A.T. Kearney, Inc.
ABB
ABN Amro Bank N.V.
Activespace, Inc.
Adams Harkness & Hill
Adcro
AdTools, Inc.
AdventureBazaar.com
Adventuresseek
Affiliation Networks
Akamai
Alcoa
Alliance for Environmental Innovation
Allian Partners
Allied Signal, Inc.
Alto Parana S.A.
American Airlines
American Express Company
American Management Systems
Analysis Group Economics
Andersen Consulting
AOI
Armstrong World Industries
Arthur Andersen Business Consulting
Arthur D. Little, Inc.
Bain Capital
Bain & Company, Inc.
Banco Itau S.A.
Banco Nacional de Mexico
Banco Portugues de Investimentos
Bank Julius Baer
Bank of Japan
Bank of Tokyo-Mitsubishi
Battery Ventures
Bear Stearns & Co., Inc
BeFree
Boeing
Booz Allen & Hamilton, Inc.
Boston Consulting Group
Cambridge Energy Research Associates
Carrier Corporation
Caterpillar Inc.
Celestica
CEMEX
Chase Capital Partners
Chase Manhattan Bank
Cinergy
Cisco Systems, Inc.
CIT Group
Citibank
Cluster Consulting
Compaq
Continuum Control Corporation
Corporacion Andina de Fomento
Credit Suisse First Boston
Cross Country Group
Dean & Company
Dell Computer Corporation
Deloitte Consulting
Deutsche Banc Alex. Brown
Diamond Technology Partners, Inc.
D.J. Direct
Dogus Holding
Donaldson Luikin & Jenrette, Inc.
Dreschnr Kleinwort Benson
e-dental.com
E-Pin
Eaton Corporation
Eli Lilly & Company
EMC Corporation
EnCable.com
Enron
Ernst & Young
Equus Group
Excite@Home
Exxon Corporation
FamilyEducation.com
Fenway Community Development Corp.
Fidelity Capital
Fidelity Investments
FinCarier.com
First Chicago NBD
Fleet Financial Group
Ford Motor Company
Franklin Templeton
Frictionless Commerce
Frito Lay International
Gap, Inc.
GE Prolec
Gemini Consulting
General Motors Corporation
GeneTrace Systems
Genzyme Corporation
Global Environment Fund
Goldman Sachs & Co.
Gorton's
Grantham, Mayo & Van Otterloo
Greencastle Associates Consulting
Guantlet Corporation
Harley-Davidson
Harvard Hillel
H.C. Starck
Hewlett-Packard Company
IBM Corporation
Ingersoll Rand
ingredients.com
Instron Corporation
Integrated Environmental Technologies
Intel Corporation
Intergroup S.A.
International Federation of Stock Exchanges
International Finance Corporation
J.P. Morgan & Co., Inc.
John Hancock
Johnson & Johnson Professional Companies
Kemex Systems Corporation
Kimberly Clark
Kodak
Lehman Brothers
Liberty Mutual
Lucent Technologies
Marakon Associates
Mast Industries
Mattel
McKinsey & Company, Inc.
medicalrecords.com
Mercer Management Consulting, Inc.
Merck & Co., Inc.
Merrill Lynch & Company
Metromedia Fiber Network
MFS
Microsoft Corporation
Middleton & Company
MIT Sloan School
Mitchell Madison Group
Mobil Corporation
Monitor Company
Morgan Stanley Dean Witter, Inc.
Motorola
Netmundo Imet, Inc.
Nippon Telegraph and Telephone
Nolan Norton & Co.
Northbridge Group
Novartis Pharmaceuticals
Oracle Corporation
Organic Online
Pacific Investment Management Co.
Paribas
PeopleSoft
Pfizer Inc.
Pittiglio, Rabin, Todd & McGrath
Polaroid
Porsche
PRAJA
Pratt & Whitney
PricewaterhouseCoopers
Proctor & Gamble
Prudential Corporation
Pugh Roberts Associates
Putnam Investments
Qpass
Qualcomm
Quantum
Raytheon
Roland Berger & Partners
Round One
RunSource.com
RWA Group
Sakura Bank, Ltd.
Salomon Smith Barney
Samsung Corporation
Sanford Bernstein & Co.
Sanwa Bank Ltd.
SchoolStops.com
Schroders
ShopServe.com
Siem Cement Company
Siebel Systems
Siemens Energy & Automation
Sigma
Soundview Technology Group
Southern Co.
Sprint
Standish, Ayer & Wood
Staples, Inc.
State Street
Statoil
Stock Exchange of Thailand
Sun Microsystems, Inc.
SurfaceLogix
T.D. Securities
Telephonica
Teradyne, Inc.
Dai-Ichi Kangyo Bank
Tokio Marine and Fire
Tonic Systems
Trakus
Tudor Investments
U.S. Air Force
U.S. Army
Unilever
United Technologies Corporation
US Web / CKS
Vanguard Brand Management
Ventura Capital
Vertex Pharmaceuticals
Viro, Byorum & Partners Pte.
Visa International
Wang Global
Warburg Dillon Read
Washington Post Newsweek Interactive
WebDialogs.com
WebSpective
Wellington Management Co.
Wells Fargo Bank
Winslow Management
Women’s Growth Capital Fund
World Bank
WPA
Xerox

NOTE: Employers hiring three or more Sloan students for permanent or summer positions are noted in color.
MBA Class of 1999

Number of Candidates ........................................ 350
U.S. Citizens .................................................. 63%
Foreign Citizens ................................................ 37%
Women ............................................................ 28%
Members of Minority Groups ................................. 8%
Median GMAT Scores .......................................... 663
Undergraduate Grade-Point Average (out of 4.0) ...... 3.5
Average Age at Admission ................................... 27.5
Average Years Full-Time Work Experience .............. 4.6

UNDERGRADUATE MAJORS

Engineering ....................................................... 48%
Social Sciences & Humanities ............................... 24%
Business .......................................................... 20%
Sciences & Mathematics ....................................... 8%

Permanent Placement Overview

Average Number of Offers ................................... 3.0
Range of Total Compensation ............................... $50,000–$254,000
Median Total Compensation ................................. $120,000
Mean Total Compensation .................................. $124,000
Range of Base Salary .......................................... $50,000–$125,000
Median Base Salary ........................................... $85,000
Mean Base Salary ................................................ $84,900

Top Hirers of Class of 1999

McKinsey & Company ......................................... 29
Dell Computer Corporation .................................. 16
Booz-Allen & Hamilton, Inc. ............................... 12
Deloitte Consulting .............................................. 11
Bain & Company, Inc. .......................................... 10
Goldman, Sachs & Co. ......................................... 10
Boston Consulting Group ..................................... 9
A. T. Kearney, Inc. ................................................ 7
Intel Corporation .................................................. 7
J. P. Morgan & Co., Inc. ....................................... 6
Deutsche Banc Alex. Brown ................................. 5
PricewaterhouseCoopers ....................................... 5
Boeing ............................................................... 4
Chase Manhattan Bank ....................................... 4
Diamond Technology Partners, Inc. .................... 4
IBM Corporation .................................................. 4
Mercer Management Consulting, Inc. .................. 4
Merrill Lynch & Company ..................................... 4
Mitchell Madison Group ....................................... 4

NOTE:
1. Annual salary figures are based on data received from 82% of the Class of 1999.
2. Total compensation includes base salary, signing bonus, year-end performance bonus, guaranteed bonus, and tuition reimbursement.
3. 6% of the class of 1999 are starting a company or joining a start-up.
Class of 1999 Salaries by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>PERCENT</th>
<th>MEDIAN BASE SALARY</th>
<th>MEDIAN TOTAL COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MANUFACTURING INDUSTRIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computers / Electronics</td>
<td>12</td>
<td>$ 80,000</td>
<td>$ 110,000</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>4</td>
<td>$ 83,500</td>
<td>$ 111,000</td>
</tr>
<tr>
<td>Pharmaceuticals / Healthcare / Biotechnology</td>
<td>3</td>
<td>$ 85,000</td>
<td>$ 110,000</td>
</tr>
<tr>
<td>Automotive / Aerospace</td>
<td>2</td>
<td>$ 83,000</td>
<td>$ 93,000</td>
</tr>
<tr>
<td>Energy / Chemicals</td>
<td>1</td>
<td>$ 78,500</td>
<td>$ 127,000</td>
</tr>
<tr>
<td>Other Manufacturing</td>
<td>3</td>
<td>$ 80,000</td>
<td>$ 106,000</td>
</tr>
<tr>
<td><strong>SERVICE INDUSTRIES</strong></td>
<td>75</td>
<td>$ 85,000</td>
<td>$ 127,000</td>
</tr>
<tr>
<td>Consulting</td>
<td>39</td>
<td>$ 95,000</td>
<td>$ 140,000</td>
</tr>
<tr>
<td>Investment Banking</td>
<td>18</td>
<td>$ 75,000</td>
<td>$ 120,000</td>
</tr>
<tr>
<td>Software / E-Commerce</td>
<td>7</td>
<td>$ 82,500</td>
<td>$ 98,300</td>
</tr>
<tr>
<td>Investment Management</td>
<td>4</td>
<td>$ 80,000</td>
<td>$ 120,000</td>
</tr>
<tr>
<td>Other Financial Services</td>
<td>2</td>
<td>$ 75,000</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>Venture Capital</td>
<td>2</td>
<td>$ 100,000</td>
<td>$ 143,000</td>
</tr>
<tr>
<td>Commercial Banking</td>
<td>1</td>
<td>$ 60,000</td>
<td>$ 70,000</td>
</tr>
<tr>
<td>Other Services</td>
<td>2</td>
<td>$ 75,000</td>
<td>$ 75,000</td>
</tr>
</tbody>
</table>

---

Class of 1999 Salaries by Job Function

<table>
<thead>
<tr>
<th>Job Function</th>
<th>PERCENT</th>
<th>MEDIAN BASE SALARY</th>
<th>MEDIAN TOTAL COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>40</td>
<td>$ 95,000</td>
<td>$ 140,000</td>
</tr>
<tr>
<td>Finance</td>
<td>27</td>
<td>$ 75,000</td>
<td>$ 120,000</td>
</tr>
<tr>
<td>Investment Banking</td>
<td>10</td>
<td>$ 75,000</td>
<td>$ 120,000</td>
</tr>
<tr>
<td>Sales / Trading</td>
<td>5</td>
<td>$ 75,000</td>
<td>$ 120,000</td>
</tr>
<tr>
<td>Investment Management</td>
<td>4</td>
<td>$ 82,500</td>
<td>$ 120,000</td>
</tr>
<tr>
<td>Research</td>
<td>3</td>
<td>$ 82,500</td>
<td>$ 126,000</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>$ 75,000</td>
<td>$ 107,000</td>
</tr>
<tr>
<td>Marketing</td>
<td>14</td>
<td>$ 82,900</td>
<td>$ 109,000</td>
</tr>
<tr>
<td>Operations / Project Management</td>
<td>8</td>
<td>$ 80,000</td>
<td>$ 103,000</td>
</tr>
<tr>
<td>Business Development / Strategic Planning</td>
<td>7</td>
<td>$ 85,000</td>
<td>$ 120,000</td>
</tr>
<tr>
<td>General Management</td>
<td>2</td>
<td>$ 75,000</td>
<td>$ 101,000</td>
</tr>
<tr>
<td>Entrepreneur</td>
<td>1</td>
<td>$ 62,500</td>
<td>$ 62,500</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

---

Top Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>'98</th>
<th>'99</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>37%</td>
<td>39%</td>
</tr>
<tr>
<td>High tech*</td>
<td>14%</td>
<td>23%</td>
</tr>
<tr>
<td>Investment Banking</td>
<td>21%</td>
<td>18%</td>
</tr>
</tbody>
</table>

* Including Biotechnology, Computers, E-Commerce, Electronics, Software and Telecommunications

Top Job Functions

<table>
<thead>
<tr>
<th>Job Function</th>
<th>'98</th>
<th>'99</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>37%</td>
<td>40%</td>
</tr>
<tr>
<td>Finance</td>
<td>31%</td>
<td>27%</td>
</tr>
<tr>
<td>Marketing</td>
<td>12%</td>
<td>14%</td>
</tr>
<tr>
<td>Operations</td>
<td>11%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Top Industries

Top Job Functions
### Class of 1999 Salaries by Geographic Location

<table>
<thead>
<tr>
<th>Location</th>
<th>Percent</th>
<th>Median Base Salary</th>
<th>Median Total Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>United States</strong></td>
<td>80%</td>
<td>$85,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>23%</td>
<td>$89,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>New York</td>
<td>17%</td>
<td>$75,000</td>
<td>$123,000</td>
</tr>
<tr>
<td>California</td>
<td>12%</td>
<td>$90,000</td>
<td>$122,000</td>
</tr>
<tr>
<td>Southwest</td>
<td>7%</td>
<td>$75,000</td>
<td>$115,000</td>
</tr>
<tr>
<td>Mid-Atlantic</td>
<td>7%</td>
<td>$95,000</td>
<td>$130,000</td>
</tr>
<tr>
<td>Midwest</td>
<td>6%</td>
<td>$92,500</td>
<td>$134,000</td>
</tr>
<tr>
<td>Other West</td>
<td>3%</td>
<td>$81,000</td>
<td>$93,000</td>
</tr>
<tr>
<td>Southeast</td>
<td>3%</td>
<td>$73,500</td>
<td>$120,000</td>
</tr>
<tr>
<td>Other New England</td>
<td>2%</td>
<td>$93,800</td>
<td>$139,000</td>
</tr>
<tr>
<td><strong>International</strong></td>
<td>20%</td>
<td>$79,300</td>
<td>$129,000</td>
</tr>
<tr>
<td>Europe</td>
<td>8%</td>
<td>$80,000</td>
<td>$133,000</td>
</tr>
<tr>
<td>Asia</td>
<td>7%</td>
<td>$78,500</td>
<td>$106,000</td>
</tr>
<tr>
<td>Latin America</td>
<td>4%</td>
<td>$79,500</td>
<td>$139,000</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

---

**Map of United States Showing Geographic Salaries**

- **California**: 12%
- **Southwest**: 7%
- **Mid-Atlantic**: 6%
- **Midwest**: 6%
- **New York City**: 17%
- **Other New England**: 2%
- **Massachusetts**: 23%

**International**

- **Europe**: 8%
- **Asia**: 7%
- **Latin America**: 4%
- **Other**: 1%
Class of 1999 Top Reason for Accepting Position
1. Wanted Industry
2. Job Content
3. People and Company Culture
4. Growth Potential
5. Location

Class of 1999 Source of Job
Campus Recruiting Programs and Career Fairs .................. 45%
Previous Employer .................................................. 20%
Job Postings ............................................................ 10%
Referral from Friend, Faculty or Student ......................... 10%
Alumni Contact ....................................................... 7%
Contacted through Resume Book ................................. 2%
Individual Outreach .................................................. 2%
Other ................................................................. 4%

Class of 1999 Compensation Package

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percent Receiving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signing Bonus</td>
<td>81%</td>
</tr>
<tr>
<td>Relocation Cash Allowance</td>
<td>56%</td>
</tr>
<tr>
<td>Performance Bonus</td>
<td>48%</td>
</tr>
<tr>
<td>Guaranteed Bonus</td>
<td>33%</td>
</tr>
<tr>
<td>Stock Options</td>
<td>25%</td>
</tr>
<tr>
<td>Tuition Reimbursement</td>
<td>18%</td>
</tr>
<tr>
<td>Car</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>10%</td>
</tr>
</tbody>
</table>

“Your career is your business, and you are its CEO.

Just like the CEO of a large corporation, you must
respond to market forces, head off competitors,
and be alert to the possibility that what you are
doing can be done in a different way.”

—Andrew S. Grove
Chairman, Intel Corporation
Only The Paranoid Survive
MBA Class of 2000

Number of Candidates ........................................... 358
U.S. Citizens ......................................................... 63%
Foreign Citizens .................................................... 37%
Women ............................................................... 27%
Members of Minority Groups ................................... 9%
Median GMAT Scores .............................................. 690
Undergraduate Grade-Point Average (out of 4.0) .......... 3.5
Average Age at Admission ...................................... 27.3
Average Years Full-Time Work Experience .................. 4.5

UNDERGRADUATE MAJORS

Engineering .............................................................. 37%
Social Sciences & Humanities ................................... 31%
Business ............................................................... 19%
Sciences & Mathematics .......................................... 13%

Summer Placement Overview

Range of Monthly Salary ......................................... $1,500–$9,700
Median Monthly Salary ........................................... $6,200
Mean Monthly Salary .............................................. $6,200

Top Hires of Class of 2000

Booz-Allen & Hamilton, Inc. ...................................... 15
McKinsey & Company, Inc. ....................................... 14
Goldman, Sachs & Co. .............................................. 13
Intel Corporation .................................................... 12
Merrill Lynch & Company ......................................... 11
Dell Computer Corporation ....................................... 10
Bain & Company, Inc. .............................................. 9
Morgan Stanley Dean Witter, Inc. ............................. 9
Boston Consulting Group ........................................... 8
Deloitte Consulting ................................................ 7
Cisco Systems, Inc. .................................................. 6
Ford Motor Company ............................................... 6
A.T. Kearney, Inc. ................................................... 5
Lehman Brothers .................................................... 5
ABB ................................................................. 4
Andersen Consulting .............................................. 4
Mercer Management Consulting, Inc. ......................... 4
Microsoft Corporation ............................................. 4
Mitchell Madison Group ......................................... 4

NOTE:
Monthly salary figures are based on data received from 73% of the Class of 2000. LFM candidates complete a required internship from June to December, and are not included in the summer salary statistics.

Trends in Median Monthly Summer Salary
### Class of 2000 Monthly Summer Salaries by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>PERCENT</th>
<th>MEDIAN</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Manufacturing Industries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computers/Electronics</td>
<td>23</td>
<td>$5,050</td>
<td>$5,150</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>8</td>
<td>$5,000</td>
<td>$5,250</td>
</tr>
<tr>
<td>Automotive/Aerospace</td>
<td>4</td>
<td>$5,600</td>
<td>$5,450</td>
</tr>
<tr>
<td>Pharmaceuticals/Healthcare</td>
<td>3</td>
<td>$5,000</td>
<td>$5,100</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>2</td>
<td>$3,500</td>
<td>$3,650</td>
</tr>
<tr>
<td>Oil and Gas/Energy</td>
<td>2</td>
<td>$5,800</td>
<td>$5,700</td>
</tr>
<tr>
<td>Other Manufacturing</td>
<td>1</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Service Industries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consulting</td>
<td>77</td>
<td>$6,250</td>
<td>$6,550</td>
</tr>
<tr>
<td>Investment Banking</td>
<td>32</td>
<td>$8,150</td>
<td>$7,900</td>
</tr>
<tr>
<td>Software/E-Commerce</td>
<td>32</td>
<td>$6,200</td>
<td>$6,350</td>
</tr>
<tr>
<td>Investment Management</td>
<td>10</td>
<td>$4,500</td>
<td>$4,500</td>
</tr>
<tr>
<td>Other Financial Services</td>
<td>5</td>
<td>$5,750</td>
<td>$5,450</td>
</tr>
<tr>
<td>Venture Capital</td>
<td>3</td>
<td>$5,200</td>
<td>$5,250</td>
</tr>
<tr>
<td>Non-Profit</td>
<td>2</td>
<td>$5,000</td>
<td>$5,550</td>
</tr>
<tr>
<td>Other Services</td>
<td>2</td>
<td>$5,000</td>
<td>$5,400</td>
</tr>
</tbody>
</table>

*Including Biotechnology, Computers, E-Commerce, Electronics, Software and Telecommunications*

### Top Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>'98</th>
<th>'99</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>High tech*</td>
<td>13%</td>
<td>22%</td>
</tr>
<tr>
<td>Investment Banking</td>
<td>28%</td>
<td>22%</td>
</tr>
</tbody>
</table>

*Including Biotechnology, Computers, E-Commerce, Electronics, Software and Telecommunications*

### Class of 2000 Monthly Summer Salaries by Job Function

<table>
<thead>
<tr>
<th>Function</th>
<th>PERCENT</th>
<th>MEDIAN</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>33</td>
<td>$8,000</td>
<td>$7,750</td>
</tr>
<tr>
<td>Finance</td>
<td>32</td>
<td>$6,200</td>
<td>$6,100</td>
</tr>
<tr>
<td>Investment Banking</td>
<td>10</td>
<td>$6,200</td>
<td>$6,450</td>
</tr>
<tr>
<td>Sales/Trading</td>
<td>8</td>
<td>$6,250</td>
<td>$6,450</td>
</tr>
<tr>
<td>Investment Management</td>
<td>5</td>
<td>$5,750</td>
<td>$5,550</td>
</tr>
<tr>
<td>Research</td>
<td>3</td>
<td>$6,100</td>
<td>$5,850</td>
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<tr>
<td>Other</td>
<td>6</td>
<td>$5,850</td>
<td>$5,650</td>
</tr>
<tr>
<td>Marketing</td>
<td>16</td>
<td>$5,000</td>
<td>$4,900</td>
</tr>
<tr>
<td>Brand/Product Management</td>
<td>7</td>
<td>$5,750</td>
<td>$5,150</td>
</tr>
<tr>
<td>Market Research</td>
<td>3</td>
<td>$5,000</td>
<td>$4,950</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>$5,000</td>
<td>$4,700</td>
</tr>
<tr>
<td>Business Development/Strategic Planning</td>
<td>10</td>
<td>$5,200</td>
<td>$4,900</td>
</tr>
<tr>
<td>Operations/Project Management</td>
<td>5</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Information Technology</td>
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<td>$5,000</td>
<td>$4,900</td>
</tr>
<tr>
<td>Other</td>
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<td>$2,200</td>
<td>$2,500</td>
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### Top Job Functions

<table>
<thead>
<tr>
<th>Function</th>
<th>'98</th>
<th>'99</th>
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<tbody>
<tr>
<td>Consulting</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>Finance</td>
<td>38%</td>
<td>32%</td>
</tr>
<tr>
<td>Marketing</td>
<td>17%</td>
<td>16%</td>
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</table>
### Class of 2000 Monthly Summer Salaries by Geographic Location

<table>
<thead>
<tr>
<th>Geographic Location</th>
<th>PERCENT</th>
<th>MEDIAN</th>
<th>MEAN</th>
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</thead>
<tbody>
<tr>
<td><strong>UNITED STATES</strong></td>
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<tr>
<td>United States</td>
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<td>$5,450</td>
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<td>$5,650</td>
</tr>
<tr>
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<td>3</td>
<td>$5,500</td>
<td>$6,250</td>
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<tr>
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<td>Southeast</td>
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<tr>
<td><strong>INTERNATIONAL</strong></td>
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<td>Latin America</td>
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<td>$5,000</td>
</tr>
<tr>
<td>Other</td>
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</tbody>
</table>
Class of 2000 Top Reason for Accepting Position
1. Wanted Industry
2. Job Content
3. People and Company Culture
4. Location
5. Wanted Function

Class of 2000 Source of Job
Campus Recruiting Programs and Career Fairs .................. 47%
Job Postings ................................................................. 13%
Referral from Friend, Faculty or Student ......................... 13%
Contacted through Resume Book ................................. 8%
Previous Employer ......................................................... 7%
Alumni Contact ............................................................... 4%
Individual Outreach ........................................................ 3%
Other .......................................................... 5%

“Every once in a while, trends converge and technology
helps us move to a whole new way of doing business.
This is one of those times.”

—J. William Gurley
Partner, Hummer Winblad
Fortune, October 12, 1998