope that you can carve out 15-20 minutes to share your thoughts. We are inviting a randomly selected sample of alumni, including you, to complete the survey. Whether you are based inside or outside the U.S. and whether you are currently working or retired, we are eager for your input.

As always, responses are strictly confidential. Abt SRBI, a leading business research company, is administering the survey. To complete the survey, please go to: <https://www.opinionport.com/HBS?userid=XXXXXXX>. If you encounter any difficulties with the survey, please email Abt SRBI at HBS@srbi.com or call them at +1-866-296-7783 and ask for study 30256. Please include your ID number: XXXXXXXX.



We and our colleagues deeply appreciate your support in our effort to understand, assess, and ultimately improve U.S. competitiveness.



Michael E. Porter

Co-chair, U.S. Competitiveness Project



Jan W. Rivkin

Co-chair, U.S. Competitiveness Project

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**Replicate 1 First Email Reminder Sent April 30, 2015 and Replicate 2 First Email
Reminder Sent May 14, 2015**

Subject line: 2015 HBS Alumni Survey on U.S. Competitiveness

Dear [SALUTATION_NAME],

I'm writing with regards to the HBS survey on U.S. competitiveness that you received last week. If you have already filled out the survey, thank you very much for your support.

If not, I hope you will help the School with this important study. [IF PARTIAL RESPONDENT: Please click on the link below to begin or continue the survey. If you have begun the survey, the first page of the survey will have a link to go to where you left off / IF NOT PARTIAL RESPONDENT: Please click on the link below to begin the survey].

<https://www.opinionport.com/HBS?userid=XXXXXXX>

[IF FORM=1: In this year's survey, HBS faculty members are delving into a subject of deep importance for America and the world: the past and future of economic growth, inequality, mobility, poverty, and the well-being of the middle-class. / IF FORM=2: This year, HBS faculty members are delving deeply into a very important subject: the health of entrepreneurship. Your responses will help us understand how well your region fosters new and fast-growing companies.]

Your views will shape our research. The insights of each and every alumna and alumnus matter. The survey is designed to solicit your input whether you are currently working or not and whether you are based in the U.S. or outside.

If you encounter any difficulties with the web site, please email our survey partners, Abt SRBI, at HBS@srbi.com or call them at 1-866-296-7783 and ask for study #30256. Please include your ID number XXXXXXXX.

My colleagues and I are very grateful for your time and thoughts.

Sincerely,

Jan W. Rivkin

Bruce V. Rauner Professor of Business Administration and Senior Associate Dean for Research
Harvard Business School
Boston, MA 02163



Replicate 1 Second Email Reminder Sent May 14, 2015

Subject line: Please help assess U.S. competitiveness

Dear [SALUTATION_NAME],

Harvard Business School's annual alumni survey is a linchpin of HBS' landmark initiative to reshape the conversation about U.S. competitiveness and to mobilize action.

If you have already filled out the survey, thank you very much for your support. If not, I hope you will help the School with this important study. [IF PARTIAL RESPONDENT: Please click on the link below to begin or continue the survey. If you have begun the survey, the first page of the survey will have a link to go to where you left off / IF NOT PARTIAL RESPONDENT: Please click on the link below to begin the survey.

<https://www.opinionport.com/HBS?userid=XXXXXXX>

[IF FORM=1: In this year's survey, HBS faculty members are delving into a subject of deep importance for America and the world: the past and future of economic growth, inequality, mobility, poverty, and the well-being of the middle-class. IF FORM=2: This year, HBS faculty members are delving deeply into a very important subject: the health of entrepreneurship. Your responses will help us understand how well your region fosters new and fast-growing companies.]

Your views will shape our research. The insights of each and every alumna and alumnus matter. The survey is designed to solicit your input whether you are currently working or not and whether you are based in the U.S. or outside.

If you encounter any difficulties with the web site, please email our survey partners, Abt SRBI, at HBS@srbi.com or call them at 1-866-296-7783 and ask for study #30256. Please include your ID number: XXXXXXXX.

My colleagues and I thank you for your time and thoughts. This research effort around U.S. competitiveness is of national as well as global significance, and it is only possible because of you.

Sincerely,

Michael E. Porter

Bishop William Lawrence University Professor
Harvard Business School
Boston, MA 02163

Final Email Reminder Sent May 20, 2015



Subject: Final reminder for HBS survey on U.S. competitiveness

Dear [SALUTATION_NAME],

The 2015 HBS alumni survey on U.S. competitiveness will close at 5 PM ET on Monday, May 25. The survey examines the past and future of economic growth, inequality, mobility, poverty, and the well-being of the middle class in America. To explore such a vital and complex topic, we need input from as many alumni as possible.

If you already filled out the survey, the HBS faculty team thanks you and deeply appreciates your support. If not, or if you only partially completed the survey, I hope you will help the School with this important study.

[IF PARTIAL RESPONDENT / Please click on the link below to begin or continue the survey. If you have begun the survey, the first page will have a link to where you left off / IF NOT PARTIAL RESPONDENT: Please click on the link below to begin the survey].

<https://www.opinionport.com/HBS?userid=XXXXXXX>

With gratitude,

Jan W. Rivkin

Bruce V. Rauner Professor of Business Administration and Senior Associate Dean for Research
Harvard Business School

P.S. If you encounter any difficulties with the web site, please email our survey partners, Abt SRBI, at HBS@srbi.com or call them at 1-866-296-7783 and ask for study #30256. Please include your ID number: XXXXXXX.



APPENDIX B: INSTRUMENT

Harvard Business School U.S. Competitiveness Survey

Instrument

April 10, 2015

Welcome Page

Thank you for participating in Harvard Business School's 2015 U.S. Competitiveness Survey. The findings will contribute to assessing and improving U.S. competitiveness. Previous surveys of alumni have been highly influential in business circles, policy discussions, and the media.

The survey is being conducted by Abt SRBI, a leading business research firm. It will take approximately 15-20 minutes and consists of four sections. Many people find the questions very interesting.

HBS is inviting a sample of alumni to complete the survey. We are grateful to everyone who participates: working or retired, based inside or outside the U.S., employed in a for-profit, nonprofit, or government organization, and from all industries. Your responses are confidential, and participation is entirely voluntary. At the end of the survey, you will be asked whether HBS researchers may contact you.

You can leave the survey at any time and return to a partially completed survey. All of your responses will be saved up to the point at which you last pressed the Continue button.

If you need to go back and change and answer, please use the "Go Back" button in the survey and not your web browser's back button.

If you have any questions about this study, please contact:

Abt SRBI
Stephanie Lawrence
Analyst/Project Manager

Phone: +1-866-296-7783
Email: hbs@srbi.com

Harvard Business School
Manjari Raman
Program Director and Senior Researcher
U.S. Competitiveness Project

Phone: +1-617-495-6288
Email: mraman@hbs.edu



About You

[DISPLAY SECTION-LEVEL PROGRESS BAR]

S2 This section asks a brief series of questions about you so that we can examine whether individuals with different backgrounds and experiences have different perspectives on the questions that follow.

Are you currently employed?

An answer to this question is requested as it determines which questions you will be asked later.

- 1 Yes SKIP TO S1
- 2 No CONTINUE

IF S2=MISSING CONTINUE

[PAGE BREAK]

S2a Are you retired?

We are requesting this information so that we do not later ask retirees questions about their current employer.

- 1 Yes SKIP TO S1
- 2 No CONTINUE

IF S2=MISSING CONTINUE

ELSE IF S2=2 SKIP TO NS19

[PAGE BREAK]



S1 You are listed in the HBS alumni database as a(n) [BUSTITLE from frame] at [BUSNAME from frame] in [OFFICE LOCATION]. Is this information up-to-date and correct?

If you would like to update any information, select “No” below, and click Continue.

An answer to this question is requested as it determines which questions you will be asked later.

- | | | |
|---|---------------------------------------|------------|
| 1 | Yes | SKIP TO S9 |
| 2 | No, the information should be updated | CONTINUE |

IF S1=MISSING CONTINUE

[PAGE BREAK]

S3 What is your current job title?

[PAGE BREAK]

S4 At what company do you currently work?

[PAGE BREAK]

S5 Are you located in the U.S.?

An answer to this question is requested as it determines which questions you will be asked later.

- | | | |
|---|-----|---------------------------|
| 1 | Yes | AUTCODE S9=1 AND CONTINUE |
| 2 | No | SKIP TO S7 |

IF S5=MISSING CONTINUE

[PAGE BREAK]



S6 In which state are you located?

[DROP DOWN LIST]

- 1 Alabama
- 2 Alaska
- 3 Arizona
- 4 Arkansas
- 5 California
- 6 Colorado
- 7 Connecticut
- 8 Delaware
- 9 District of Columbia
- 10 Florida
- 11 Georgia
- 12 Hawaii
- 13 Idaho
- 14 Illinois
- 15 Indiana
- 16 Iowa
- 17 Kansas
- 18 Kentucky
- 19 Louisiana
- 20 Maine
- 21 Maryland
- 22 Massachusetts
- 23 Michigan
- 24 Minnesota
- 25 Mississippi
- 26 Missouri
- 27 Montana
- 28 Nebraska
- 29 Nevada
- 30 New Hampshire
- 31 New Jersey
- 32 New Mexico
- 33 New York
- 34 North Carolina
- 35 North Dakota
- 36 Ohio



- 37 Oklahoma
- 38 Oregon
- 39 Pennsylvania
- 40 Rhode Island
- 41 South Carolina
- 42 South Dakota
- 43 Tennessee
- 44 Texas
- 45 Utah
- 46 Vermont
- 47 Virginia
- 48 Washington
- 49 West Virginia
- 50 Wisconsin
- 51 Wyoming

IF S5=MISSING & S6=MISSING CONTINUE
ELSE SKIP TO S8

[PAGE BREAK]

S7 In which country are you located?

[DROP DOWN LIST]

- 1 Afghanistan
- 2 Albania
- 3 Algeria
- 4 Andorra
- 5 Angola
- 6 Antigua & Barbuda
- 7 Argentina
- 8 Armenia
- 9 Australia
- 10 Aus. Overseas Ter.
- 11 Austria
- 12 Azerbaijan
- 13 Bahamas
- 14 Bahrain
- 15 Bangladesh



- 16 Barbados
- 17 Belarus
- 18 Belgium
- 19 Belize
- 20 Benin
- 21 Bhutan
- 22 Bolivia
- 23 Bosnia & Herzegovina
- 24 Botswana
- 25 Brazil
- 26 Brunei
- 27 Bulgaria
- 28 Burkina Faso
- 29 Burundi
- 30 Cambodia
- 31 Cameroon
- 32 Canada
- 33 Cape Verde
- 34 Central African Rep.
- 35 Chad
- 36 Chile
- 37 China
- 38 Colombia
- 39 Comoros
- 40 Congo, Dem. Rep.
- 41 Congo, Rep. of
- 42 Cook Islands
- 43 Costa Rica
- 44 Cote d'Ivoire
- 45 Croatia
- 46 Cuba
- 47 Cyprus
- 48 Czech Rep.
- 49 Denmark
- 50 Dan. Overseas Ter.
- 51 Djibouti
- 52 Dominica
- 53 Dominican Rep.
- 54 East Timor



55	Ecuador
56	Egypt
57	El Salvador
58	Equatorial Guinea
59	Eritrea
60	Estonia
61	Ethiopia
62	Fiji
63	Finland
64	France
65	Fr. Overseas Ter.
66	Gabon
67	Gambia
68	Georgia
69	Germany
70	Ghana
71	Greece
72	Grenada
73	Guatemala
74	Guinea
75	Guinea-Bissau
76	Guyana
77	Haiti
78	Honduras
79	Hong Kong
80	Hungary
81	Iceland
82	India
83	Indonesia
84	Iran
85	Iraq
86	Ireland
87	Israel
88	Italy
89	Jamaica
90	Japan
91	Jordan
92	Kazakhstan
93	Kenya



94	Kiribati
95	Korea, DPRK
96	Korea, Rep. of
97	Kuwait
98	Kyrgyzstan
99	Laos
100	Latvia
101	Lebanon
102	Lesotho
103	Liberia
104	Libya
105	Liechtenstein
106	Lithuania
107	Luxembourg
108	Macao
109	Macedonia
110	Madagascar
111	Malawi
112	Malaysia
113	Maldives
114	Mali
115	Malta
116	Marshall Is.
117	Mauritania
118	Mauritius
119	Mexico
120	Micronesia
121	Moldova
122	Monaco
123	Mongolia
124	Montenegro
125	Morocco
126	Mozambique
127	Myanmar
128	Namibia
129	Nauru
130	Nepal
131	Netherlands
132	Neth. Overseas Ter.



133	New Zealand
134	N.Z. Overseas Ter.
135	Nicaragua
136	Niger
137	Nigeria
138	Niue
139	Norway
140	Oman
141	Pakistan
142	Palau
143	Palestinian Ter.
144	Panama
145	Papua New Guinea
146	Paraguay
147	Peru
148	Philippines
149	Poland
150	Portugal
151	Puerto Rico
152	Qatar
153	Romania
154	Russia
155	Rwanda
156	St. Kitts and Nevis
157	St. Lucia
158	St. Vincent & Gren.
159	Samoa
160	San Marino
161	Sao Tome & Principe
162	Saudi Arabia
163	Senegal
164	Serbia
165	Seychelles
166	Sierra Leone
167	Singapore
168	Slovak Republic
169	Slovenia
170	Solomon Islands
171	Somalia



172	South Africa
173	South Sudan
174	Spain
175	Sri Lanka
176	Sudan
177	Suriname
178	Swaziland
179	Sweden
180	Switzerland
181	Syria
182	Taiwan
183	Tajikistan
184	Tanzania
185	Thailand
186	Togo
187	Tonga
188	Trinidad & Tobago
189	Tunisia
190	Turkey
191	Turkmenistan
192	Tuvalu
193	Uganda
194	Ukraine
195	United Arab Emirates
196	United Kingdom
197	U.K. Overseas Territories
198	United States
199	U.S. Minor Outlying Is.
200	Uruguay
201	Uzbekistan
202	Vanuatu
203	Venezuela
204	Vietnam
205	Western Sahara
206	Yemen
207	Zambia
208	Zimbabwe

[PAGE BREAK]



S8 HBS would like to update your information in the alumni database. May we send your updated information to HBS External Relations?

- 1 Yes (send my updated information to HBS)
- 2 No (do not send my updated information to HBS)

IF S5=1 SKIP TO S10

IF S5=2 | S5=MISSING CONTINUE

[PAGE BREAK]

S9 Does your firm have any business activities in the U.S.?

An answer to this question is requested as it determines which questions you will be asked later.

- 1 Yes
- 2 No

[PAGE BREAK]

S10 Does your firm have any business activities outside the U.S.?

- 1 Yes
- 2 No

[PAGE BREAK]

S11 Is your firm exposed to international competition?

- 1 Yes
- 2 No

[PAGE BREAK]



S21 How many people does your firm employ?

Please include full- and part-time employees.

- 1 Fewer than 5
- 2 5 to 9
- 3 10 to 19
- 4 20 to 49
- 5 50 to 99
- 6 100 to 249
- 7 250 to 499
- 8 500 to 999
- 9 1,000 to 2,499
- 10 2,500 to 4,999
- 11 5,000 to 9,999
- 12 10,000 or more
- 99 Don't know

[PAGE BREAK]

S20 Are you employed by a...

- 1 Private sector, for-profit organization
- 2 Nonprofit organization
- 3 Public sector or government organization

[PAGE BREAK]

NS12 In what sector do you work?

- 1 Insurance
- 2 Financial Services
- 3 Accounting
- 4 Professional Services
- 5 Scientific Services
- 6 Technical Services
- 7 Media: Broadcast, Film, and Multimedia
- 8 Media: Print and Publishing
- 9 Telecommunications
- 10 Data Processing
- 11 Construction
- 12 Real Estate



- 13 Wholesale and Retail Trade
- 14 Manufacturing: Food and Beverage
- 15 Manufacturing: Textile and Apparel
- 16 Manufacturing: Wood, Paper, and Printing
- 17 Manufacturing: Petroleum, Chemicals, and Plastics
- 18 Manufacturing: Metal and Machinery
- 19 Manufacturing: Computer, Electrical, and Appliance
- 20 Other Manufacturing
- 21 Accommodation and Food Services
- 22 Health Care and Social Assistance
- 23 Arts, Entertainment, and Recreation
- 24 Transportation and Logistics
- 25 Mining and Oil & Gas Extraction
- 26 Utilities
- 27 Agriculture, Forestry, and Fishing
- 28 Educational Services
- 29 Other Services
- 30 Public Administration

SKIP TO Q1

[PAGE BREAK]

NS19 In what sector did you work?

- 1 Insurance
- 2 Financial Services
- 3 Accounting
- 4 Professional Services
- 5 Scientific Services
- 6 Technical Services
- 7 Media: Broadcast, Film, and Multimedia
- 8 Media: Print and Publishing
- 9 Telecommunications
- 10 Data Processing
- 11 Construction
- 12 Real Estate
- 13 Wholesale and Retail Trade
- 14 Manufacturing: Food and Beverage
- 15 Manufacturing: Textile and Apparel



- 16 Manufacturing: Wood, Paper, and Printing
- 17 Manufacturing: Petroleum, Chemicals, and Plastics
- 18 Manufacturing: Metal and Machinery
- 19 Manufacturing: Computer, Electrical, and Appliance
- 20 Other Manufacturing
- 21 Accommodation and Food Services
- 22 Health Care and Social Assistance
- 23 Arts, Entertainment, and Recreation
- 24 Transportation and Logistics
- 25 Mining and Oil & Gas Extraction
- 26 Utilities
- 27 Agriculture, Forestry, and Fishing
- 28 Educational Services
- 29 Other Services
- 30 Public Administration
- 31 Never worked

[PAGE BREAK]

NS20 Are you located in the U.S.?

An answer to this question is requested as it determines which questions you will be asked later.

- 1 Yes CONTINUE
- 2 No SKIP TO NS22

IF NS20=MISSING CONTINUE

[PAGE BREAK]

NS21 In which state are you located?

[DROP DOWN LIST]

- 1 Alabama
- 2 Alaska
- 3 Arizona
- 4 Arkansas
- 5 California
- 6 Colorado



- 7 Connecticut
- 8 Delaware
- 9 District of Columbia
- 10 Florida
- 11 Georgia
- 12 Hawaii
- 13 Idaho
- 14 Illinois
- 15 Indiana
- 16 Iowa
- 17 Kansas
- 18 Kentucky
- 19 Louisiana
- 20 Maine
- 21 Maryland
- 22 Massachusetts
- 23 Michigan
- 24 Minnesota
- 25 Mississippi
- 26 Missouri
- 27 Montana
- 28 Nebraska
- 29 Nevada
- 30 New Hampshire
- 31 New Jersey
- 32 New Mexico
- 33 New York
- 34 North Carolina
- 35 North Dakota
- 36 Ohio
- 37 Oklahoma
- 38 Oregon
- 39 Pennsylvania
- 40 Rhode Island
- 41 South Carolina
- 42 South Dakota
- 43 Tennessee
- 44 Texas
- 45 Utah



- 46 Vermont
- 47 Virginia
- 48 Washington
- 49 West Virginia
- 50 Wisconsin
- 51 Wyoming

IF NS20=MISSING & NS21=MISSING CONTINUE
ELSE SKIP TO Q1

[PAGE BREAK]

NS22 In which country are you located?

[DROP DOWN LIST]

- 1 Afghanistan
- 2 Albania
- 3 Algeria
- 4 Andorra
- 5 Angola
- 6 Antigua & Barbuda
- 7 Argentina
- 8 Armenia
- 9 Australia
- 10 Aus. Overseas Ter.
- 11 Austria
- 12 Azerbaijan
- 13 Bahamas
- 14 Bahrain
- 15 Bangladesh
- 16 Barbados
- 17 Belarus
- 18 Belgium
- 19 Belize
- 20 Benin
- 21 Bhutan
- 22 Bolivia
- 23 Bosnia & Herzegovina
- 24 Botswana



25	Brazil
26	Brunei
27	Bulgaria
28	Burkina Faso
29	Burundi
30	Cambodia
31	Cameroon
32	Canada
33	Cape Verde
34	Central African Rep.
35	Chad
36	Chile
37	China
38	Colombia
39	Comoros
40	Congo, Dem. Rep.
41	Congo, Rep. of
42	Cook Islands
43	Costa Rica
44	Cote d'Ivoire
45	Croatia
46	Cuba
47	Cyprus
48	Czech Rep.
49	Denmark
50	Dan. Overseas Ter.
51	Djibouti
52	Dominica
53	Dominican Rep.
54	East Timor
55	Ecuador
56	Egypt
57	El Salvador
58	Equatorial Guinea
59	Eritrea
60	Estonia
61	Ethiopia
62	Fiji
63	Finland



64	France
65	Fr. Overseas Ter.
66	Gabon
67	Gambia
68	Georgia
69	Germany
70	Ghana
71	Greece
72	Grenada
73	Guatemala
74	Guinea
75	Guinea-Bissau
76	Guyana
77	Haiti
78	Honduras
79	Hong Kong
80	Hungary
81	Iceland
82	India
83	Indonesia
84	Iran
85	Iraq
86	Ireland
87	Israel
88	Italy
89	Jamaica
90	Japan
91	Jordan
92	Kazakhstan
93	Kenya
94	Kiribati
95	Korea, DPRK
96	Korea, Rep. of
97	Kuwait
98	Kyrgyzstan
99	Laos
100	Latvia
101	Lebanon
102	Lesotho



103	Liberia
104	Libya
105	Liechtenstein
106	Lithuania
107	Luxembourg
108	Macao
109	Macedonia
110	Madagascar
111	Malawi
112	Malaysia
113	Maldives
114	Mali
115	Malta
116	Marshall Is.
117	Mauritania
118	Mauritius
119	Mexico
120	Micronesia
121	Moldova
122	Monaco
123	Mongolia
124	Montenegro
125	Morocco
126	Mozambique
127	Myanmar
128	Namibia
129	Nauru
130	Nepal
131	Netherlands
132	Neth. Overseas Ter.
133	New Zealand
134	N.Z. Overseas Ter.
135	Nicaragua
136	Niger
137	Nigeria
138	Niue
139	Norway
140	Oman
141	Pakistan



142	Palau
143	Palestinian Ter.
144	Panama
145	Papua New Guinea
146	Paraguay
147	Peru
148	Philippines
149	Poland
150	Portugal
151	Puerto Rico
152	Qatar
153	Romania
154	Russia
155	Rwanda
156	St. Kitts and Nevis
157	St. Lucia
158	St. Vincent & Gren.
159	Samoa
160	San Marino
161	Sao Tome & Principe
162	Saudi Arabia
163	Senegal
164	Serbia
165	Seychelles
166	Sierra Leone
167	Singapore
168	Slovak Republic
169	Slovenia
170	Solomon Islands
171	Somalia
172	South Africa
173	South Sudan
174	Spain
175	Sri Lanka
176	Sudan
177	Suriname
178	Swaziland
179	Sweden
180	Switzerland



- 181 Syria
- 182 Taiwan
- 183 Tajikistan
- 184 Tanzania
- 185 Thailand
- 186 Togo
- 187 Tonga
- 188 Trinidad & Tobago
- 189 Tunisia
- 190 Turkey
- 191 Turkmenistan
- 192 Tuvalu
- 193 Uganda
- 194 Ukraine
- 195 United Arab Emirates
- 196 United Kingdom
- 197 U.K. Overseas Territories
- 198 United States
- 199 U.S. Minor Outlying Is.
- 200 Uruguay
- 201 Uzbekistan
- 202 Vanuatu
- 203 Venezuela
- 204 Vietnam
- 205 Western Sahara
- 206 Yemen
- 207 Zambia
- 208 Zimbabwe

CONTINUE WITH Q1

[PAGE BREAK]

U.S. COMPETITIVENESS

[DISPLAY SECTION-LEVEL PROGRESS BAR]

This section focuses on the competitiveness of the United States and the state of the U.S. business environment.



The next set of questions asks about various elements of the U.S. business environment, elements that affect how well firms in the United States can compete in the global marketplace. For each element, please rate the U.S. *compared to other advanced economies like Western Europe, Japan, and Canada.*

[VERTICAL ORIENTATION OF COLUMN HEADERS IS FOR WORD PROCESSOR FORMATTING ONLY. WILL BE HORIZONTAL ON WEB.]

		Much worse than average	Somewhat worse than average	About average	Somewhat better than average	Much better than average	Don't know
Q1_1	Logistics infrastructure High-quality highways, railroads, ports, and air transport	1	2	3	4	5	9
Q1_2	Communications infrastructure High-quality and widely available telephony, Internet and data access	1	2	3	4	5	9
Q1_4	Complexity of the national tax code	1	2	3	4	5	9
Q1_5	Education system through high school Universal access to high-quality education; curricula that prepare students for productive work	1	2	3	4	5	9
Q1_6	High-quality universities with strong linkages to the private sector	1	2	3	4	5	9
Q1_7	Context for entrepreneurship Availability of capital for high-quality ideas; ease of setting up new businesses; lack of stigma for failure	1	2	3	4	5	9
Q1_8	Availability of skilled labor	1	2	3	4	5	9
Q1_17	Flexibility in hiring and firing of workers	1	2	3	4	5	9
Q1_9	Innovation infrastructure High-quality scientific research institutions; availability of scientists and engineers	1	2	3	4	5	9



		Much worse than average	Somewhat worse than average	About average	Somewhat better than average	Much better than average	Don't know
Q1_10	Regulation Effective and predictable regulations without unnecessary burden on firms	1	2	3	4	5	9
Q1_11	Strength of clusters: Geographic concentrations of related firms, suppliers, service providers, and supporting institutions with effective collaboration	1	2	3	4	5	9
Q1_12	Quality of capital markets Ease of firm access to appropriate capital; capital allocated to most profitable investments	1	2	3	4	5	9
Q1_13	Macroeconomic policy Soundness of government budgetary, interest rate, and monetary policies	1	2	3	4	5	9
Q1_3	Effectiveness of the political system Ability of the government to pass effective laws	1	2	3	4	5	9
Q1_14	Protection of physical and intellectual property rights and lack of corruption	1	2	3	4	5	9
Q1_15	Efficiency of legal framework Modest legal costs; swift adjudication	1	2	3	4	5	9
Q1_16	Sophistication of firm management and operations Use of sophisticated strategies, operating practices, management structures, and analytical techniques	1	2	3	4	5	9
Q1_18	Quality of health care relative to cost	1	2	3	4	5	9

[PAGE BREAK]



Q2 Compared to other advanced economies, would you say that the U.S. business environment, overall, is...

- 1 Much worse than average
- 2 Somewhat worse than average
- 3 About average
- 4 Somewhat better than average
- 5 Much better than average
- 9 Don't know

[PAGE BREAK]

Over time, is each element of the U.S. business environment falling behind, keeping pace with, or pulling ahead of the same element in other advanced economies?

[VERTICAL ORIENTATION OF COLUMN HEADERS IS FOR WORD PROCESSOR FORMATTING ONLY. WILL BE HORIZONTAL ON WEB.]

		Falling behind	Keeping pace	Pulling ahead	Don't know
Q3_1	Logistics infrastructure High-quality highways, railroads, ports, and air transport	1	2	3	9
Q3_2	Communications infrastructure High-quality and widely available telephony, Internet and data access	1	2	3	9
Q3_4	Complexity of the national tax code	1	2	3	9
Q3_5	Education system through high school Universal access to high-quality education; curricula that prepare students for productive work	1	2	3	9
Q3_6	High quality universities with strong linkages to the private sector	1	2	3	9
Q3_7	Context for entrepreneurship Availability of capital for high-quality ideas; ease of setting up new businesses; lack of stigma for failure	1	2	3	9
Q3_8	Availability of skilled labor	1	2	3	9
Q3_17	Flexibility in hiring and firing of workers	1	2	3	9
Q3_9	Innovation infrastructure	1	2	3	9



		Falling behind	Keeping pace	Pulling ahead	Don't know
	High-quality scientific research institutions; availability of scientists and engineers				
Q3_10	Regulation Effective and predictable regulations without unnecessary burden on firms	1	2	3	9
Q3_11	Strength of clusters: Geographic concentrations of related firms, suppliers, service providers, and supporting institutions with effective collaboration	1	2	3	9
Q3_12	Quality of capital markets Ease of firm access to appropriate capital; capital allocated to most profitable investments	1	2	3	9
Q3_13	Macroeconomic policy Soundness of government budgetary, interest rate, and monetary policies	1	2	3	9
Q3_3	Effectiveness of the political system Ability of the government to pass effective laws	1	2	3	9
Q3_14	Protection of physical and intellectual property rights and lack of corruption	1	2	3	9
Q3_15	Efficiency of legal framework Modest legal costs; swift adjudication	1	2	3	9
Q3_16	Sophistication of firm management and operations Use of sophisticated strategies, operating practices, management structures, and analytical techniques	1	2	3	9
Q1_18	Quality of health care relative to cost	1	2	3	9

[PAGE BREAK]



Overall, over time is the U.S. business environment falling behind, keeping pace with, or pulling ahead of the business environments in...

[VERTICAL ORIENTATION OF COLUMN HEADERS IS FOR WORD PROCESSOR FORMATTING ONLY. WILL BE HORIZONTAL ON WEB.]

		Falling behind	Keeping pace	Pulling ahead	Don't know
Q4_1	Other advanced economies like Western Europe, Japan, and Canada	1	2	3	9
Q4_2	Emerging economies like Brazil, India, China, and Eastern Europe	1	2	3	9

[PAGE BREAK]

Q5 Please think about firms operating in the United States—**whether or not they are U.S.-owned**. Overall, how successful are these firms today at competing in the global marketplace against firms operating in other advanced economies?

- 1 Not at all successful
- 2 Not very successful
- 3 Somewhat successful
- 4 Very successful
- 5 Extremely successful
- 9 Don't know

[PAGE BREAK]

Q6 Three years from now, do you expect the ability of firms operating in the United States to compete successfully in the global marketplace to be...

- 1 Much worse than today
- 2 Somewhat worse
- 3 The same
- 4 Somewhat better
- 5 Much better than today
- 9 Don't know



[PAGE BREAK]

Q7 Three years from now, do you expect firms operating in the U.S. to be...

- 1 Much less able to support high wages and benefits
- 2 Somewhat less able
- 3 Neither less nor more able
- 4 Somewhat more able
- 5 Much more able to support high wages and benefits
- 9 Don't know

IF S2=2 | S2=MISSING | S9=2 | S9=MISSING SKIP TO U.S. ECONOMIC OUTCOMES

INTRO

IF S2=1&S9=1 CONTINUE

[PAGE BREAK]

Q9 Can **your firm's** U.S. operations compete successfully in the global marketplace **and** maintain current employment levels...

- 1 While supporting **rising** wages and benefits for an average employee
- 2 While supporting **stable** wages and benefits
- 3 Only with **declining** wages and benefits for an average employee
- 4 Your firm does not compete in the global marketplace
- 9 Don't know

[PAGE BREAK]

[FORM SPLIT: IF FORM=1, CONTINUE, ELSE SKIP TO INSTRUCTION BEFORE EB]

U.S. ECONOMIC OUTCOMES

[DISPLAY SECTION-LEVEL PROGRESS BAR]

This section focuses on recent and future economic outcomes in the United States such as overall growth, inequality, mobility, and poverty.

IF EA_ORDER=1 CONTINUE

ELSE SKIP TO EA3

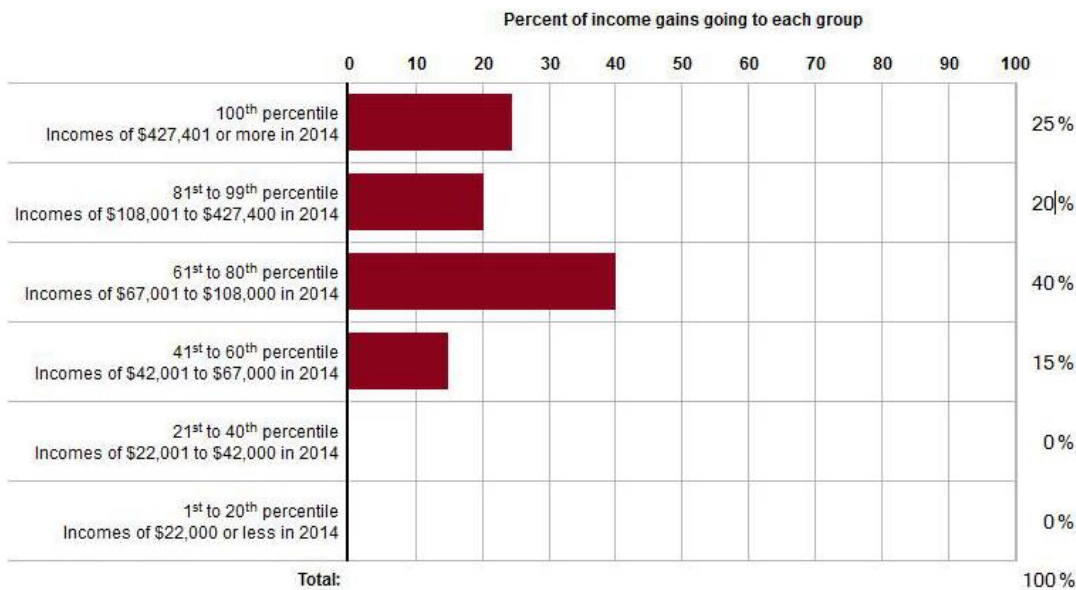


The next two questions are about **income**. For our purposes, **income** includes labor income (e.g., wages and salaries), business income, capital gains, capital income (e.g., interest and dividends), and pension payments. It does not include payments or assistance from the government, nor does it deduct taxes paid to the government. This is sometimes called “pretax income” or “income before taxes and transfers.”

EA1 The Congressional Budget Office estimates that in the next decade, the total income of all citizens in the United States will increase by \$9 trillion. What percentage of **those gains** do you think **will** go to the 1% who currently have the highest incomes (the 100th percentile), the next 19% (the 81st to 99th percentiles), the second richest 20% (the 61st to 80th percentiles), the third richest 20% (the 41st to 60th percentiles), etc.?

Click inside the grid below to respond to the question. A bar will be created going to the point you clicked, representing the share of income gains for those particular percentiles. To make the bar longer or shorter, click the end of the bar and drag it. You can add bars by clicking in each percentile group.

The result will be a bar graph showing the distribution of the additional income. Once your bars add up to 100%, you will not be able to make bars longer; you will need to shorten existing bars in order to lengthen other bars.



Bars shown to illustrate item functioning. All bars set to zero when opened by respondent.

[PAGE BREAK]



IF EA1=100% SKIP TO EA2
ELSE CONTINUE

EA1a Oops! It looks like your answers to the last question didn't equal 100%. If you'd like to go back and change your answer, please click "Go Back" below (do not use your browser's back button). Otherwise, click "Continue."

[PAGE BREAK]

EA2 The Congressional Budget Office estimates that in the next decade, the total income of all citizens in the United States will increase by \$9 trillion. What percentage of **those gains** do you think **should** go to the 1% who currently have the highest incomes (the 100th percentile), the next 19% (the 81st to 99th percentiles), the second richest 20% (the 61st to 80th percentiles), the third richest 20% (the 41st to 60th percentiles), etc.?

For reference, in the previous question you estimated that:

[Response from 100th percentile EA1]% of gains would go to the top 1%

[Response from 81st-99th percentile EA1]% to the 81st to 99th percentiles

[Response from 61st-80th percentile EA1]% to the 61st to 80th percentiles

[Response from 41st-60th percentile EA1]% to the 41st to 60th percentiles

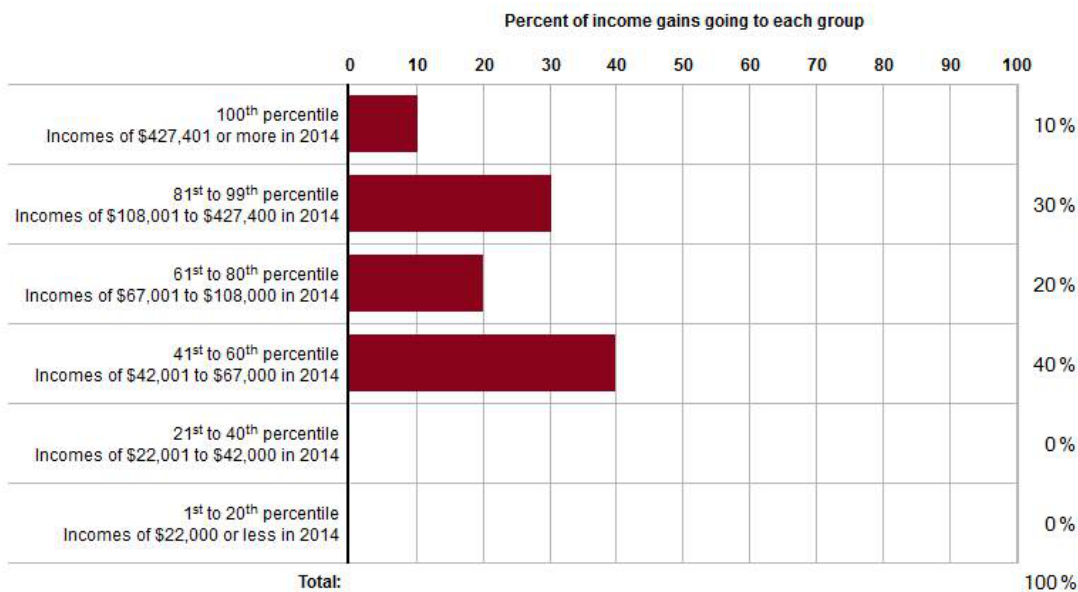
[Response from 21st-40th percentile EA1]% to the 21st to 40th percentiles

[Response from 1st-20th percentile EA1]% to the 1st to 20th percentiles



PROGRAMMER ADD THE INCOME RANGES IN A MOUSE OVER OR UNDER THE PERCENTILE, AS GIVEN BELOW.

- 1%-20% \$0-\$22,000
- 21%-40% \$22,001-\$42,000
- 41%-60% \$42,001-\$67,000
- 61%-80% \$67,001-\$108,000
- 81%-99% \$108,001-\$427,400
- 100% \$427,401 or more



Bars shown to illustrate item functioning. All bars set to zero when opened by respondent.

[PAGE BREAK]

IF EA2=100% SKIP TO LOGIC AFTER EA2a
ELSE CONTINUE

EA2a Oops! It looks like your answers to the last question didn't equal 100%. If you'd like to go back and change your answer, please click "Go Back" below (do not use your browser's back button). Otherwise, click "Continue."

[PAGE BREAK]



EA3 The following questions focus on a number of economic outcomes in the United States. For each outcome, we would like to know whether you consider improving the outcome to be an important priority for American society. Though some outcomes might be related (for instance, they may have common underlying causes), please try to consider the possibility of changing each outcome separately.

For each item below, please indicate whether you think changing the outcome is not a priority, a modest priority, a high priority, or a very high priority.

[COLUMN LABELS SHOWN IN VERTICAL ORIENTATION ONLY ON WORD PROCESSOR. TO BE DISPLAYED IN HORIZONTAL ORIENTATION ON SURVEY.]

		Not a priority	A modest priority	A high priority	A very high priority	Don't know
1	Slower overall economic growth: Long-run economic growth rates in the United States have declined in recent decades. For instance, the U.S. Federal Reserve reports that real GDP grew at an average annual rate of 4.2% from 1950 to 1970, 3.3% from 1970 to 2000, and 1.9% from 2000 to 2015.	1	2	3	4	9
2	Rising inequality: Income and wealth inequality in the United States have risen since about 1980. For example, the World Top Incomes Database reports that the portion of pretax income earned by the 1% of Americans with the highest incomes increased from 8.2% in 1980 to 17.5% in 2013.	1	2	3	4	9



		Not a priority	A modest priority	A high priority	A very high priority	Don't know
3	Middle-class stagnation: Incomes in America's middle class have stopped growing steadily. For instance, the U.S. Census Bureau reports that in 2013, real median household income in America was down 9% from its 1999 peak and slightly lower than it was in 1989.	1	2	3	4	9
4	Rising poverty: According to the U.S. Census Bureau, the portion of Americans living below the federal poverty line fell to a low of 11.3% in 2000, but rose to 15.0% in 2012 and stood at 14.5% when last measured (in 2013).	1	2	3	4	9
5	Limited economic mobility: Americans born with low incomes have limited ability to improve their economic well-being. For example, the Pew Charitable Trust reports that among children born in the lowest quintile of the income distribution, 43% are still in the lowest quintile as adults and only 4% rise to the top quintile.	1	2	3	4	9

LOGIC TO DETERMINE IF THERE ARE TIES AT THE MAXIMUM VALUE ENTERED BY RESPONDENT

CREATE VARIABLE HIRES P:

IF (NUMBER OF EA3 ANSWERS RATED "4" > 1) HIRES P=4.

ELSE IF (NUMBER OF EA3 ANSWERS RATED "3" > 1) HIRES P=3.

ELSE IF (NUMBER OF EA3 ANSWERS RATED "2" > 1) HIRES P=2.

ELSE IF (NUMBER OF EA3 ANSWERS RATED "1" > 1) HIRES P=1.

ELSE HIRES P=9.



IF HIRES=4 CREATE VARIABLES PRIORITY1 TO PRIORITY5 CODED 1 IF RESPONSE IN EA3 IS 4.

IF HIRES=3 CREATE VARIABLES PRIORITY1 TO PRIORITY5 CODED 1 IF RESPONSE IN EA3 IS 3.

IF HIRES=2 CREATE VARIABLES PRIORITY1 TO PRIORITY5 CODED 1 IF RESPONSE IN EA3 IS 2.

CREATE VARIABLE

PRIORITIES=PRIORITY1+PRIORITY2+PRIORITY3+PRIORITY4+PRIORITY5.

ASK EA4 IF THERE IS MORE THAN ONE OF THE SAME HIGHEST ANSWER ELSE SKIP TO EA5

[PAGE BREAK]

EA4 Among the outcomes that you identified as (IF HIRES=4: very high / IF HIRES=3: high / IF HIRES=2: modest) priorities for change, which do you consider the most important to address?

[DISPLAY 1 TO 5 IF CORRESPONDING PRIORITY=1. E.G., DISPLAY 1 IF PRIORITY1=1. DISPLAY ORDER OF ITEMS SHOULD FOLLOW ORDER OF EA3]

- 1 Slower overall economic growth
- 2 Rising inequality
- 3 Middle-class stagnation
- 4 Growing poverty
- 5 Limited economic mobility
- 9 Don't know

IF EA4>=1&EA4<=5 CONTINUE

IF EA4=9|NOT ANSWERED &

S2=1 &

S9=1 SKIP TO EA7

S9=2|S9=MISSING SKIP TO EA9

S2=2|S2=MISSING SKIP TO EA9

[PAGE BREAK]

EA5 What do you consider the most important causes of [IF PRIORITIES=1: DISPLAY TEXT (only the text that was bolded) FROM ITEM IN EA3 WHERE PRIORITY=1 / IF PRIORITIES>1: DISPLAY TEXT FROM ITEM SELECTED IN EA4]?



[THREE ROW TEXT BOX]

[PAGE BREAK]

EA6 What are the most important steps that policymakers, business leaders, or others can take in order to address [IF PRIORTIES=1: DISPLAY TEXT FROM ITEM IN EA3 (only the text that was bolded) WHERE = 4 / IF PRIORTIES>1: DISPLAY TEXT FROM ITEM SELECTED IN EA4]?

[THREE ROW TEXT BOX]

IF S2=1 &

S9=1 CONTINUE

S9=2 | S9=MISSING SKIP TO EA9

IF S2=2 | S2=MISSING SKIP TO EA9

[PAGE BREAK]

EA7 **From the perspective of your company**, is each of the economic outcomes just mentioned a business problem, a business opportunity, neither, or both?

[COLUMN LABELS SHOWN IN VERTICAL ORIENTATION ONLY ON WORD PROCESSOR. TO BE DISPLAYED IN HORIZONTAL ORIENTATION ON SURVEY.]

		A major problem for your company	A minor problem	Neither a problem nor an opportunity	A minor opportunity	A major opportunity for your company	Both a problem and an opportunity	Don't know
1	Slower overall economic growth: Long-run economic growth rates in the United States have declined in recent decades.	1	2	3	4	5	6	9
2	Rising inequality: Income and wealth inequality in the United States have risen since about 1980.	1	2	3	4	5	6	9
3	Middle-class stagnation: Incomes in America's middle class have stopped growing steadily.	1	2	3	4	5	6	9
4	Growing poverty: The portion of Americans living below the federal poverty line rose from 11.3% in 2000 to 14.5% in 2013.	1	2	3	4	5	6	9
5	Limited economic mobility: Americans born with low incomes have limited ability to improve their economic well-being.	1	2	3	4	5	6	9

IF (EA7_1=1|EA7_1=5) CONTINUE

ELSE IF (EA7_2=1|EA7_2=5) SKIP TO EA8_2

ELSE IF (EA7_3=1|EA7_3=5) SKIP TO EA8_3

ELSE IF (EA7_4=1|EA7_4=5) SKIP TO EA8_4



ELSE IF (EA7_5=1|EA7_5=5) SKIP TO EA8_5
ELSE SKIP TO EA9

[PAGE BREAK]

EA8_1 Could you briefly describe why **slower overall economic growth** is [IF EA7_1=1: a major problem for your company/ IF EA7_1=5: a major opportunity for your company]?

[TWO ROW TEXT BOX]

IF (EA7_2=1|EA7_2=5) CONTINUE
ELSE IF (EA7_3=1|EA7_3=5) SKIP TO EA8_3
ELSE IF (EA7_4=1|EA7_4=5) SKIP TO EA8_4
ELSE IF (EA7_5=1|EA7_5=5) SKIP TO EA8_5
ELSE SKIP TO EA9

[PAGE BREAK]

EA8_2 Could you briefly describe why **rising inequality** is [IF EA5_2=1: a major problem for your company / IF EA5_2=5: a major opportunity for your company]?

[TWO ROW TEXT BOX]

IF (EA7_3=1|EA7_3=5) CONTINUE
ELSE IF (EA7_4=1|EA7_4=5) SKIP TO EA8_4
ELSE IF (EA7_5=1|EA7_5=5) SKIP TO EA8_5
ELSE SKIP TO EA9

[PAGE BREAK]

EA8_3 Could you briefly describe why **middle-class stagnation** is [IF EA5_3=1: a major problem for your company / EA5_3=5: a major opportunity for your company]?

[TWO ROW TEXT BOX]

IF (EA7_4=1|EA7_4=5) CONTINUE
ELSE IF (EA7_5=1|EA7_5=5) SKIP TO EA8_5
ELSE SKIP TO EA9

[PAGE BREAK]



EA8_4 Could you briefly describe why **growing poverty** is [IF EA5_4=1: a major problem for your company / IF EA5_4=5: a major opportunity for your company]?

[TWO ROW TEXT BOX]

IF (EA7_5=1 | EA7_5=5) CONTINUE
ELSE SKIP TO EA9

[PAGE BREAK]

EA8_5 Could you briefly describe why **limited economic mobility** is [IF EA5_5=1: a major problem for your company / IF EA5_5=5: a major opportunity for your company]?

[TWO ROW TEXT BOX]

[PAGE BREAK]

The next questions concern future economic outcomes in the United States.

EA9 With current policies and economic institutions, do you expect **long-run economic growth** in the U.S. to...

[ROTATE ORDER OF 1 AND 3 WITH 50% PROBABILITY. SAVE ORDER IN EA9_ORDER WHERE 1 HAS "Fall" FIRST AND 2 HAS "Rise" FIRST]

- 1 Fall to lower levels over the next decade
- 2 Remain at roughly the same level
- 3 Rise to higher levels over the next decade
- 9 Don't know

[PAGE BREAK]

EA10 With current policies and economic institutions, do you expect **inequality** in the United States to...

[ROTATE ORDER OF 1 AND 3 WITH 50% PROBABILITY. SAVE ORDER IN EA10_ORDER WHERE 1 HAS "Fall" FIRST AND 2 HAS "Rise" FIRST]

- 1 Fall over the next decade
- 2 Remain at roughly the same level
- 3 Rise over the next decade
- 9 Don't know



[PAGE BREAK]

EA11 With current policies and economic institutions, do you expect **the middle class** in America to...

[ROTATE ORDER OF 1 AND 3 WITH 50% PROBABILITY. SAVE ORDER IN EA11_ORDER WHERE 1 HAS "See worse" FIRST AND 2 HAS "See better" FIRST]

- 1 See worse economic times over the next decade
- 2 Continue to experience economic stagnation over the next decade
- 3 See better economic times over the next decade
- 9 Don't know

[PAGE BREAK]

EA12 With current policies and economic institutions, do you expect the portion of **Americans living below the poverty line** to...

[ROTATE ORDER OF 1 AND 3 WITH 50% PROBABILITY. SAVE ORDER IN EA12_ORDER WHERE 1 HAS "Fall" FIRST AND 2 HAS "Rise" FIRST]

- 1 Rise over the next decade
- 2 Remain roughly the same
- 3 Fall over the next decade
- 9 Don't know

[PAGE BREAK]

EA13 With current policies and economic institutions, do you expect **economic mobility** in the United States to...

[ROTATE ORDER OF 1 AND 3 WITH 50% PROBABILITY. SAVE ORDER IN EA10_ORDER WHERE 1 HAS "Fall" FIRST AND 2 HAS "Rise" FIRST]

- 1 Fall over the next decade
- 2 Remain roughly the same
- 3 Rise over the next decade
- 9 Don't know

[IF EA_order=1, SKIP TO LOGIC BEFORE EA16, ELSE CONTINUE]

The next two questions are about **income**. For our purposes, **income** includes labor income (e.g., wages and salaries), business income, capital gains, capital income (e.g., interest and dividends), and pension payments. It does not include payments or

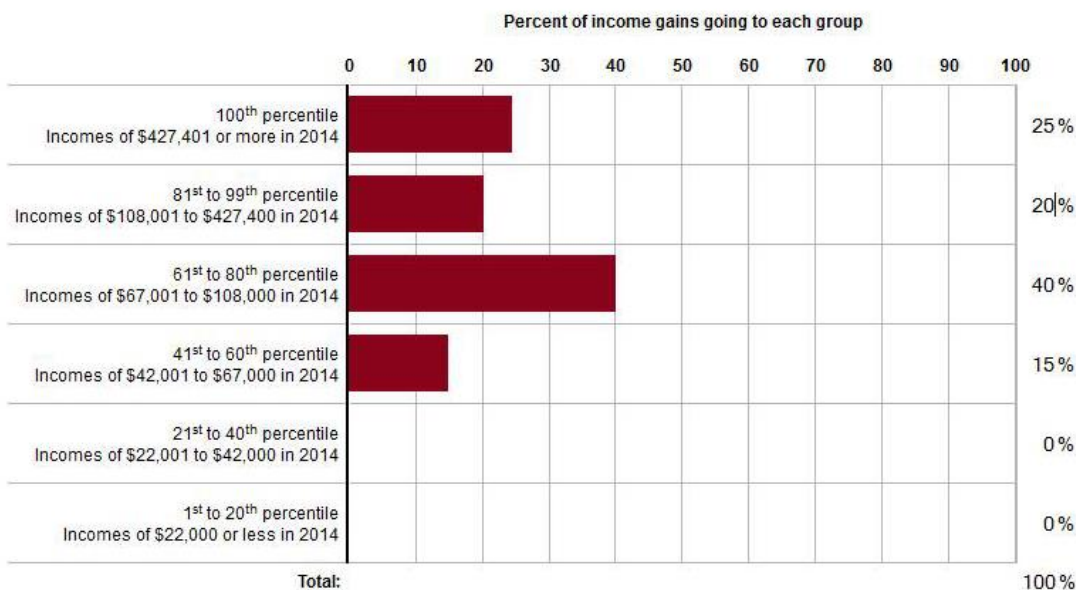


assistance from the government, nor does it deduct taxes paid to the government. This is sometimes called “pretax income” or “income before taxes and transfers.”

EA1s The Congressional Budget Office estimates that in the next decade, the total income of all citizens in the United States will increase by \$9 trillion. What percentage of **those gains** do you think **will** go to the 1% who currently have the highest incomes (the 100th percentile), the next 19% (the 81st to 99th percentiles), the second richest 20% (the 61st to 80th percentiles), the third richest 20% (the 41st to 60th percentiles), etc.?

Click inside the grid below to respond to the question. A bar will be created going to the point you clicked, representing the share of income gains for those particular percentiles. To make the bar longer or shorter, click the end of the bar and drag it. You can add bars by clicking in each percentile group.

The result will be a bar graph showing the distribution of the additional income. Once your bars add up to 100%, you will not be able to make bars longer; you will need to shorten existing bars in order to lengthen other bars.



Bars shown to illustrate item functioning. All bars set to zero when opened by respondent.

[PAGE BREAK]

IF EA1s=100% SKIP TO EA2s
ELSE CONTINUE



EA1as Oops! It looks like your answers to the last question didn't equal 100%. If you'd like to go back and change your answer, please click "Go Back" below (do not use your browser's back button). Otherwise, click "Continue."

[PAGE BREAK]

EA2s The Congressional Budget Office estimates that in the next decade, the total income of all citizens in the United States will increase by \$9 trillion. What percentage of **those gains** do you think **should** go to the 1% who currently have the highest incomes (the 100th percentile), the next 19% (the 81st to 99th percentiles), the second richest 20% (the 61st to 80th percentiles), the third richest 20% (the 41st to 60th percentiles), etc.?

For reference, in the previous question you estimated that:

[Response from 100th percentile EA1s]% of gains would go to the top 1%

[Response from 81st-99th percentile EA1s]% to the 81st to 99th percentiles

[Response from 61st-80th percentile EA1s]% to the 61st to 80th percentiles

[Response from 41st-60th percentile EA1s]% to the 41st to 60th percentiles

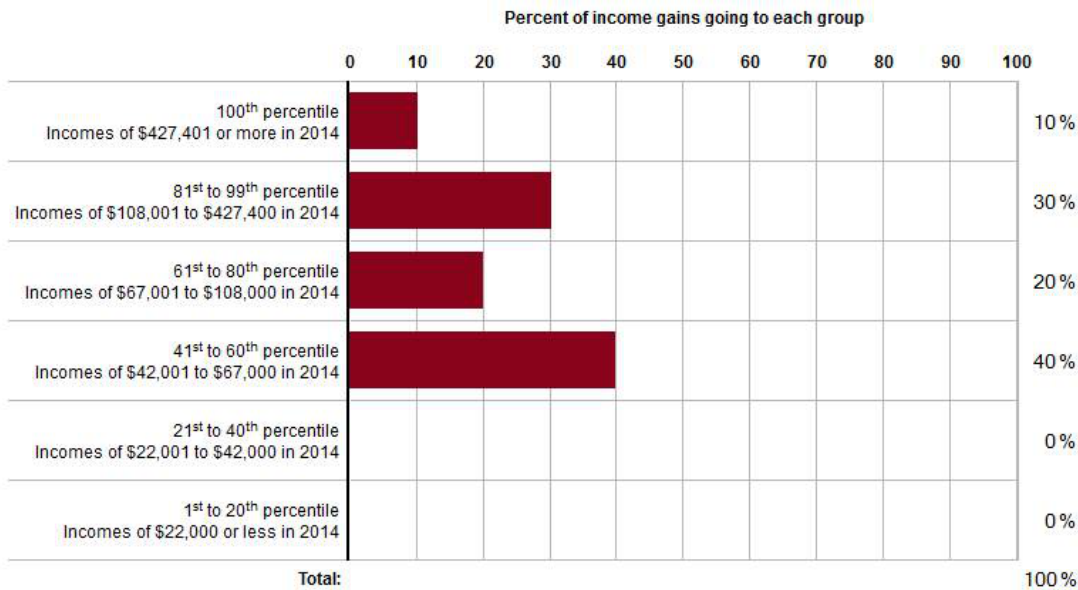
[Response from 21st-40th percentile EA1s]% to the 21st to 40th percentiles

[Response from 1st-20th percentile EA1s]% to the 1st to 20th percentiles



PROGRAMMER ADD THE INCOME RANGES IN A MOUSE OVER OR UNDER THE PERCENTILE, AS GIVEN BELOW.

- 1%-20% \$0-\$22,000
- 21%-40% \$22,001-\$42,000
- 41%-60% \$42,001-\$67,000
- 61%-80% \$67,001-\$108,000
- 81%-99% \$108,001-\$427,400
- 100% \$427,401 or more



Bars shown to illustrate item functioning. All bars set to zero when opened by respondent.

[PAGE BREAK]

IF EA2s=100% SKIP TO LOGIC AFTER EA2s
ELSE CONTINUE

EA2as Oops! It looks like your answers to the last question didn't equal 100%. If you'd like to go back and change your answer, please click "Go Back" below (do not use your browser's back button). Otherwise, click "Continue."

[PAGE BREAK]



PROGRAMMER: CREATE EA1comb THAT COMBINES EA1 AND EA1s AND
EA2comb THAT COMBINES EA2 AND EA2s

IF S2=1 &

IF S9=1 CONTINUE

IF S9=2 | S9=MISSING SKIP TO EB1

IF S2=2 | S2=MISSING SKIP TO EB1

[PAGE BREAK]

EA16 In recent months, companies such as Aetna, Wal-Mart, and Starbucks have announced wage increases for their lowest-paid workers. These increases seem to be motivated at least in part by factors other than a shortage of such workers. How likely is it that your company would make similar wage increases for the lowest-paid workers in the coming year?

- 1 Very unlikely
- 2 Unlikely
- 3 Neither unlikely nor likely
- 4 Likely
- 5 Very likely
- 6 My company has already made such wage increases
- 7 My company does not employ low-wage workers
- 9 Don't know

[PAGE BREAK]

IF FORM=2 CONTINUE

ELSE SKIP TO R1

ENTREPRENEURSHIP AND BUSINESS FORMATION

[DISPLAY SECTION-LEVEL PROGRESS BAR]

The following questions ask about your personal experience with, and perspective on, entrepreneurship and the formation of new businesses.

EB1 In your career which, if any, of the following have you done? Please select all that apply.

- 1 Started a business (including being self-employed)
- 2 Purchased a business on your own behalf



- 3 None of the above [CLEARS EB1_1-EB1_2 WHEN SELECTED. SELECTION OF ANY OF EB1_1-EB1_2 CLEARS NONE OF THE ABOVE.]

IF EB1_1 OR EB1_2 SELECTED CONTINUE

IF EB1_1 AND EB1_2 NOT SELECTED SKIP TO EB9

[PAGE BREAK]

EB2 The next questions will ask about the **business that you started or purchased yourself**. If you have started or purchased multiple businesses during your career, please think about the most successful business that you started or purchased.

How old were you when you started or purchased your business?

- 1 Younger than 20 years old
- 2 20-34 years old
- 3 35-44 years old
- 4 45-54 years old
- 5 55-64 years old
- 6 65 or more years old
- 9 Don't know

[PAGE BREAK]

EB3 Is this business...

- 1 Currently operating and owned by you SKIP TO EB6
- 2 Currently operating and owned by someone else SKIP TO EB6
- 3 Closed CONTINUE
- 9 Don't know SKIP TO EB9

IF EB3 NOT ANSWERED SKIP TO EB9

[PAGE BREAK]

EB5 What was the largest number of people (IF EB3=1 | EB3=3: your / IF EB3=2: the) business ever employed?

- 1 0 (that is, you were the only person in the business)
- 2 1 employee other than you
- 3 2-4 employees
- 4 5-9 employees
- 5 10-19 employees



- 6 20-99 employees
- 7 100-499 employees
- 8 500 or more employees
- 9 Don't know

SKIP TO EB7

[PAGE BREAK]

EB6 How many people are currently employed in (IF EB3=1: your / IF EB3=2: the) business?

- 1 0 (that is, you are the only person in the business)
- 2 1 employee other than you
- 3 2-4 employees
- 4 5-9 employees
- 5 10-19 employees
- 6 20-99 employees
- 7 100-499 employees
- 8 500 or more employees
- 9 Don't know

[PAGE BREAK]

EB7 (IF EB1_1 SELECTED WHETHER OR NOT EB1_2 IS SELECTED: Did you start (IF EB3=1 | EB3=3: your / IF EB3=2: the) business in... / IF EB1_1 NOT SELECTED AND EB1_2 IS SELECTED: Was the business started in...)

- 1 The United States
- 2 Another country
- 3 Both the United States and another country
- 9 Don't know

[PAGE BREAK]



EB10 Do you agree or disagree that starting or owning a business is a path for people to achieve and maintain a middle-class life (i.e., a lifestyle that allows a person to afford basic necessities such as a home, education for children, healthcare, and retirement savings)?

[MOUSE OVER DEFINITION FOR “middle class life”: A lifestyle that allows a person to afford basic necessities such as a home, education for children, healthcare, and retirement savings.]

[ROTATE ORDER OF 1,2 AND 4,5 WITH EQUAL PROBABILITY SAVING ORDER IN EB10_ORDER WHERE 1 HAS ORDER 1,2,3,4,5,9 AND 2 HAS ORDER 5,4,3,2,1,9]

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither agree nor disagree
- 4 Somewhat agree
- 5 Strongly agree
- 9 Don't know

[PAGE BREAK]

EB11 In your view, are **business ownership and entrepreneurship** in your region more or less accessible today than 10 years ago?

[ROTATE ORDER OF 1,2 AND 4,5 WITH EQUAL PROBABILITY SAVING ORDER IN EB11_ORDER WHERE 1 HAS ORDER 1,2,3,4,5,9 AND 2 HAS ORDER 5,4,3,2,1,9]

- 1 Much more accessible today than 10 years ago
- 2 Somewhat more accessible today
- 3 Neither more nor less accessible
- 4 Somewhat less accessible today
- 5 Much less accessible today than 10 years ago
- 9 Don't know

[PAGE BREAK]



EB12 In efforts to improve the economy of your region, what priority do you place on support for entrepreneurs? Are investments in entrepreneurs...

[ROTATE ORDER OF 1 AND 3 WITH EQUAL PROBABILITY SAVING ORDER IN EB12_ORDER WHERE 1 HAS ORDER 1,2,3,9 AND 2 HAS ORDER 3,2,1,9]

- 1 A lower priority than other investments
- 2 An equal priority to other investments
- 3 A higher priority than other investments
- 9 Don't know

[PAGE BREAK]



EB13 Please rate how important you think each of the following barriers is to starting and growing a small business in your region today on a 1 to 5 scale where 1 is not at all important and 5 is very important.

[COLUMN WIDTH FOR SCALE MUST BE EQUAL. DISPLAY NUMBERS AS SHOWN. SMALL TEXT USED ONLY TO FIT THE TABLE. TEXT SHOWN ON WEB SHOULD BE NORMAL SIZE]

[RANDOMIZE ORDER OF ITEMS AND SAVE ORDER IN EB13_ORDER]

[COLUMN LABELS SHOWN IN VERTICAL ORIENTATION ONLY ON WORD PROCESSOR. TO BE DISPLAYED IN HORIZONTAL ORIENTATION ON SURVEY.]

		Not at all important 1	2	3	4	Very important 5	Don't know
1	Lack of startup capital	1	2	3	4	5	9
2	Lack of growth capital	1	2	3	4	5	9
3	Regulatory burden	1	2	3	4	5	9
4	Tax burden	1	2	3	4	5	9
5	Difficulty in obtaining permits	1	2	3	4	5	9
6	Cost of healthcare	1	2	3	4	5	9
7	Cost of operating a business net of healthcare costs	1	2	3	4	5	9
8	Lack of skilled labor	1	2	3	4	5	9
9	Lack of managerial talent	1	2	3	4	5	1
10	Lack of transportation infrastructure	1	2	3	4	5	9
11	Lack of communications infrastructure	1	2	3	4	5	9



		Not at all important 1	2	3	4	Very important 5	Don't know
12	Lack of supplier networks	1	2	3	4	5	9
13	Lack of entrepreneurship networks	1	2	3	4	5	9

[PAGE BREAK]



EB14 Please rate how important you think each of the following activities is, or would be, to improving the environment for entrepreneurs in your area on a 1 to 5 scale where 1 is not at all important and 5 is very important.

[COLUMN WIDTH FOR SCALE MUST BE EQUAL. DISPLAY NUMBERS AS SHOWN. SMALL TEXT USED ONLY TO FIT THE TABLE. TEXT SHOWN ON WEB SHOULD BE NORMAL SIZE. SMALLER TEXT SHOULD BE SAME SIZE AS SMALL TEXT ON Q1 AND Q3]

[COLUMN LABELS SHOWN IN VERTICAL ORIENTATION ONLY ON WORD PROCESSOR. TO BE DISPLAYED IN HORIZONTAL ORIENTATION ON SURVEY.]

		Not at all important 1	2	3	4	Very important 5	Don't know
1	Local accelerator or incubator space A location or organization designed to house and support new startups	1	2	3	4	5	9
2	Strong formal networks of entrepreneurs (e.g., entrepreneurial clubs or start-up communities)	1	2	3	4	5	9
3	Availability of government-sponsored loan guarantees (from any level of government)	1	2	3	4	5	9
4	Availability of angel capital Small amounts of startup capital supplied by individuals	1	2	3	4	5	9



		Not at all important 1	2	3	4	Very important 5	Don't know
5	Collaborations with university faculty or research institutions to generate innovative ideas that could be commercialized	1	2	3	4	5	9
6	Research grants to entrepreneurs and small companies from government, industry, or philanthropy	1	2	3	4	5	9
7	Availability of maker space to develop prototypes (e.g., access to 3D printing)	1	2	3	4	5	9
8	Availability of a skilled workforce (e.g., in STEM fields: Science, Technology, Engineering, and Mathematics)	1	2	3	4	5	9
9	Vocational training programs designed to provide skilled workers based on the needs of local companies	1	2	3	4	5	9



		Not at all important 1	2	3	4	Very important 5	Don't know
10	Industry cluster organizations consisting of businesses and their related suppliers, channels, and advisors working for the collective benefit of a field in a region	1	2	3	4	5	1
11	Startup and entrepreneurship training	1	2	3	4	5	9
12	Availability of venture capital including for non-high-tech businesses	1	2	3	4	5	9
13	Availability of small amounts of loan capital	1	2	3	4	5	9

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EB15 Please rate the extent to which each of these activities exists in your region on a 1 to 5 scale where 1 is not available and 5 is widely available.

[COLUMN WIDTH FOR SCALE MUST BE EQUAL. DISPLAY NUMBERS AS SHOWN. SMALL TEXT USED ONLY TO FIT THE TABLE. TEXT SHOWN ON WEB SHOULD BE NORMAL SIZE. SMALLER TEXT SHOULD BE SAME SIZE AS SMALL TEXT ON Q1 AND Q3]

[COLUMN LABELS SHOWN IN VERTICAL ORIENTATION ONLY ON WORD PROCESSOR. TO BE DISPLAYED IN HORIZONTAL ORIENTATION ON SURVEY.]

		Not available 1	2	3	4	Widely available 5	Don't know
1	Local accelerator or incubator space A location or organization designed to house and support new startups	1	2	3	4	5	9
2	Strong formal networks of entrepreneurs (e.g., entrepreneurial clubs or start-up communities)	1	2	3	4	5	9
3	Availability of government-sponsored loan guarantees (from any level of government)	1	2	3	4	5	9
4	Availability of angel capital Small amounts of startup capital supplied by individuals	1	2	3	4	5	9



		Not available 1	2	3	4	Widely available 5	Don't know
5	Collaborations with university faculty or research institutions to generate innovative ideas that could be commercialized	1	2	3	4	5	9
6	Research grants to entrepreneurs and small companies from government, industry, or philanthropy	1	2	3	4	5	9
7	Availability of maker space to develop prototypes (e.g., access to 3D printing)	1	2	3	4	5	9
8	Availability of a skilled workforce (e.g., in STEM fields: Science, Technology, Engineering, and Mathematics)	1	2	3	4	5	9
9	Vocational training programs designed to provide skilled workers based on the needs of local companies	1	2	3	4	5	9



		Not available 1	2	3	4	Widely available 5	Don't know
10	Industry cluster organizations consisting of businesses and their related suppliers, channels, and advisors working for the collective benefit of a field in a region	1	2	3	4	5	1
11	Startup and entrepreneurship training	1	2	3	4	5	9
12	Availability of venture capital including for non-high-tech businesses	1	2	3	4	5	9
13	Availability of small amounts of loan capital	1	2	3	4	5	9

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EB16 Please rate the extent to which you think more investment should be made in each of these activities in your region on a 1 to 5 scale where 1 means no more investment should be made.

[COLUMN WIDTH FOR SCALE MUST BE EQUAL. DISPLAY NUMBERS AS SHOWN. SMALL TEXT USED ONLY TO FIT THE TABLE. TEXT SHOWN ON WEB SHOULD BE NORMAL SIZE. SMALLER TEXT SHOULD BE SAME SIZE AS SMALL TEXT ON Q1 AND Q3]

[COLUMN LABELS SHOWN IN VERTICAL ORIENTATION ONLY ON WORD PROCESSOR. TO BE DISPLAYED IN HORIZONTAL ORIENTATION ON SURVEY.]

		No more investment should be made 1	2	3	4	A very large investment should be made 5	Don't know
1	Local accelerator or incubator space A location or organization designed to house and support new startups	1	2	3	4	5	9
2	Strong formal networks of entrepreneurs (e.g., entrepreneurial clubs or start-up communities)	1	2	3	4	5	9
3	Availability of government-sponsored loan guarantees (from any level of government)	1	2	3	4	5	9



		No more investment should be made 1	2	3	4	A very large investment should be made 5	Don't know
4	Availability of angel capital Small amounts of startup capital supplied by individuals	1	2	3	4	5	9
5	Collaborations with university faculty or research institutions to generate innovative ideas that could be commercialized	1	2	3	4	5	9
6	Research grants to entrepreneurs and small companies from government, industry, or philanthropy	1	2	3	4	5	9
7	Availability of maker space to develop prototypes (e.g., access to 3D printing)	1	2	3	4	5	9
8	Availability of a skilled workforce (e.g., in STEM fields: Science, Technology, Engineering, and Mathematics)	1	2	3	4	5	9



		No more investment should be made 1	2	3	4	A very large investment should be made 5	Don't know
9	Vocational training programs designed to provide skilled workers based on the needs of local companies	1	2	3	4	5	9
10	Industry cluster organizations consisting of businesses and their related suppliers, channels, and advisors working for the collective benefit of a field in a region	1	2	3	4	5	1
11	Startup and entrepreneurship training	1	2	3	4	5	9
12	Availability of venture capital including for non-high-tech businesses	1	2	3	4	5	9
13	Availability of small amounts of loan capital	1	2	3	4	5	9

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CONTACTING YOU

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R1 HBS faculty members may wish to follow up with some alumni to discuss their views. The question below asks whether you agree to be contacted. If you agree to be contacted, HBS researchers will be able to link your answers to your name. If you change your mind, you can contact Abt SRBI (hbs@srbi.com) or HBS (mraman@hbs.edu).

Do we have your permission to provide HBS researchers with your answers and contact information?

- 1 Yes—Your answers to all questions in this survey, name, and contact information will be provided to HBS researchers
- 2 No—Your answers will remain confidential and will not be associated with your name and contact information

To complete the survey and submit your responses, please press the Submit button below. To review or change earlier responses, please press the Go Back button below—please **do not** press your browser's back button.

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TERMINATION

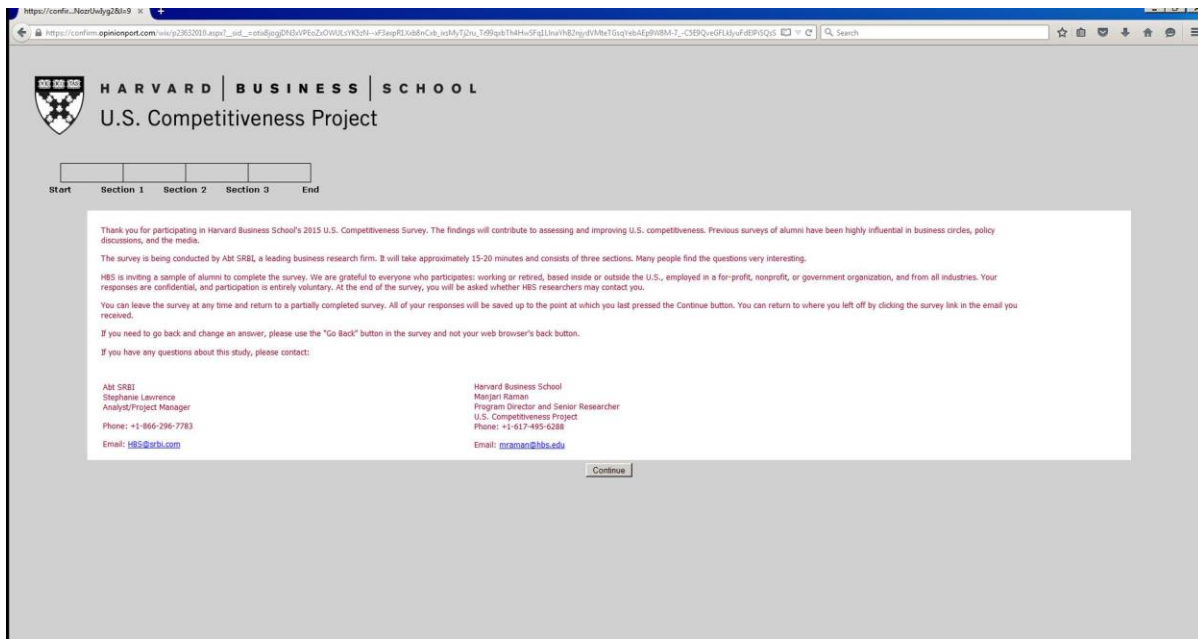
[DISPLAY SECTION-LEVEL PROGRESS BAR]

Your responses have been recorded. Thank you very much for participating in this important survey. Faculty members will share the survey findings by email, via the U.S. Competitiveness Project's website (www.hbs.edu/competitiveness), and in publications.

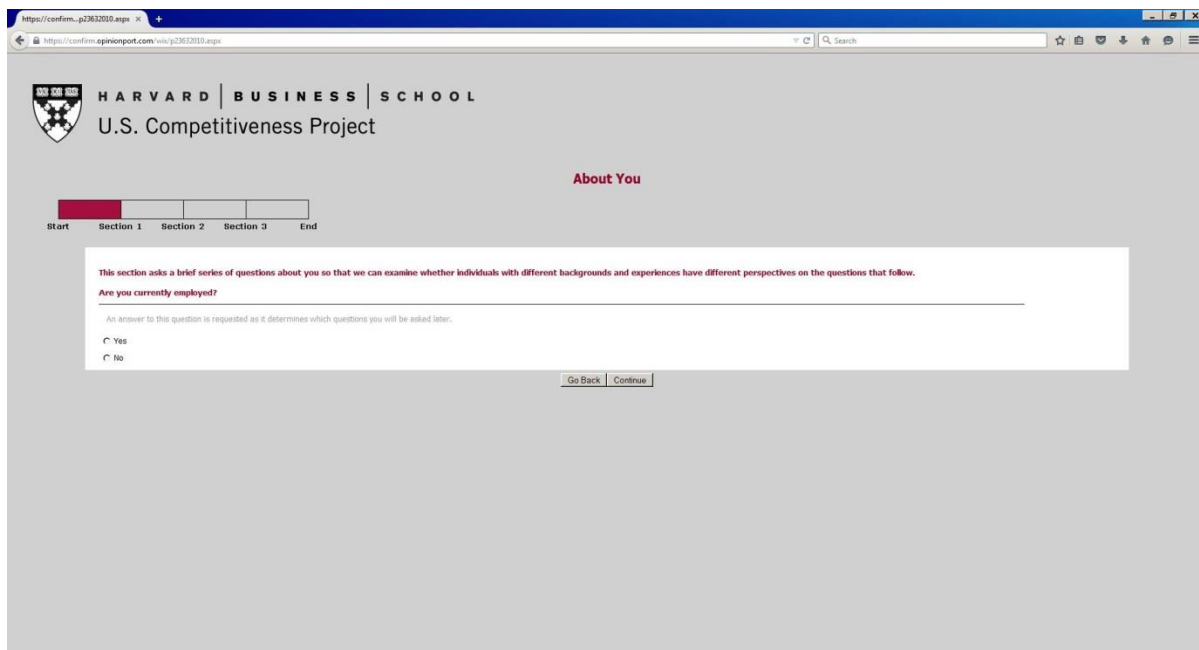


APPENDIX C: SURVEY LOOK AND FEEL

Introductory Page



First Question



REFERENCES

American Association for Public Opinion Research. 2015. "Standard Definitions: Final Dispositions of Case Codes and Outcome Rates for Surveys." 8th ed. American Association for Public Opinion Research, Deerfield, IL.