

2004 Employment Report



COLUMBIA
BUSINESS
SCHOOL



Office of MBA Career Services

Even before my appointment as dean this past July, my 16 years as a professor at Columbia Business School convinced me that our students consistently demonstrate initiative, intellectual curiosity and the ability to make connections between their real-world experience and the ideas we discuss in the classroom.



LEADERSHIP

A highly competitive admissions process—only 15 percent of applicants make the cut—ensures that every student has a distinguished academic and professional track record. Employers report that Columbia MBAs hit the ground running and have the “street smarts” and leadership skills needed to become effective midlevel and senior managers. Employers also tell us that our graduates have a reputation for teamwork and for being energetic, down-to-earth colleagues with a collaborative, can-do attitude.

DIVERSE EXPERIENCE

Consistently ranked among the world’s top business schools, Columbia attracts an accomplished and diverse student body with an average of five years of pre-MBA work experience. Students come to the School from every corner of the globe and every possible background to prepare for careers as business leaders, managers and entrepreneurs. They go on to succeed in a wide range of organizations—from start-ups to Fortune 500 companies to government agencies and nonprofits.

“My Columbia MBA provided me with the context and perspective to understand the economic forces that drive structural change, both in my own industry and in others. As a result, I feel I am better positioned to capitalize on change when it does occur.”

—Erika Karp MBA '91
Managing Director,
Head of U.S. Equity Product Management
UBS Securities LLC

Why Hire Columbia MBAs?

“I work in an entrepreneurial culture where I am called upon to engage in high-level strategic thinking as well as the day-to-day implementation of ideas. I utilize many of the skills I developed at Columbia Business School, across multiple disciplines on a daily basis.”

—Erika Irish Brown MBA '98
Vice President of Business Development
Black Entertainment Television (BET)

APPLIED CREATIVITY

The Columbia Business School curriculum develops problem solvers who can integrate a variety of academic disciplines with global, real-world experiences. In addition to providing students with practical knowledge and analytical tools, our MBA curriculum advances the kind of creativity that is essential in today's rapidly changing business environment. Students learn to identify, value and capture opportunity—skills that are crucial to the success of any organization.

A MIND-SET, NOT A SKILL SET

While our graduates leave the School with a strong foundation in accounting, finance, economics, management, marketing and operations, a Columbia Business School education is about more than the technical mastery of material. Our MBA Program encourages innovative thinking and fosters a team-oriented work ethic, an international perspective and an entrepreneurial mind-set.

Whatever the size of your organization, I invite you to get to know our students and consider how their talents can benefit your organization.



Glenn Hubbard, Dean and Russell L. Carson
Professor of Finance and Economics

STUDENTS AT A GLANCE

Number of Students		Average Age at Entry	28
Who Entered September 2004	502	Average Years of Work Experience	5
% Women	36	GMAT Range (middle 80%)	660–760
% Non-U.S. Citizens	30	GMAT Range (all accepted students)	570–780
% Minorities	27	Undergraduate GPA (middle 80%)	2.9–3.8

As of September 2004

Source: Office of MBA Admissions, Columbia Business School

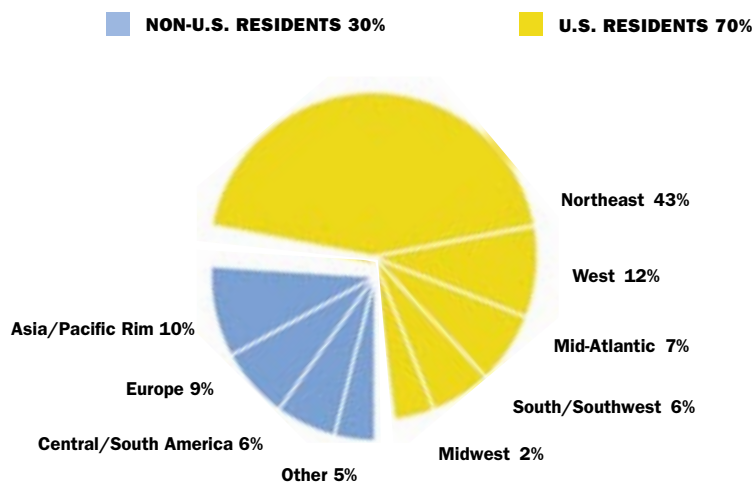
2004 was an improved recruiting season over 2003, though most sectors remained somewhat cautious in hiring. Job postings increased 56 percent over an already strong base, underscoring that many firms were opting for “as needed” hiring over early recruiting. Our location in the business capital of the world provides students an outstanding opportunity for career exploration, with New York as a living laboratory. The School regularly taps into business leaders who engage students in discussion on global business issues. Graduates once again succeeded in securing positions across industries and functions that are highly international in scope and location. The Columbia Business School community around the world contributed to employment success.

“I am frequently involved in recruiting on behalf of Goldman Sachs. I have the opportunity to interact with students from several leading MBA programs and consistently find that Columbia Business School provides some of our best new talent year after year.”

—Nicole Pullen Ross MBA '99
Private Wealth Manager
Goldman, Sachs & Co.

STUDENTS BY GEOGRAPHIC REGION

(Class entering September 2004)



INVESTING IN QUALITY

The *Forbes* 2003 MBA survey—a ranking based upon return on investment—placed Columbia Business School No. 2 overall, with a No. 3 ranking for highest average salary, as measured by the income of the class of '98 in 2002.



New York City's Times Square



*New York City
Marathon runners on
the Verrazano-Narrows Bridge*

THE BEST SEEK THE BEST—A QUALITY BUSINESS ENVIRONMENT

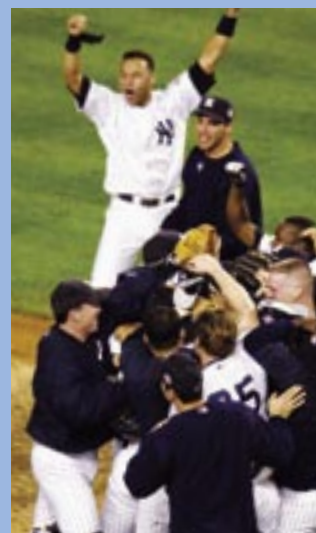
Hundreds of employers actively recruited Columbia Business School students in 2004, conducting thousands of on-campus interviews and numerous corporate presentations. Columbia received thousands of job postings for off-campus full-time and intern positions.



New York Stock Exchange

EARNING A'S FOR TEAMWORK

In a 2004 *Business Week* survey, recruiters gave Columbia Business School graduates A's for teamwork, communications and analytical skills.



The New York Yankees

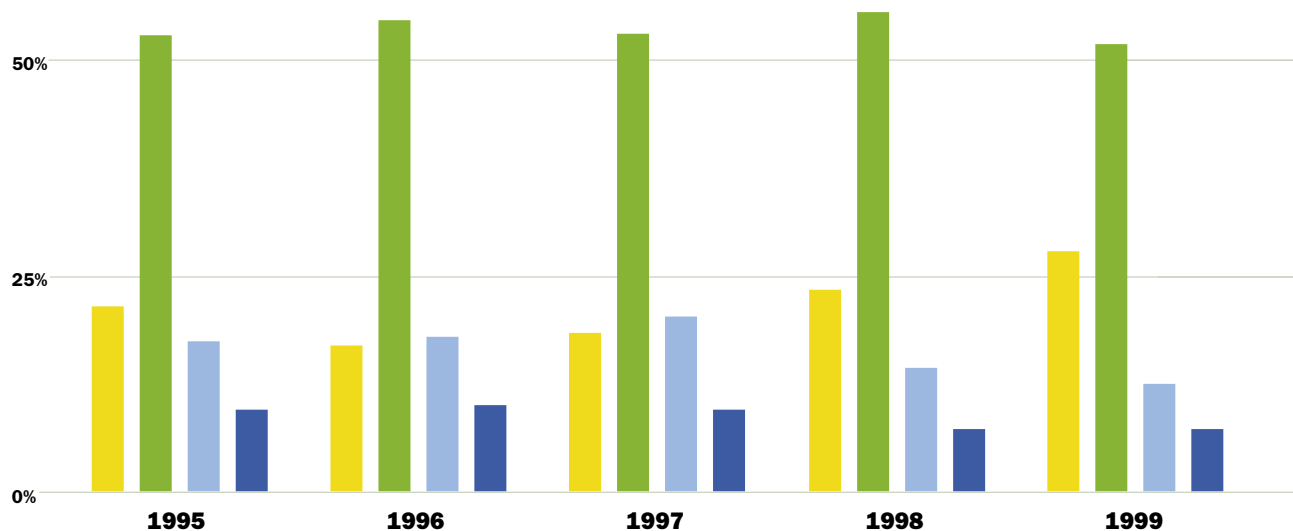
Employment by Industry



Columbia Business School students are top prospects for recruiters because our MBAs are known for the depth and breadth of their education. The combination appeals especially to growth industries and sectors in transition, where employees are likely to wear many hats.

The recruiter base at the School expanded throughout the past decade, giving Columbia Business School students options across industry sectors. Consulting

and financial-services firms, especially investment banks and investment-management and private-equity firms, continued to attract many students. Those interested in marketing chose work in diverse fields, including entertainment, retail, consumer products and health care. Major industrials appealed to those seeking general management responsibilities. Many students expressed an interest in working at social enterprises.



The media, entertainment and communications industries are popular choices for Columbia MBAs. Almost 1,000 Columbia Business School alumni are based in Southern California.

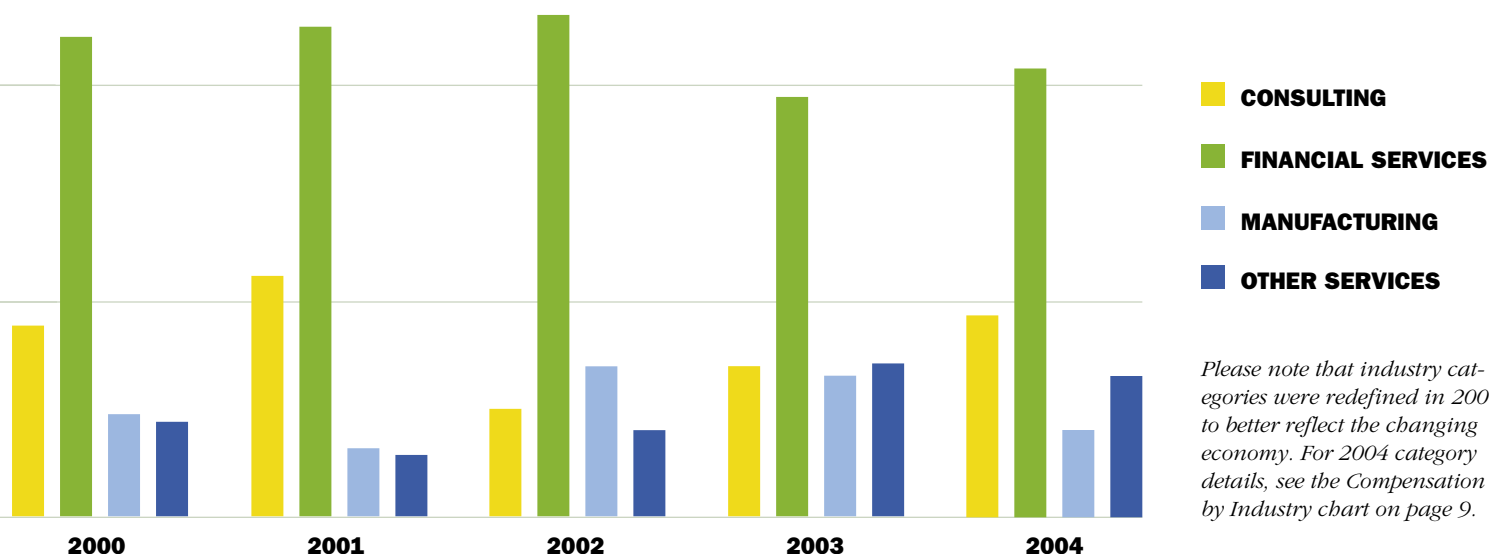
1995–2004 GRADUATES: HISTORICAL EMPLOYMENT SURVEY BY INDUSTRY

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Consulting	21%	17%	18%	23%	28%	22%	28%	14%	17%	23%
Management Services	9.5	8.3	7.3	8.9	13.0	21.5	28.0	12.6	17.1	21.4
Strategic Consulting	11.8	8.7	10.9	14.5	15.4	n/a	n/a	1.2	–	1.2
Financial Services	53%	55%	53%	55%	52%	55%	57%	58%	49%	52%
Commercial Banking	8.8	6.8	8.7	8.2	2.3	3.4	1.3	3.7	3.6	1.7
Diversified Financial Services	4.1	4.4	2.6	2.6	2.3	4.7	3.4	3.3	4.6	5.5
Insurance	+	+	+	+	1.0	n/a	+	+	1.7	+
Investment Banking/Brokerage	33.0	33.5	35.8	36.8	39.0	37.7	43.7	39.6	27.4	33.9
Investment Management	6.8	8.7	4.7	4.9	5.1	5.2	6.8	8.4	8.2	5.8
Venture Capital	+	+	1.0	2.4	1.8	4.0	1.8	2.6	3.3	5.3
Manufacturing	17%	18%	20%	14%	13%	12%	8%	18%	16%	10%
Automotive/Transportation	1.8	1.5	+	1.3	1.8	+	+	1.9	1.0	+
Chemicals/Petroleum	1.6	1.3	1.4	+	1.0	+	+	1.6	1.2	1.0
Consumer Products	4.7	3.4	5.3	3.8	2.6	3.5	1.1	4.2	5.0	2.6
Electronics/High Tech	1.6	4.4	6.1	3.5	2.0	+	1.1	+	1.7	2.4
Information Technology/ Communications/Software	–	–	–	–	–	1.8	1.6	3.0	1.2	+
Pharmaceuticals/Biotech/ Health-Care Products	+	2.3	2.6	2.9	2.0	3.6	1.8	4.2	5.2	1.7
Printing/Publishing	4.4	4.0	3.6	2.0	2.5	+	+	1.6	–	+
Other Manufacturing	2.2	+	+	+	1.5	2	–	+	1.0	+
Other Services	9%	10%	9%	8%	7%	11%	7%	10%	18%	15%
Accounting	2.0	4.7	2.4	1.8	+	n/a	+	–	1.2	+
Advertising	+	+	+	–	+	n/a	+	+	+	+
Entertainment*/Leisure/ Sports Management	n/a	n/a	n/a	n/a	n/a	+	+	1.2	1.2	2.2
Health Care Services	+	+	+	+	+	n/a	n/a	+	1.4	1.0
Law	1.3	+	+	+	–	+	1.1	+	2.2	+
New Media/Internet*	n/a	n/a	n/a	n/a	n/a	4.7	+	+	1.2	+
Not-for-Profit/Government	+	1.3	2.0	1.0	+	1.1	1.4	2.8	1.4	2.2
Real Estate	1.6	1.1	1.4	2.2	1.6	+	1.4	1.9	3.9	3.6
Telecommunications	+	1.3	2.0	+	1.2	1.1	+	+	1.8	1.0
Other Nonmanufacturing	2.1	+	1.0	1.3	1.2	1.1	+	–	3.0	4.4

Some classifications combined for the purpose of historical comparison.

* Prior to 2000, included in Printing/Publishing.

+ Indicates less than 1 percent of accepted offers.



Employment by Geography

Because Columbia Business School is widely acknowledged as one of the finest international business schools in the world, it is a magnet for global business recruiters. Thirty percent of the entering class is from outside the United States—students represent 63 countries and speak more than 50 languages. Most of the graduating class accepts positions that include a significant international component, and many of its members accept full-time positions outside their home country.

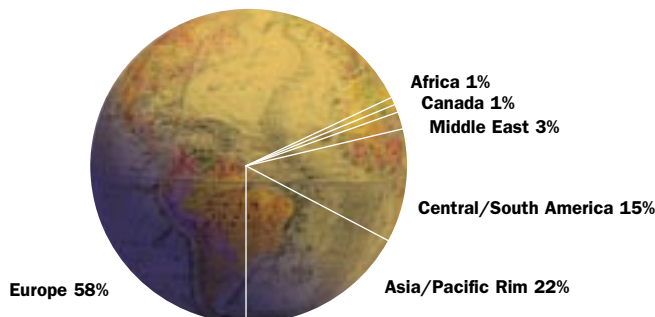
The Chazen International MBA Career Placement Conference, the first forum devoted to international placement, brings together career services directors from around the world to focus on globalizing and enhancing business schools' capabilities for international placement. About 90 guests from several dozen schools attended in 2004.

In addition to New York and the international capitals, Columbia MBAs also choose jobs in all the major business centers throughout the United States.

The majority of Columbia Business School students speak at least two languages. The most common languages, other than English, spoken by 2004 graduates are

Language	No. of Students
Spanish	169
French	125
Mandarin	56
German	33
Hebrew	31
Hindi	28
Italian	26
Portuguese	25
Cantonese	22
Russian	21
Japanese	13
Korean	13
Turkish	11
Gujarati	10
Arabic	9
Taiwanese	9
Punjabi	6
Urdu	6
Afrikaans	5
Bulgarian	5
Dutch	5
Filipino/Tagalog	4
Serbo-Croatian	4
Swedish	4

2003-04 EMPLOYMENT OUTSIDE THE UNITED STATES BY REGION





Asia is an important region for Columbia Business School. China is home to more than 260 Columbia Business School alumni, including more than 200 in Hong Kong.

Columbia was among the first business schools to weave international issues throughout the curriculum. This was largely a result of a \$10 million gift in 1991 from Jerome A. Chazen, MBA '50, then head of Liz Claiborne, Inc.

2003-04 SELECT INTERNATIONAL HIRING ORGANIZATIONS

Accenture
Arcor S.A.
A. T. Kearney
Bain & Company
Barclays Capital
Booz Allen Hamilton
The Boston Consulting Group
Château Saint-Jean d'Aumières
Citigroup/Citibank
Citigroup Global Markets
Citigroup/Salomon Smith Barney
Deutsche Bank

Deutsche Post World Net
DuPont
Endeavor Global
Endeavor/Simitel
Estonia Ministry of Defense
Fidelity Management & Research
General Electric
Gerdau S.A.
Global Finance S.A.
Goldman Sachs Asia Pacific
Goldman Sachs International
Isis Research/Synovate Healthcare
JPMorgan Chase International

KBC Financial Products
Kerry Properties
LarrainVial
Lehman Brothers International
Lehman Brothers Japan
L'Oréal
McKinsey International
Milestone Capital Management
Ministry of Foreign Affairs of Japan
Monitor Group
Morgan Stanley International
NIB Capital Private Equity
PIMCO

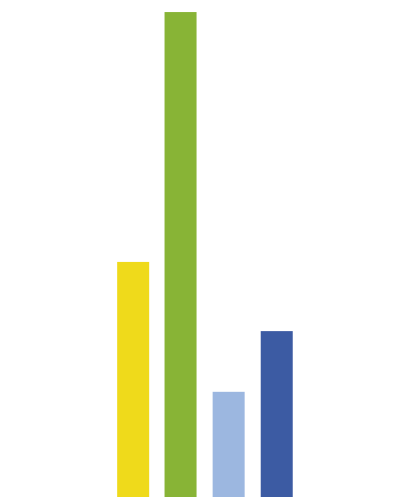
Roland Berger Strategy Consultants
Samsung Electronics
Samsung Global Strategy Group
Samsung Life Insurance
Sass & Bide
Saudi National
Commercial Bank (NCB)
Strategy Consulting
Toys "R" Us
UBS Investment Bank
Unilever
United Nations Finance Initiative
YGM

Graduate Employment

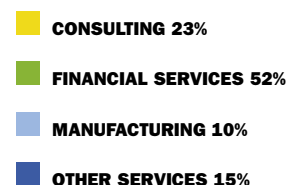
In 2004, Columbia MBA graduates had career choices at both large and small firms and, increasingly, at not-for-profit and government organizations. Consulting hiring increased over 2003, with employment up in investment banking and private equity. More graduates went into corporate finance/mergers and acquisitions and real estate functions.

Most marketers chose brand management positions, while many found business development opportunities highly appealing. Entrepreneurship is attractive to many graduates, yet a number of them elected to start with established firms prior to starting their own business.

With Columbia MBAs graduating in December, May and August, firms find that maintaining a year-round relationship with the Office of MBA Career Services can yield hires on an ongoing basis.



2004 GRADUATES BY INDUSTRY



TOP EMPLOYERS OF 2004 GRADUATES

- 47 **McKinsey & Company**
- 27 **Lehman Brothers**
- 25 **Citigroup**
- 18 **Goldman, Sachs & Co.**
- 14 **Deutsche Bank**
- 11 **American Express**
- 11 **JPMorgan Chase**
- 10 **Booz Allen Hamilton**
- 10 **Morgan Stanley**
- 9 **Banc of America Securities**
- 9 **The Boston Consulting Group**
- 9 **Credit Suisse First Boston**
- 8 **Bain & Company**
- 7 **L'Oréal**

- 6 **General Electric**
- 6 **UBS Investment Bank**
- 5 **IBM Corporation**
- 5 **Merrill Lynch**
- 4 **CIBC World Markets**
- 4 **Deloitte Consulting**



- 3 **A. T. Kearney**
- 3 **Barclays Capital**
- 3 **Bear, Stearns & Co.**
- 3 **Bristol-Myers Squibb**
- 3 **Dun & Bradstreet**
- 3 **Eli Lilly and Company**
- 3 **Houlihan Lokey Howard & Zukin**
- 3 **Johnson & Johnson**
- 3 **New York City Department of Education**
- 3 **SG Cowen**
- 3 **The McGraw-Hill Companies/Standard & Poor's**
- 3 **Unilever**

Adding business spark to the City of Light and other French business centers, close to 600 Columbia Business School alumni are based in France.



2004 GRADUATES: COMPENSATION BY FUNCTION

Function	%	Range of Initial Compensation*	Median
Consulting 25%			
Management Consulting	22.4	65,000 – 225,000	130,000
Strategic Planning—Internal	2.4	90,000 – 163,000	112,000
Finance (Corporations) 3%			
Business Development	1.5	80,000 – 127,000	102,000
Treasury Analysis	1.5	95,000 – 126,000	111,500
Financial Services 47%			
Corporate Finance/ Mergers and Acquisitions	19.6	62,400 – 350,000	127,500
Lending/Relationship Management	+	95,000 – 120,000	100,000
Private Client Services	1.8	105,000 – 157,000	112,500
Public Finance	+	130,000	
Research (Buy Side)	4.0	80,000 – 250,000	130,000
Research (Sell Side)	3.0	85,000 – 340,000	120,000
Sales and Trading	9.6	65,700 – 197,500	117,500
Venture Capital	2.5	73,000 – 400,000	174,500
Other	5.2	85,500 – 300,000	115,000
Marketing 9%			
Brand/Product Manager	5.8	56,000 – 121,000	98,250
Business Development	1.8	85,000 – 153,750	104,000
Direct Mail	+	78,000 – 98,000	88,000
Sales	+	77,000 – 100,000	88,000
Other	+	71,500 – 75,000	73,250
Other Functions 12%			
Accounting/Control	+	115,000 – 135,000	125,000
Administration	+	55,000 – 107,500	81,250
Entrepreneur/Owner	1.9		
General Management	3.8	75,000 – 240,000	110,000
Human Resources	+	85,000	
Information Systems	+	87,000 – 108,100	97,550
Law	+		
Operations/Production	+	90,500 – 105,800	98,150
Other	3.5	43,500 – 171,000	89,000
Real Estate 5%			
Asset Management	+	75,000 – 115,000	95,000
Development	+	102,000 – 115,000	115,000
Finance—Banking	1.2	65,000 – 235,000	110,000
Finance—Nonbanking	1.5	50,000 – 155,500	112,500
Other	+	115,000	

2004 GRADUATES: COMPENSATION BY INDUSTRY

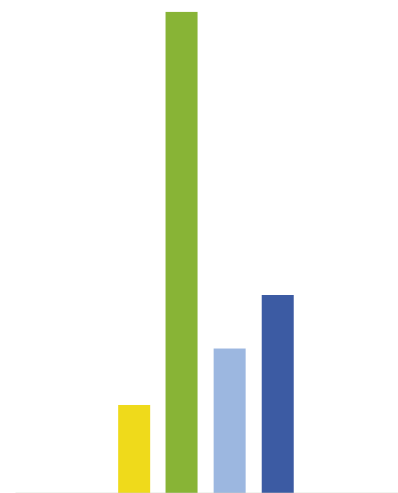
Industry	%	Range of Initial Compensation*	Median
Consulting 23%			
Management Consulting	21.4	72,000 – 225,000	130,000
Strategic Consulting	1.2	65,000 – 200,000	120,000
Financial Services 52%			
Commercial Banking	1.7	95,000 – 130,000	105,000
Diversified Financial Services	5.5	85,000 – 171,000	104,000
Insurance	+	127,000	
Investment Banking/Brokerage	33.9	75,000 – 350,000	120,000
Investment Management	5.8	75,000 – 260,000	130,000
Venture Capital/Private Equity	5.3	73,000 – 400,000	175,000
Manufacturing 10%			
Automotive/Transportation	+	107,000	
Chemicals/Petroleum/Energy	1.0	95,000 – 104,000	96,000
Consumer Products	2.6	55,000 – 114,400	99,500
Electronics/High Tech/Hardware	2.4	70,000 – 195,000	112,000
Information Technology/ Communications/Software	+	85,000 – 126,500	97,000
Pharmaceuticals/ Biotech/Health Care Products	1.7	62,400 – 126,000	107,000
Printing/ Publishing (Books, Magazines)	+	87,000 – 155,000	120,000
Other Manufacturing	+		
Other Services 15%			
Entertainment/Leisure/ Sports Management	2.2	56,000 – 90,000	74,250
Health Care Services	1.0	43,500 – 95,000	55,000
Law	+	135,000	
New Media/Internet	+	105,000 – 125,000	120,000
Not-for-Profit/Government	2.2	50,000 – 107,500	67,500
Real Estate	3.6	75,000 – 300,000	115,000
Retail	2.0	65,000 – 108,750	92,500
Telecommunications	1.0	72,000 – 110,000	95,600
Other Nonmanufacturing	2.4	70,000 – 240,000	85,000

* Compensation is in U.S. dollar equivalents and includes all guaranteed bonuses. A single amount indicates that limited information was reported.

+ Indicates less than 1 percent.

Intern Employment

Students enter the MBA Program at Columbia Business School with an average of five years of full-time work experience. Summer-term internships allow MBA students to apply their skills to a new industry, company or functional area and also give employers the opportunity to assess potential full-time hires firsthand in the workplace. Some students continue working part-time for their summer employers during the academic year, and many return to them for full-time employment after graduation. In 2004, employment grew in health care, investment banking and investment management as well as in real estate functions. Consulting remained a popular choice for many. Marketers were attracted to brand-management, business-development and market-research positions.



2004 INTERNS BY INDUSTRY



TOP EMPLOYERS OF 2004 INTERNS

26 Goldman, Sachs & Co.	7 Credit Suisse First Boston	5 Ramius Capital Group, LLC
24 Citigroup	7 Deloitte Consulting	4 Bed Bath & Beyond
17 Lehman Brothers	6 The Boston Consulting Group	3 Bank of New York
15 Morgan Stanley	6 IBM Corporation	3 Becton, Dickinson and Company
14 Deutsche Bank	6 L'Oréal	3 Cantor Fitzgerald
12 American Express	6 McKinsey & Company	3 CIBC World Markets
12 UBS Investment Bank	5 General Electric	3 Gabelli & Company
11 Barclays Capital		3 Honeywell
11 JPMorgan Chase		3 John A. Levin & Co.
10 Booz Allen Hamilton		3 Markitector LLC
10 Pfizer, Inc		3 Samsung Electronics America
9 Merrill Lynch		3 Unilever
8 Bank of America		3 United Nations
7 Bear, Stearns & Co.		



Brazil counts almost 400 Columbia Business School alumni among its residents, including 81 in Rio de Janeiro and 142 in São Paulo, the country's financial centers.



2004 INTERNS: SALARY BY FUNCTION

Function	%	Range of Monthly Salary*	Median
Consulting 14%			
Management Consulting	8.7	1,500 – 14,000	8,400
Strategic Planning—Internal	5.2	1,000 – 9,000	4,800
Finance (Corporations) 4%			
Business Development	3.6	1,500 – 10,846	5,600
Treasury Analysis	+	4,000 – 6,250	5,900
Financial Services 52%			
Corporate Finance/ Mergers and Acquisitions	20.0	1,300 – 8,550	7,083
Lending/Relationship Management	+	5,200 – 6,700	6,667
Private Client Services	1.3	3,500 – 7,083	6,800
Public Finance	+	7,083	
Research (Buy Side)	9.0	2,000 – 10,000	6,000
Research (Sell Side)	2.5	4,000 – 7,083	7,083
Sales and Trading	10.5	2,000 – 17,000	7,083
Venture Capital	4.0	1,200 – 9,000	4,000
Other	3.1	4,000 – 7,086	6,833
Marketing 17%			
Brand/Product Manager	9.4	800 – 7,550	5,498
Business Development	3.4	1,000 – 6,400	4,800
Market Research	3.4	500 – 7,550	5,000
Other	+	1,200 – 5,500	3,350
Other Functions 7%			
Economic Analysis	+	4,000 – 5,800	4,500
General Management	+	4,333 – 7,000	6,000
Information Systems	+	5,500 – 6,671	6,086
Operations/Production	1.1	2,000 – 5,900	3,850
Other	4.0	1,450 – 7,300	3,377
Real Estate 6%			
Development	1.3	3,800 – 8,000	4,000
Finance—Banking	1.1	6,000 – 7,100	7,083
Finance—Nonbanking	3.2	2,000 – 8,000	5,000
Other	+	7,083 – 8,000	7,542

2004 INTERNS: SALARY BY INDUSTRY

Industry	%	Range of Monthly Salary*	Median
Consulting 8%			
Management Consulting	7.4	1,500 – 14,000	8,400
Strategic Consulting	+	2,500 – 7,300	7,000
Financial Services 57%			
Commercial Banking	1.4	4,400 – 6,200	5,400
Diversified Financial Services	4.2	2,885 – 7,100	5,800
Investment Banking/Brokerage	34.9	2,000 – 17,000	7,083
Investment Management	12.6	2,000 – 10,000	6,000
Venture Capital/Private Equity	4.2	2,400 – 9,000	5,000
Manufacturing 16%			
Automotive/Transportation	+	6,000 – 6,090	6,045
Chemicals/Petroleum/Energy	1.6	3,200 – 10,846	6,250
Consumer Products	4.4	1,000 – 6,000	5,399
Electronics/High Tech/Hardware	2.0	1,400 – 6,720	5,660
Information Technology/ Communications/Software	1.0	4,800 – 5,500	4,800
Pharmaceuticals/ Biotech/Health Care Products	4.6	1,300 – 9,000	6,910
Printing/ Publishing (Books, Magazines)	1.4	1,260 – 6,900	4,000
Other Manufacturing	+	6,000	
Other Services 19%			
Entertainment/Leisure/ Sports Management	2.8	1,000 – 6,000	3,000
Health Care Services	1.0	2,000 – 6,400	4,300
Not-for-Profit/Government	4.5	500 – 6,671	2,500
Real Estate	3.8	3,200 – 8,000	5,000
Retail	2.2	2,880 – 6,500	3,210
Telecommunications	1.4	800 – 6,000	4,500
Other Nonmanufacturing	3.2	2,400 – 7,500	4,000

* The salaries above are in U.S. dollar equivalents and do not include bonuses. A single amount indicates that limited information was reported.

+ Indicates less than 1 percent.

The Columbia Network

A network of more than 34,000 Columbia Business School alumni, some at the highest levels of business worldwide, is part of the School's formula for success—from intake to outcome. Some 3,800 alumni in 50 countries and 29 states interviewed 94 percent of the class that entered in September 2004. Alumni participate in the School as guest lecturers, work with students on class projects and speak at student club events throughout the year. The Business Alumni Network Community (BANC) database, an online directory of alumni searchable by firm and geographic location, gives students the opportunity to talk informally with graduates about jobs, careers, industries and companies. Students can find Columbia Business School graduates in virtually any field at almost any time.

According to a 2004 *Business Week* survey, recruiters rank Columbia as one of the lead schools in producing graduates with the best skills in global scope, general management, finance and ethics.

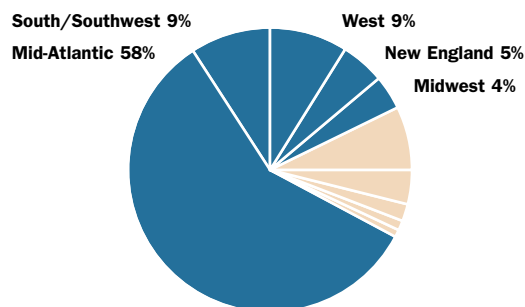
WHERE ALUMNI WORK IN 2004

by Industry

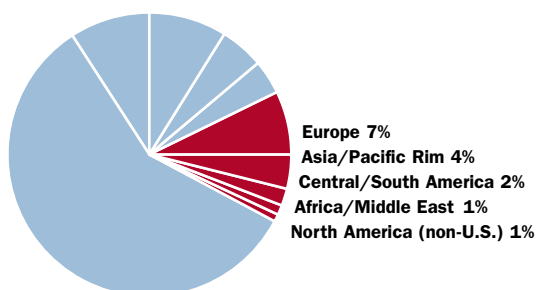
	Consulting	9%
	High Tech	9%
	Manufacturing	15%
	Financial Services	38%
	Other Services*	29%

* Includes accounting, advertising, health care, law, not-for-profit/government and real estate.

WHERE ALUMNI ARE LOCATED



United States 85%



International 15%



The Center on Japanese Economy and Business at Columbia Business School, designed to enhance understanding of the Japanese and Asia-Pacific economies, encourages close ties between the New York campus and the 530 alumni working in Japan.

SELECT DISTINGUISHED ALUMNI

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(appointed October 2004,
effective February 2005)

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CEO, IAC Local and Media Services
Group, IAC/InterActiveCorp

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CEO,
Tupelo Capital Management L.L.C.

Recruitment Program

At Columbia Business School, students can avail themselves of numerous opportunities to interact with leaders of business, government and not-for-profit organizations in the classroom or at career and other professional forums. The Columbia community, including executives in residence and an influential alumni network, actively engages students in discussions of and projects on virtually all aspects of business. This prepares our outstanding students to contribute immediately to the recruiting organizations that hire them. The Office of MBA Career Services strives to offer services for employers and students that are responsive to the ever-changing marketplace.



Regina Resnick

Regina Resnick
Assistant Dean and Director
of MBA Career Services

Aggressive Recruiting

The Office of MBA Career Services offers students

- counseling by professionals with industry experience as well as placement expertise;
- a “career services curriculum” covering the nature of the MBA job market, writing résumés and cover letters, identifying job-search resources and building business relationships, and the logistics of on-campus recruiting;
- presentation- and interviewing-skills workshops;
- the Career Mentorship Society, second-year mentors who provide first-year students with guidance on career exploration and the recruiting process;
- comprehensive online resources, including a virtual career center, recruiting company links, job site links and the Career Online Information Network, a state-of-the-art intranet system providing job descriptions as well as interview scheduling;
- Résumé Books for first- and second-year students as well as select Executive MBAs (available in print and on the Web), featuring an index with extensive search capabilities;
- hundreds of corporate presentations a year;
- thousands of formal interviews conducted on campus;
- numerous opportunities for interviews off-site;
- energetic outreach to companies and industries attracting student interest—in 2003–04, the office continued to reach out to new employers, many of whom responded by posting jobs.

The **Career Resource Center** features a broad range of career-related information:

- thousands of job postings annually;
- files on approximately 1,000 corporations;
- industry-specific career information;
- international job fair information;
- industry periodicals;
- dozens of career-skills books;
- an Internet site linking all company and industry information for students.

The greater Bay Area is home to almost 1,200 Columbia Business School alumni—the second-largest concentration of our alumni in the world. They work in a mix of industries, including finance, consulting and technology.

Voices of Experience

The Executives in Residence Program, the David and Lyn Silfen Leadership Series and myriad speaking events capitalize on Columbia's strategic location in New York City and strengthen its relationship with the corporate community.

- A cadre of senior business leaders, executives in residence teach and advise students on academic and career goals and carry out special projects. They also develop a variety of business-related programs for faculty members, students and alumni.
- Columbia MBA students are privileged to hear top management perspectives on the hottest issues of the day. Recent speakers include Kenneth Chenault, chairman and CEO of American Express; Louis Gerstner, chairman of the Carlyle Group; and Charles Strauss, MBA '67, then president and CEO of Unilever United States.



SELECT TOP EMPLOYERS OF ALUMNI

From CEOs and managing directors to new associates, Columbia MBAs permeate the ranks of our core employers, providing the starting point for broad and deep relationships with the School.

587 Citigroup Inc.	95 Ernst & Young International	38 Metropolitan Life Insurance Company
416 J. P. Morgan Chase & Co.	95 Prudential	37 Ford Motor Company
292 Goldman Sachs Group, Inc.	92 Booz Allen Hamilton	35 General Motors Corporation
269 Morgan Stanley	78 Bank of America	30 New York Life Insurance Company
254 Credit Suisse First Boston	66 Merck & Co., Inc.	30 Time Warner Inc.
233 Deutsche Bank	60 The Bank of New York	28 Fidelity Investments
210 Lehman Brothers	60 Johnson & Johnson	28 BNP Paribas
198 UBS AG	55 Federal Reserve Bank of New York	27 Alliance Capital Management Holding L.P.
197 Merrill Lynch & Co.	53 CIBC World Markets	27 Hewlett-Packard Company
183 IBM Corporation	50 Boston Consulting Group	27 Microsoft Corporation
172 American Express Company	47 Lucent Technologies Inc.	25 Altria Group, Inc.
167 General Electric Company	43 American International Group	25 Moody's Investor Services, Inc.
167 McKinsey & Company	43 A. T. Kearney, Inc.	23 Crédit Lyonnais
159 PricewaterhouseCoopers LLP	43 KPMG Peat Marwick	22 Verizon Communications Inc.
156 Bear, Stearns & Co. Inc.	42 Barclays plc	20 Towers Perrin
143 Deloitte & Touche	40 Colgate-Palmolive Company	14 Accenture
126 AT&T Corp.	39 Bain & Company	
104 Pfizer Inc	39 Bristol-Myers Squibb Company	

As of fall 2004

Source: Office of External Relations, Columbia Business School

The Office of MBA Career Services at Columbia Business School is committed to helping recruiters and their organizations effectively recruit the School's outstanding graduates. The office provides access to some of the most talented men and women in the MBA market. Companies can interact with students and faculty members in the classroom and during on-campus prerecruiting functions, drop-in sessions and interviews. Firms can also take advantage of opportunities for showcasing their organization and/or industry by developing programs in conjunction with student clubs.

Hiring Columbia Business School MBAs

For a copy of the Recruiter's Guide, to post jobs or to take advantage of other recruiter services,

- call (212) 854-5471
- fax (212) 222-0390
- e-mail mbacareerservices@gsb.columbia.edu
- visit www.gsb.columbia.edu/recruiters
- visit www.gsb.columbia.edu/jobpost for online job postings
- write to Office of MBA Career Services, Columbia Business School, Uris Hall, 3022 Broadway, Room 206, New York, NY 10027-6902

Recruiters' Edge

Columbia Business School offers recruiters specific services, including

- advice on devising recruiting strategies tailored specifically to fit their organizations' needs;
- flexibility in scheduling interviews with students;
- students who graduate three times a year—December, May and August—so candidates are available year-round;
- Résumé Books that provide detailed, searchable indexes of student profiles and career preferences, available in print or on the Web;
- specialized résumé collections for specific hiring needs;
- opportunities to post part-time, full-time, alumni and internship positions in the Career Resource Center and on our Web pages by visiting www.gsb.columbia.edu/jobpost;
- extensive online recruiter information at www.gsb.columbia.edu/companies/;
- the ability to present their companies through literature distributed by the Career Resource Center;
- a Recruiter's Guide, with step-by-step information on the recruiting process at Columbia Business School: how to arrange corporate presentations, schedule interviews for internships and permanent positions, hire alumni and part-time employees, distribute recruiting materials to job candidates and maintain a positive presence on campus.



Berlin is the gateway to Eastern Europe. This region is increasingly important as German companies seek MBAs to lend business expertise.

**More than 1,100
Columbia Business
School graduates
reside in the United
Kingdom, and more
than 670 call London
home—more than
any other city
except New York.**



Selected Recruiters

20th Century Fox
747 Capital, LLC
7thOnline
Accenture
Acumen Funds
Adjoined Consulting
AdMedia Partners, Inc.
Advent International Corporation
Adventis
Aeropostale
AFL-CIO
AGM Partners
Altus Capital Partners
Amerada-Hess
American Capital
American Express
American Securities
Capital Partners, L.P.
America Online (AOL)
Ameritrust Capital
Applied Biosystems
Arcor S.A.
Ashoka
AT&T
AT&T Financial Leadership Program
Atari, Inc.
A. T. Kearney
Atlas Air
Avalon Bay
Avaya
Avon

Bain & Company
Banc of America Securities
Bank of America
Bank of New York
Bank of Nova Scotia
Barclays Capital
BBVA Securities
Beacon Capital
BearingPoint
Bear, Stearns & Co.
Bear Stearns Asset Management
Becton, Dickinson and Company
Bed Bath & Beyond
Bernstein Investment Research and
Management
Bertelsmann
Best Buy
Blackacre Capital Management
Blackstone Group
Blaqwell, Inc.
BOC Gases
Booz Allen Hamilton
The Boston Consulting Group
Boston Properties
Boys and Girls Club of Boston
BrainSqueeze

Brandes Investment Partners
Bridal Bootcamp
Bristol-Myers Squibb
Brooklyn Navy Yard
Development Corporation
Buckeye Capital Partners LP
Bumble and Bumble
Burns McClellan
Cablevision Systems Corporation
Cacti Partners
Cambridge Pharma Consulting
Cantor Fitzgerald
Cap Gemini
Capital Group
Carl Marks Advisory
Carrot Capital
Carr Securities
Catalyst Investors
Caxton Associates
Celarent Consulting
Celgene Corporation
Cendant Corporation
Central Bank of Malaysia
Cerberus Capital Partners
Chadraw Partnership

Château Saint-Jean d'Aumières
 Chatham Financial
 Church & Dwight
 CIBC World Markets
 Cisco Systems, Inc.
 Citigroup/Alternative Investments Group
 Citigroup/Citibank
 Citigroup/CitiCards
 Citigroup/Global Corporate &
 Investment Banking
 Citigroup Global Markets
 Citigroup/Salomon Smith Barney
 Citigroup/Tribeca Investments
 City University of New York
 Clear Asset Management



Clear Channel Communications, Inc.
 Cleary, Gottlieb, Steen & Hamilton
 CL King and Associates
 The Coca-Cola Company
 Cole Haan
 Colgate-Palmolive
 College Sports TV
 Colorado & Santa Fe Real Estate
 Columbia Presbyterian Medical Center
 Columbia University
 Facilities Management
 The Committee to Encourage
 Corporate Philanthropy
 Community Development
 Venture Capital Alliance
 Computer Sciences Corporation
 CONCERT
 ConsumerPowerline
 Copper Arch Capital
 CRE Asset Management
 Credit Suisse Asset Management
 Credit Suisse First Boston

Curtis Instruments
 Cushman & Wakefield
 Deloitte & Touche
 Deloitte Consulting
 Deutsche Bank
 Deutsche Bank Securities
 Deutsche Post World Net
 Devon Value Advisers
 Differential Dynamics LLC
 Digitas
 Donna Karan International
 Dover Management LLC
 Dow Chemical Co.
 Draper Fisher Jurvetson
 Gotham Ventures
 Dresdner Kleinwort Wasserstein
 Dun & Bradstreet
 DuPont
 Dynamic Credit Partners LLC
 E*TRADE Financial
 Easton Associates, LLC
 Eckford Group
 Edison Properties, LLC
 Eli Lilly and Company
 Elizabeth Arden Spas
 Emerging Markets Partnership
 Empery Capital Partners
 Endeavor Global
 Endeavor/Simitel
 Environmental
 Microbiology Laboratory
 EOS Partners
 Ernst & Young
 Errigal Inc.
 ESPN
 Estonia Ministry of Defense
 Everest Capital
 Expansion Capital Partners LLC
 Expeditionary Learning Outward Bound
 ExxonMobil
 Federal Reserve Bank of New York
 FICOFI
 Fidelity Investments
 Fidelity Management & Research
 Financo, Inc.
 First Albany Capital
 Fisher Brothers
 Fisher Scientific International Inc.
 Forbes
 Ford Motor Company
 Forest Labs
 Founders Equity
 The Frankel Group

“Columbia is highly
 successful at attracting
 women. Typically more
 than a third of the class
 is female, and students
 say diversity extends to
 race and nationality.”

—*Business 2.0*
 September 2004

Franklin Templeton
 Friedman Billings Ramsey
 FTI Consulting, Inc.
 Gabelli & Company
 Gabelli Asset Management Inc.
 Galt & Co.
 Gap Inc.
 Gartner Group
 GE Commercial Finance
 GE Commercial Leadership Program
 GE Equity
 General Atlantic Partners
 General Electric
 Gerdau S.A.
 GE Real Estate
 Gibson, Dunn & Crutcher
 GIC Inc.
 Gilligan Oil Company
 Glenview Capital
 Global Finance S.A.
 Global Media Partners
 Goldman, Sachs & Co.
 Goldman Sachs Asia Pacific
 Goldman Sachs International
 Goldman Sachs, Mezzanine Fund
 Goldman Sachs, Whitehall Funds
 Good Housekeeping
 Goodnow Gray
 The Goodyear Tire & Rubber Company
 Gotham Capital
 Gotham Entertainment Group
 Grand Slam Asset Management
 Grand Slam Capital Partners

Granite Capital
 Granite Financial
 Greater Jamaica
 Development Corporation
 Greenhill & Co.
 Greystone Company
 GSC Partners, Inc.
 H&R Block
 Hamilton, Rabinovitz & Alschuler
 Hardesty Capital Management
 Hartnick Consulting
 Hess Energy Trading Company
 Holding Capital Group, Inc.
 Home Box Office
 Honeywell
 Houlihan Lokey Howard & Zukin
 HRO International
 HSBC
 HSBC Capital, Inc. (USA)
 HSH Nordbank AG
 HSS Ventures Inc.
 HumanArts
 Hummingbird Value Funds
 Hypo Real Estate
 iBiquity Digital
 IBM Business Consulting Services
 IBM Corporation
 IBM Strategy & Change
 IDT Corporation
 Independent Film Channel
 Industry Ventures/Band of Angels
 Infinity Trading
 Information Resources Inc.
 ING Barings
 ING Clarion Capital
 ING Clarion Partners
 Initiative Media
 Innodata Isogen, Inc.
 Intel
 International Flavors & Fragrances
 International Risk Consultants
 Investors Circle
 Investor Select Advisors
 Investran
 Isis Research/Synovate Healthcare
 Jefferies & Co.
 John A. Levin & Co.
 John Frieda/Andrew Jergens Co.



Johnson & Johnson
 Johnson & Johnson Health Care Systems
 JPMorgan Chase
 JPMorgan Chase International
 JPMorgan Private Bank
 Kaplan, Inc.
 Katzenbach Partners LLC
 KBC Financial Products
 Kerry Properties
 Kraft
 K-Sea Transportation
 Kurt Salmon Associates
 Lara Helene, Inc.
 LarrainVial
 Lazard Asset Management
 Lazard Frères & Co. LLC
 The Lefrak Organization
 Lehman Brothers
 Lehman Brothers Asia
 Lehman Brothers International
 Lehman Brothers Japan
 Lincoln Partners
 Lincolnshire Management, Inc.
 Lions Gate Capital
 Liz Claiborne
 LLR Partners
 Local Initiatives
 Support Corporation (LISC)
 Loeb Partners Realty
 Longship Capital
 L'Oréal/Maybelline
 L'Oréal/Technique
 L'Oréal USA



Dallas and other Texas cities are home to a number of our alumni, with more than 800 Columbia Business School graduates in the state.



Lutron Electronics Co. Inc.
M&T Bank Corporation
MacKay Shields LLC
Madison Capital
MAG Holdings
Major League Baseball
Mall Properties, Inc.
Marinakos Chartering, Inc.
MarketBridge
Markitecture LLC
Maroc Telecom
MBNA America
The McGraw-Hill Companies
The McGraw-Hill Companies/
Business Week
The McGraw-Hill Companies/
Standard & Poor's
McKinsey & Company
McKinsey International
MediaVest
Mehta Partners
Memorial Sloan-Kettering Cancer Center
Merck
Merrill Lynch
Mesiti Development
MetLife Investments
Metropolitan Capital
MGM Studios
Michael Kors, LLC
Milestone Capital Management
Millennium Technology Ventures
Miller Buckfire Lewis Ying & Co., LLC

Millgate Capital
Ministry of Foreign Affairs of Japan
Monitor Group
Monitor Group/Market2Customer
Morgan Stanley
Morgan Stanley International
MTV Networks
MUUS Asset Management
Natexis Bleichroeder
New York City
Department of Education
New York City
Housing Development Corporation
The New York Hospital for
Special Surgery
New York Life Capital Partners
New York Life Investment Management
The New York Times Company
New York-Presbyterian Hospital
Newmark & Co.
Nexial Real Estate Capital
Next Jump, Inc.
NIB Capital Private Equity
Nomura Securities International
Nonprofit Finance Fund
NorthStar Group
Oaktree Capital
Omega Advisors
Opera Solutions
Oppenheimer Capital
Orbimed Advisors
Organon USA Inc.

Overture Services
Pacific Alternative
Asset Management Company
Pacific Charter School Development, Inc.
Paramount
Parco, Inc.
Pearlman Advisors LLC
PepsiCo International
Perennial Partners
Peter J. Solomon Company
Pfizer Inc
Pharo Management
PIMCO
Piper Jaffray Companies
Platinum Equity Advisors, LLC
Polo Ralph Lauren Corporation
Portales
Post Capital Partners
Praesidium Investment Management
PricewaterhouseCoopers
Primedia Enthusiast Media
PRIMEDIA, Inc.
Procter & Gamble
Promethean Capital Group, Inc.
Provident Group
Pulte Homes
Pzena Investment Management, LLC
Radius Ventures, LLC
Raimond Graphics Inc
Ramius Capital Group, LLC
RBC Capital Markets
RCA Music Group
Reckson Associates Realty Corp.

Redwood Capital Group
 Regeneron Pharmaceuticals
 Revlon
 Richemont North America
 Risk Capital Management (RCM)
 Riva Ridge Capital, LLC
 Robert Bowne
 Robert W. Baird & Co.
 Rodale
 Roland Berger Strategy Consultants
 Ropart Investments
 Royal Bank of Canada
 RRE Ventures
 Saks Fifth Avenue
 Samsung Electronics
 Samsung Global Strategy Group
 Samsung Life Insurance
 Sandell Asset Management
 Sass & Bide
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 SCP Private Equity Partners
 SD Partners
 Secured Capital
 Sesame Workshop
 SG Cowen
 Sichel Medical Ventures
 Siemens Management Consulting
 Something Digital
 Spinner Asset Management
 SPP Capital Partners, LLC
 Sprint Corp.
 Stanford Financial Group
 Starwood Hotels and Resorts
 St. Christopher-Ottillie
 Sterling American Property
 Student Conservation Association
 Terrapin Partners, LLC
 Thornton
 Three Cities Research
 TIAA-CREF
 Tiedemann BGS Partners LP
 Tiffany & Company
 Time Warner/*Sports Illustrated*
 Tishman Speyer Properties
 Torsiello Capital Partners, LLC
 Toys "R" Us
 Tradition Asiel Securities, Inc
 Triarc Companies, Inc.
 Trust for Public Land
 Turner Broadcasting System, Inc.
 Tyco International
 Tyndale Company, Inc.
 UBS Financial Services
 UBS Investment Bank
 UMT Portfolio Management

“A survey by *Business Week* last year found that of Citigroup’s
 164 MBA hires, 23 were from Columbia. . . . No other business
 school placed more than 8 there. Columbia MBAs took 16
 of the 71 MBA jobs at Booz Allen Hamilton, 11 of the 43 at
 Deutsche Bank and 15 of the 40 at Goldman Sachs.”

—*New York Times*
 April 25, 2004

Unilever
 Unilever Bestfoods North America
 United Management Technologies
 United Nations Finance Initiative
 United Nations Office of Project Services
 United Technologies Corp. (UTC)/
 Carrier Corporation
 Univision Networks
 Udata Capital, Inc.
 Udata Partners
 U.S. Army
 U.S. Department of Energy
 U.S. Department of State
 U.S. Navy
 U.S. Trust Corporation
 VERITAS Software
 Verizon
 Veronis Suhler Stevenson
 Viacom/Infinity Broadcasting Corporation
 Viacom/Showtime Networks Inc.
 Viking Global Investors
 Vindigo, Inc.
 VMC Management Corp.
 Vornado Realty Trust
 Wachovia Securities
 Warner Brothers/Double Nickel
 Entertainment
 Warner Home Video
 W Capital Partners
 Wellington Management Company, LP
 WestLB
 Westwood One
 Whitney Museum of American Art
 Wicks Group
 World Bank Group
 Wunderman
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 Xerox Corporation
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Columbia Business School's Board of Overseers continues to play an integral role in furthering the School's national and international outreach.

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Columbia Business School, New York*

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*Chairman, New York Philharmonic,
New York*

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Ehud Houminer
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Columbia Business School,
New York*

Glenn Hubbard
*Dean and Russell L. Carson
Professor of Finance and Economics,
Columbia Business School, New York*

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Khemka Group, Delhi*

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*Founding Partner, Kohlberg Kravis
Roberts & Co., New York*

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*CFO and Head of Strategy, Citigroup Inc.,
New York*

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*Chairman, Eugene M. Lang Foundation,
New York*

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*U.S. Senator, State of New Jersey,
United States Senate,
Washington, D.C.*

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Hampton, New Hampshire*

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President, L Capital, Paris*

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*Chairman, Warburg Pincus LLC,
New York*

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*Deputy Governor, South African
Reserve Bank, Pretoria*

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*Senior Partner, McKinsey & Company,
Amsterdam*

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*Founding Partner,
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Greenwich, Connecticut*

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Columbia Business School,
New York*

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*Founder, The SGV Group,
Makati City, Philippines*

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Jakarta*

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Omron Corporation, Tokyo*

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*Chairman, President and CEO,
Eli Lilly and Company, Indianapolis*

Sue Toigo
*Founder, Robert A. Toigo Foundation,
Napa, California*

Massimo Tosato MBA '80
*Group Managing Director,
Schroders plc, London*

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*Retired Vice Chairman,
General Mills, Inc., Jupiter, Florida*

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