RECRUITMENT AND SCHOLARSHIPS/FELLOWSHIPS

What programs and initiatives has your school found successful in the recruitment of minority and/or female students?

Harvard Business School MBA admissions leads outreach initiatives targeted at women, African-Americans, Latinos and Native Americans—populations underrepresented in business school classrooms.

The Underrepresented Minority Initiative (UMO)

Our Underrepresented Minority Outreach effort targets African-Americans, Latinos and Native Americans. While we host a number of UMO events with messaging designed for all three groups, we also host individual events tailored for each group. Our UMO events include:

- **Prospective Students' Day (PSD)**
  These two fall and winter events allow potential applicants to visit HBS, attend a class and meet MBA students from their respective underrepresented groups.

- **African-American Student Union (AASU) Business Conference**
  Our February PSD leads into the AASU Business Conference. Many African-American prospective students cite this as a motivational factor in the business school application process.

- **Student-led summer receptions**
  AASU and the Latino Student Association (LASO) host prospective student events in major cities across the United States. These receptions range from formal presentations that include a slide show and Q&A to informal gatherings that consist solely of questions and answers.

- **Latino Alumni Ambassador Program**
  This year MBA admissions and Latino alumni will jointly pilot events at U.S. selective colleges with high Latino populations. Alumni act as ambassadors on HBS's behalf and educate college Latinos about the value and benefits of an MBA degree.

- **Summer Venture Management Program (SVMP)**
  This weeklong, intensive, summer program for rising college seniors exposes them to business school prior to their undergraduate graduation.

In addition to these HBS-led events, we also participate in joint efforts sponsored by a variety of organizations:

- **Ten School Diversity Alliance (TSDA)**
  Consisting of the Ten Schools’ UMO admissions officers, this alliance hosts events across the country to educate diverse college students about the value of an MBA.

- **Management Leadership for Tomorrow (MLT)**
  This nonprofit organization facilitates events with prospective minority MBA students at various stages of the prospective applicant pipeline.

- **Ethnically-affiliated MBA organizations**
  Every year we participate in the annual conferences hosted by National Black MBA Association (NBMBAA), National Society of Hispanic MBAs (NSHMBA), and either American Indian Science and Engineering Society (AISES) or Graduate Horizons (Native American graduate school preparation program).

The Women’s Initiative

The foundation of our Women’s Outreach Initiative is our membership in the Forté Foundation—a nonprofit organization committed to increasing women’s access to business education, mentoring and networking opportunities. Forté Forums, events that target young women who have graduated from college, complement HBS MBA admissions-led women outreach initiatives that have been undertaken during the last decade. In addition to the forum events, we take a leadership role in the career labs that Forté sponsors on undergraduate campuses to expose younger women to the opportunities that lie ahead in business. Additionally, we name two Forté Fellows each year and we continue to expand our efforts to educate women about the value of the MBA degree.

In addition to our participation in the Forté Foundation, we also:

- Host informal women’s coffee events that are held every winter around the world. These receptions are led by current female students
- Participate in the HBS Women in Business Conference informational lunch and career fair programs
Please describe any scholarship and/or fellowship opportunities for minority and/or female students attending your school.

We do not offer merit-based scholarship or fellowship programs exclusively for minority and/or women students. Through HBS Fellowships (money allocated based on need which does not need to be repaid), government loans and private loan programs (private education loans are available through the Harvard University Credit Union to international and domestic graduate students without requiring a co-signer), we meet 100 percent of all admitted students’ demonstrated financial need.

In addition to financial assistance available through the school, students have access to outside sources of funding including:

**Funding for women students:**

**American Association of University Women**

International Fellowships are available to international women students studying in the United States. Selected Professions Fellowships are available for minority women who are U.S. citizens or U.S. permanent residents.

AAUW Educational Foundation
1111 16th Street NW
Washington, DC 20046
Phone: (202) 728-7602
www.aauw.org/fga/fellowships_grants/index.cfm

**Funding for minority students:**

**Robert A. Toigo Foundation**

These fellowships are awarded to minority MBA students interested in careers in financial services. Applicants must be nominated by Harvard Business School.

Robert A. Toigo Foundation
1230 Preservation Park Way
Oakland, CA 94612
Phone: (510) 763-5771
Email: info@toigofoundation.org
www.toigofoundation.org

**National Society of Hispanic MBAs/Hispanic Scholarship Foundation**

Financial assistance for outstanding Hispanic students pursuing a graduate degree in management/business. Awards range from $2,500 to $5,000 and one $10,000 award.

NSHMBA HSF Scholarship Program
55 Second Street, Suite 1500
San Francisco, CA 94105
www.nshmba.org
www.hsf.net

**Minorities in Government Finance Scholarship**

The Government Finance Officers Association is offering the Minorities in Government Finance Scholarship of $5,000. This scholarship will be awarded to outstanding U.S. and Canadian minority students preparing for careers in state and local government finance.

Scholarship Committee
Government Finance Officers Association
203 North LaSalle Street, Suite 2700
Chicago, IL 60601-1210
Phone: (312) 977-9700
www.gfoa.org/services/scholarships.shtml

**AICPA Scholarship for Minority Accounting Students**

This program offers scholarship support for minority students with accounting backgrounds. Applications can be downloaded from www.aicpa.org/members/div/career/mini/index.htm.

American Institute of Certified Public Accountants
1211 Avenue of the Americas
New York, NY 10036
Phone: (212) 596-6200
www.aicpa.org
PROMINENT ALUMNI/FACULTY

Please provide information about prominent minority faculty members at your school.

Linda Hill, Wallace Brett Donham Professor of Business Administration
Formerly chair of the organizational behavior unit, Linda A. Hill is currently faculty chair of the school's leadership initiative. She has also chaired numerous HBS executive education programs. She is the author of Becoming a Manager: How New Managers Master the Challenges of Leadership (second edition). Professor Hill's consulting and executive education activities have been in the areas of managing change, managing cross-organizational relationships, globalization, career management and leadership development. She is currently working on two projects: leading in emerging markets and leadership as collective genius in which she explores the relationship between leadership, creativity and agility. Professor Hill did a postdoctoral research fellowship at Harvard Business School and earned a PhD in behavioral sciences at the University of Chicago. She received her MA in educational psychology with a concentration in measurement and evaluation from the University of Chicago. She has an AB, summa cum laude, in psychology from Bryn Mawr College.

David Thomas, H. Naylor Fitzhugh Professor of Business Administration and unit head, organizational behavior
David Thomas is a recognized thought leader in the area of strategic human resource management. His research addresses issues related to executive development, cultural diversity in organizations, leadership and organizational change and he has appeared in leading academic journals and practitioner-oriented periodicals. He is the 1998 recipient of the Executive Development Roundtable's Marion Gislason Award for contributions to executive development theory and practice.

Professor Thomas has served as course head for the Harvard Business School's required first-year MBA course, leadership and organizational behavior as well as senior associate dean and director of faculty recruitment. For seven years, he taught and developed materials for the popular second-year elective course, self-assessment and career development. He is a frequent presenter in executive education programs, as well as a consultant to private sector corporations, government agencies and nonprofit organizations.

Professor Thomas received his BA (1978), MPhil (1984) and PhD (1986) degrees from Yale University. He also holds an MA (1981) in organizational psychology from Columbia University.

Krishna G. Palepu, Ross Graham Walker Professor of Business Administration and senior associate dean for international development
Prior to assuming his current administrative position, Krishna Palepu held other leadership positions at HBS, including senior associate dean, director of research and chair of the accounting and control unit.

Professor Palepu's current research and teaching activities focus on strategy and governance. He has published numerous academic and practitioner-oriented articles and case studies on these issues.

In the area of strategy, his recent focus has been on the globalization of emerging markets, particularly India and China and the resulting opportunities and challenges for Western investors and multinationals and for local companies with global aspirations. He currently teaches a second-year MBA course, Globalization of Emerging Markets, which focuses on these issues. Professor Palepu also chairs the HBS executive program, global CEOs program for China.

In the area of corporate governance, Palepu’s work focuses on making corporate boards more effective and improving corporate disclosure. He teaches these topics in several HBS programs aimed at members of corporate boards. He also co-led Harvard Business School’s corporate governance, leadership and values initiative, launched in response to the recent wave of corporate scandals and governance failures. Professor Palepu holds a doctorate from the Massachusetts Institute of Technology.

Please provide information about prominent minority alumni from your school.

Ann Fudge, MBA 1977, former chairman and chief executive officer, Young & Rubicam Brands
Ms. Fudge received a bachelor’s from Simmons College in 1973 and an MBA from Harvard University in 1977. Prior to joining Young & Rubicam in 2003, Ms. Fudge worked at General Mills and at General Foods where she served in a number of positions, including president of Kraft General Foods’ Maxwell House Coffee Company and president of Kraft’s beverages, desserts and post divisions. Ms. Fudge is a director of Catalyst and the Rockefeller Foundation, and she is on the board of overseers of Harvard University.

Elaine Chao, MBA 1979, former United States Secretary of Labor
Elaine L. Chao served as the nation’s 24th Secretary of Labor and was the first Asian-American woman appointed to a president’s Cabinet in U.S. history.

Ms. Chao’s career has spanned the public, private and nonprofit sectors. As president and chief executive officer of United Way of America, she restored public trust and confidence in one of the nation’s largest institutions of private charitable giving after it was tarnished by mismanagement and financial abuse. As director of the Peace Corps, she established the first Peace Corps programs in the Baltic nations and the newly independent states of the former Soviet Union.
Her government service also includes serving as deputy secretary at the U.S. Department of Transportation, chairwoman of the Federal Maritime Commission, deputy maritime administrator in the U.S. Department of Transportation and White House Fellow. She has also worked in the private sector as vice president of syndications at Bank of America Capital Markets Group and a banker with Citicorp. Prior to serving as Secretary of Labor, she was a distinguished fellow at The Heritage Foundation.

Ms. Chao received her MBA from the Harvard Business School and her undergraduate degree in economics from Mount Holyoke College.

Dennis Hightower, MBA 1974, retired business executive
In February 2001, Dennis F. Hightower retired as chief executive officer of Europe Online Networks, S.A. (a Luxembourg-based broadband interactive entertainment company), a position he had held since June 2000. From July 1996 to June 2000, Mr. Hightower was professor of management practice at Harvard Business School. From March 1995 to June 1996, Mr. Hightower was president of Walt Disney Television and Telecommunications (entertainment) and from June 1987 to March 1995, he was president of Disney Consumer Products, Europe, Middle East and Africa.

Mr. Hightower serves or has served as a director of Dominos Pizza, The Gillette Company, Northwest Airlines, Accenture Ltd., PanAmSat Holding, Corporation, Phillips-Van Heusen Corporation and The TJX Companies, Inc.

Please provide information about prominent female faculty members at your school.

Rosabeth Moss Kanter, Ernest L. Arbuckle Professor
Rosabeth Moss Kanter holds the Ernest L. Arbuckle Professorship at Harvard Business School, where she specializes in strategy, innovation and leadership for change. The former editor of Harvard Business Review (from 1989 to 1992), Professor Kanter has been named to lists of the 50 Most Powerful Women in the World (Times of London), and the 50 Most Influential Business Thinkers in the World (Accenture and Thinkers 50 research). Her current work continues her focus on the transformation of major institutions such as global corporations, health care delivery systems and other organizations seeking innovative new models.

Professor Kanter is the author or co-author of 17 books, which have been translated into 17 languages, including America the Principled: 6 Opportunities for Becoming a Can-Do Nation Once Again, Confidence: How Winning Streaks & Losing Streaks Begin & End, A Tale of ‘O’: On Being Different (among the world’s most widely used diversity tools), and a related book, Work & Family in the United States.

She is an adviser to the CEOs of large and small companies, has served on numerous business and nonprofit boards and national or regional commissions, and speaks widely, often sharing the platform with world leaders at events, such as the World Economic Forum in Davos, Switzerland.

Regina Herzlinger, Nancy R. McPherson Professor of Business Administration
Regina E. Herzlinger is widely recognized for her innovative research in health care, including her early predictions of the unraveling of managed care and the rise of consumer-driven health care and health care-focused factories, two terms that she coined. Money has dubbed her the “godmother” of consumer-driven health care.

Her research has been profiled in numerous industry journals and business publications, such as The Economist and BusinessWeek. Her latest book is titled Who Killed Health Care? Her other work includes Consumer-Driven Health Care: Implications for Providers, Payers, and Policymakers, the best-selling Market-Driven Health Care and Financial Accounting and Managerial Control of Nonprofit Organizations. Recent articles include “Medicine for Medicaid,” The Wall Street Journal (August 2, 2005) with Tom Nerney; “Uncle Sam is No Doctor,” USA Today, March 28, 2005; and “Consumer-Driven Healthcare: Transforming the Delivery of Health Services,” Futurescan: Healthcare Trends and Implications 2006-2011 (Chicago, IL: SHSMD/Health Administration Press, January 2006).

Prof. Herzlinger has served on the Scientific Advisory Group to the U.S. Secretary of the Air Force and as a board member of many publicly traded firms, often as chair of several governance and audit subcommittees. She is also an active participant in the HBS health care initiative.

Nancy F. Koehn, James E. Robison Professor of Business Administration
Nancy Koehn is an authority on entrepreneurial history. Her research focuses on entrepreneurship, leadership and connecting with customers in the information revolution. Her most recent book, Brand New: How Entrepreneurs Earned Consumers’ Trust from Wedgwood to Dell (Harvard Business School Press, 2001) examines six entrepreneurial visionaries who have created powerful brands and best-of-class companies in moments of great change.


At the Harvard Business School, she teaches the MBA elective, Entrepreneurial Leadership: Past, Present, and Future. She has also taught the MBA elective in business history, The Coming of Managerial Capitalism, one of the school’s most popular courses, and in executive education programs. In 1998, the HBS Student Association selected Koehn as one of two Outstanding Professors in the elective curriculum.
Before coming to HBS in 1991, Koehn was a member of Harvard University's Faculty of Arts and Sciences for seven years, first as a graduate student in history, and then as a lecturer in the history and literature concentration and the department of economics. During the years, she received the Allyn Young prize in 1989 and numerous Danforth commendations for excellence in teaching.

A Phi Beta Kappa graduate of Stanford University, Koehn earned an MPP from Harvard's Kennedy School of Government in 1983. She received her MA and PhD in European history from Harvard University in 1985 and 1990, respectively.

Please provide information about prominent alumnae from your school.

Meg Whitman, MBA 1979, former president and chief executive officer, eBay
As president and CEO of eBay, Meg Whitman led the company to become an unparalleled global ecommerce engine. Prior to eBay, she was general manager of Hasbro Inc.’s preschool division. From 1995 to 1997, she was president and chief executive officer of Florists Transworld Delivery (FTD), the world’s largest floral products company.

Before FTD, Ms. Whitman served as president of the Stride Rite Corporation’s Stride Rite division and has also held the positions of executive vice president for the Keds division and corporate vice president of strategic planning. She spent 1989 to 1992 at the Walt Disney Company’s consumer products division. She also worked for eight years at Bain & Company’s San Francisco office. She began her career at Procter & Gamble in Cincinnati, where she worked in brand management from 1979 to 1981.

Among Ms. Whitman’s many accolades, The Wall Street Journal named her one of the 50 women to watch in 2005, Time named her one of the world’s 100 most influential people in 2004 and 2005, Fortune ranked her the most powerful woman in business in 2005 and the most powerful woman in American business in 2004 and BusinessWeek has included her on its list of the 25 most powerful business managers annually since 2000.

She received a bachelor’s in economics from Princeton University and an MBA from Harvard Business School.

Ann Moore, MBA 1978, chairwoman and chief executive officer, Time Inc.
Ann Moore was appointed chairwoman and chief executive officer of Time Inc. in July 2002. In this position, Ms. Moore oversees the world’s leading magazine company.

Ms. Moore joined Time Inc. in 1978 as a corporate financial analyst and subsequently served in key executive positions at Sports Illustrated, Fortune, Money and Discover magazines. She was the founding publisher of Sports Illustrated for Kids in 1989, until going to People as its publisher in July 1991. She was named president of People in 1993. During her tenure, Ms. Moore took what was already the most profitable weekly magazine in the United States to new heights of success, both domestically and internationally.

A native of McLean, Va., Ms. Moore graduated from Vanderbilt University in 1971 and received her MBA from Harvard Business School in 1978. She joined Time Inc. later that year.

Ms. Moore serves on the board of directors of Avon Products, Inc. and the Wallace Foundation. Her numerous awards and honors include her appearance on Fortune magazine’s list of the 50 Most Powerful Women in American Business for all seven years of its existence.

In 2003, Ms. Moore received the first annual Time Warner Civic Leadership Award, which recognizes the senior executive at the company who does the most to foster a spirit of employee volunteerism and corporate responsibility.

Orit Gadiesh, MBA 1977, chairwoman, Bain & Co.
A former assistant to the deputy chief of staff of the Israeli army, the Israeli-born Ms. Gadiesh has overseen operations at the elite consulting firm since 1993, when she was named chair. Before joining Bain, Ms. Gadiesh attended Hebrew University in Jerusalem and Harvard Business School, from which she graduated with high distinction as a Baker Scholar. Ms. Gadiesh is also active on the boards of several academic institutions, and she most recently was named a member of the board of directors at WPP and the World Economic Forum.

CURRICULUM AND RESEARCH

Please provide information on any classes and concentrations that focus on issues related to women or minorities.

Cross-Cultural Work Experience (CWE)
Students enrolled in CWE will conduct analyses of factors that affect business strategy and operations when they cross national and cultural boundaries. The factors analyzed might include, for example, macro-level issues such as political, regulatory and demographic factors, as well as micro-level issues such as social and organization identities, leadership styles and communication channels. The goal of the course is to illuminate, by firsthand experience, how cultural and national contexts affect the work of organizations.

Please describe any faculty and/or student research projects that focus on diversity, multiculturalism and minority issues.
Professor Linda Hill is working on two research projects. The first, “Leadership as Collective Genius,” explores the relationships among leadership, creativity and diversity, more specifically the kind of collaborative work necessary for innovation in today’s global enterprise. The second, “A Gentler
Capitalism: Black Business Leadership in the New South Africa,” is a study of the experiences of the emerging Black business elite in South Africa and the role of business in transforming society.

Professor David Thomas is a recognized thought leader in the area of strategic human resource management. His research addresses issues related to executive development, cultural diversity in organizations, leadership and organizational change. His research has appeared in leading academic journals and practitioner-oriented periodicals. He is the 1998 recipient of the Executive Development Roundtable’s Marion Gislason Award for contributions to executive development theory and practice.

He is co-author of the best-selling Harvard Business Review article “Making Differences Matter: A New Paradigm for Managing Diversity.” His book Breaking Through: The Making of Minority Executives in Corporate America (with John Gabarro) has met with critical acclaim in reviews by academics and journalists, and is the recipient of the Academy of Management’s George R. Terry Book Award for outstanding contribution to the advancement of management knowledge. It explores the career advancement and development of minority executives in large multinational corporations.

Professor Robin Ely investigates how organizations can better manage their race and gender relations while at the same time increasing their effectiveness. Her research in this area focuses on organizational change, group dynamics, learning, conflict, power and social identity.

ORGANIZATIONS AND STUDENT LIFE

Please provide information on your school diversity student and alumni organizations.

Women’s Student Association (WSA)
www.hbswsa.org
The mission of the HBS Women’s Student Association is to help develop outstanding women business leaders who impact their communities with passion and integrity. Each academic year we strive to promote the diversity of HBS women’s achievements and contributions, work with the HBS administration to make sure that issues that are relevant to women are being addressed, connect current students to HBS alumnae and lay the foundations for a powerful network of future female business leaders.

African-American Student Union (AASU)
www.studentclubs.hbs.edu/aasu
The African-American Student Union serves as an excellent resource for African-American students during their first-year transition to HBS. Even more importantly, AASU is there for you throughout your academic tenure and beyond. AASU operates with a clear vision and goals that are suited to the needs and concerns of the African-Americans at HBS.

Asian American Business Association (AABA)
www.studentclubs.hbs.edu/aaba
HBS Asian American Business Association is a community of students who share an interest in Asian-American issues. Open to all members of the HBS community, AABA promotes understanding and cross-cultural exchange of Asian-American business, social, cultural and community-related initiatives.

Club Latinoamericano
www.hbs.edu/mba/studentlife/clubs/latinoamericano.html
Club Latinoamericano’s mission is to improve the experience of Latin-American students at HBS and enhance the awareness by the HBS community of the region’s culture and opportunities.

Latin Student Organization (LASO)
www.hbslaso.com
The Latino Student Organization is a student-run initiative for the Latino student community at Harvard Business School. LASO seeks to create a positive environment for its members by providing services in the areas of professional development, alumni relations, admissions and campus support.

Please also provide information on any programs, including on-campus and universitywide programs in which MBA students participate that focus on issues related to women or minorities.

Dynamic Women in Business Conference
www.studentclubs.hbs.edu/wsas/conference2007/aboutconf.html
The Dynamic Women in Business Conference is the longest-running and largest conference on campus. Students from HBS and hundreds of women from other Boston schools and nearby cities attend this annual event! Every year, our tickets sell out quickly! The Dynamic Women in Business Conference is held annually on the last Saturday of January.

Not only are we honored to invite the most outstanding women in business to be our keynote speakers, but we also have multiple panel discussions running simultaneously throughout the day which are a forum to explore various industries and functions, as well as hot topics in the business world.
Africa Business Conference
www.hbsafricaconference.com
2008 marks the 10-year anniversary of the Africa Business Conference. Since the Africa Business Club was founded 10 years ago, Africa has experienced an improving economic and political climate. This has enabled more Africans to fully adopt the entrepreneurial zeal to create and lead some truly exemplary institutions and initiatives. Each year, the conference focuses on a different issue related to Africa’s place in the world economy; this year it is the African entrepreneur.

Summer Venture in Management Program (SVMP)
www.hbs.edu/mba/svmp/index.html
The Harvard Business School Summer Venture in Management Program is a one-week management training program for rising college seniors designed to increase diversity and opportunity in business education.

Please provide information on any institutes and/or related programs that focus on diversity.

10,000 Women
www.10000women.org
In March 2008, Harvard Business School announced that it has partnered with the Goldman Sachs Group, Inc, on 10,000 Women, an initiative that will fund an education in business and management for 10,000 women from around the world. These women, mostly from developing countries and from lower socioeconomic situations, will be given the opportunity to grow as businesswomen and entrepreneurs in a global marketplace.

CAREER OPPORTUNITIES

Please describe any diversity recruiting events for employers recruiting minority and/or female students at or near your school.
We do partner with diversity-recruiting organizations and participate in diversity-recruiting activities, including (but not limited to):

- National Society of Hispanic MBAs (NSHMBA)
- National Black MBA (NB MBA)
- 85 Broads
- The National Association of Women MBAs

HBS club-sponsored events include the AASU Career Fair, WSA Women’s Conference, etc.

STRATEGIC PLAN AND LEADERSHIP

Please provide your school’s diversity mission statement.
There is an MBA program diversity task force at Harvard Business School. Its mission statement is below.

“To ensure that the HBS community respects, leverages and benefits from the diverse perspectives of all members, we will:

- Raise awareness and educate the HBS community on the topic of diversity
- Encourage development of norms and guidelines to ensure that all members of the community feel respected and welcomed
- Foster open dialogue to promote and leverage diversity within the MBS program”

How does your school’s leadership communicate the importance of diversity to your student body, faculty and administration?
HBS has a joint committee on diversity, comprising a student and faculty team, to focus on, discuss and disseminate the importance of these issues.

DEMOGRAPHIC INFORMATION

Please describe the demographics of your most recent entering class.
Percentage of female students: 38 percent
Percentage of minority students: 27 percent
Average age of students: 26

Please describe the geographic diversity of your most recent entering class.
Percentage of U.S. citizens and permanent residents: 67 percent
Percentage of international students: 33 percent
Countries represented: 71

Please describe the selectivity of your school for the most recent application cycle.
Number of applicants: 8,661
Number of admits: 994
Number of matriculants: 900

Please describe the academic and employment backgrounds of your most recent entering class.
Average years of pre-MBA work experience: 3.5

Percentage of students coming from different industries pre-MBA:
- Consulting: 22 percent
- Other services: 11 percent
- High-tech/communications: 5 percent
- Venture capital/private equity: 13 percent
- Manufacturing: 7 percent
- Nonprofit: 9 percent
- Investment banking: 8 percent
- Consumer products: 6 percent
- Health care/biotechnology: 5 percent
- Other financial services: 4 percent
- Military: 3 percent
- Investment management: 3 percent
- Other: 2 percent

Percentage of students who studied different undergraduate disciplines:
- Humanities/social science: 42 percent
- Science: 32 percent
- Business/commerce: 23 percent
- Other major/field of study: 4 percent

Please provide student employment information for the most recent graduating class.
Average starting salary: $124,378

Percentage of students entering different industries:
- Consulting: 20 percent
- Entertainment/media: 5 percent
  - Advertising/marketing: 1 percent
  - Communications: 1 percent
  - Entertainment: 3 percent
- Financial services: 45 percent
  - Hedge funds: 4 percent
  - Investment banking: 9 percent
  - Investment management: 6 percent
  - Leveraged buyout: 2 percent
  - Private equity: 15 percent
  - Sales and trading: 1 percent
  - Venture capital: 4 percent
  - Commercial banking: 1 percent
  - Diversified/insurance: 1 percent
  - Real estate: 2 percent
Nonprofit/government: 3 percent
  Nonprofit: 3 percent
  Government: <1 percent
Real estate: 2 percent
Retail: 3 percent
Other services: 5 percent
  Health-related: 2 percent
  Internet development: 1 percent
  Other: 3 percent
Biomed/pharmaceutical: 3 percent
Consumer products: 3 percent
Technology: 6 percent
  Computer hardware: 1 percent
  Computer software: 2 percent
  General high-technology: 2 percent
  Other: 1 percent
Other manufacturing: 5 percent
  Aero/auto/transport equipment: 1 percent
  Highly diversified: 1 percent
  Energy/extractive minerals: 1 percent
  Other: 2 percent

Percentage of students working in different functions:

  Business development: 6 percent
  Consulting: 21 percent
  Finance: 45 percent
  General management: 11 percent
  Marketing: 7 percent
  Strategic planning: 7 percent
  Other: 3 percent