

# MBA

## EMPLOYMENT REPORT

20  
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# Welcome ::

You've chosen to pursue your MBA degree during one of the most important times in human history. As business plays an increasingly significant role in addressing the globe's pressing economic and social issues, leadership, creativity, and innovation are in high demand.

Today's organizations are seeking leaders with the vision and drive to chart the unnavigated waters of today's business environment, and at Ross we're committed to preparing you to do just that.

The Ross experience is transformational. It is a journey that will enable you to develop the deep knowledge to understand the most challenging business problems of our time. And it will push you to develop the leadership skills to achieve ambitious goals while collaborating effectively with people of all backgrounds and perspectives.

The strong and diverse portfolio of national and global recruiters who come to Ross repeatedly tell us that Ross graduates stand out. Our action-based approach to education means you emerge with the practical-world insight to immediately deliver value in real environments. And being at the University of Michigan, a world-renowned institution across academic disciplines, you are uniquely positioned to develop the cross-disciplinary perspective and boundary-breaking approach to thinking required for success in business today.

At Ross, we challenge you to go beyond conventional wisdom, ask the important questions, and solve the pressing challenges facing business and society today. We look forward to supporting you throughout your journey, and to helping you pursue the unique goals and aspirations that formed the basis for why you chose to join the Ross community.

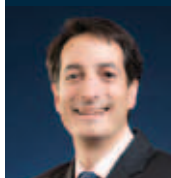
Sincerely,



Alison Davis-Blake  
Edward J. Frey Dean of Business  
Leon Festinger Collegiate  
Professor of Management




Damian Zikakis  
Director of Career Services







## Ross MBAs in Demand ::

Employers always find exceptional management talent at Ross. They appreciate how action-based learning prepares our students to lead organizations by blending practicality and vision.

In keeping with the school's broad-based management curriculum, Ross MBAs enjoy access to a multifaceted array of companies and industries. This allows for growth and adaptation in the job search as students progress through their education. Ross maintains close working relationships with a variety of firms populated by thousands of our alumni who sponsor action-based learning projects, hire interns, and recruit our students.

As a result, Ross graduates enjoy incredible freedom to map their own career paths to just about any function, industry, or location they desire. Our employment statistics reflect the diverse interests and professional goals of Ross MBAs. Our students pursue everything from finance and sustainability, to high-tech and healthcare.



Opportunities continue to expand, as the staff in Career Services extend their reach to create new contacts among our vast network of corporate partners and alumni. Our full-time staff consultants, 52 peer coaches, and recruiting and outreach staff have leveraged resources to counsel and educate students on how to pursue a wide range of job opportunities — ensuring that, no matter the economic conditions, Ross students can continue to demonstrate their value to employers.

# The Career Search ::

Your partnership with Career Services equips you with the skills to successfully utilize the on-campus recruiting process or conduct an off-campus career search. About 65% of our students choose to pursue their career search through on-campus recruiting. Career Services facilitates more than 250 corporate-sponsored events each year, through which you can learn about the industries and recruiters you may be targeting for your career search. For the Class of 2012, around 100 companies recruited on campus, and more than 2,400 interviews were conducted.

Students who choose to conduct an off-campus search also achieve outstanding results. Networking via the 40,000-strong Ross alumni database has proven to be a key resource in off-campus searches. Students who opt for the off-campus approach usually fall into one of the following areas:

- Looking for a career in the nonprofit sector
- Planning to start a business
- More experienced and looking for a higher-level position than what is available through on-campus recruiting
- Looking for a very specific, nontraditional position in a targeted location

Whichever career search strategy you choose, Career Services prepares you for a lifetime of success. As a Ross alum, you have additional career services available to you as your professional goals and priorities evolve.

## Position Source :: Class of 2012 *(Percent of class)*

|   |       |
|---|-------|
| On-campus/School-facilitated .....  | 62%   |
| Returning to On-campus/School-facilitated Internship.....                     | 27.3% |
| On-campus Recruiting.....   | 29.9% |
| Other School-facilitated (posting, alumni/faculty networking, etc.) .....     | 4.8%  |
| Off-campus/Direct Contact .....   | 37%   |
| Direct Contact .....  | 10.7% |
| Returning to Off-campus/Direct Contact Internship.....                        | 6.3%  |
| Other Off-campus contact (personal networking, other job postings, etc.)..... | 10.7% |
| Remaining with Pre-Ross employer .....  | 6.1%  |
| Starting/Buying Company.....  | 3.2%  |
| Not Reported .....  | 1%    |
| Total .....   | 100%  |



# Exercise Your Options ::

Once you arrive at Ross, you'll be afforded a full range of career search services from Career Services. You'll receive timely and valuable information on various aspects of the recruiting process as you undertake everything from an initial self-assessment to final salary negotiation.

## Career Services

### CAREER SEARCH PROCESS

The Ross Career Search Timeline helps coordinate the fast-paced career search process. We offer a checklist of recommended tasks and resources to guide you through each step of the job search process.

### CAREER CONSULTING

The career consulting staff and MBA peer coaches provide resume reviews, search strategies, mock interviews, workshops, and more.

### RECRUITING AND OUTREACH

Recruiting and outreach staff manage recruiting events, job postings, and the on-campus bidding process.

### NETWORKING HOURS

Networking hours allow Michigan Ross students to network with recruiters during the day following a corporate presentation or recruiting event.

### OPEN INTERVIEW OPPORTUNITIES

Students can secure a slot for on-campus interviews through direct company invitation (closed-list invite) or the bidding process. Ross is one of the few schools that is able to maintain open bidding slots on behalf of students (a testament to our good relationship with recruiters).

### INTERNATIONAL STUDENT RESOURCES

Career Services works hard to meet the unique needs of international students. The Ross School offers a course to address cross-cultural communication and working in a new environment. This generally prepares international students to secure curricular practical training (CPT) authorization, which allows them to pursue summer internship employment in the United States.

## Tools

### CAREERLEADER

CareerLeader is an online self-assessment tool that provides a personal profile of professional strengths and interests. It is free for Ross students.

### KRESGE BUSINESS ADMINISTRATION LIBRARY

Kresge Library's numerous databases provide essential information to research and target employers. Career Services offers several other career-related sites and publications.

## People and Events

### STUDENT CLUBS AND ORGANIZATIONS

Students often use clubs to access peer support when it comes to recruiting, mock interviewing, and networking. In addition, more than 70 student clubs, events, outings, and annual conferences bring alumni, executives, and potential employers to campus.

### NEW YORK AND WEST COAST FORUMS

Each fall, students interested in financial services, high-tech, sustainability, and emerging markets careers organize forums in New York and the San Francisco Bay Area.

### ALUMNI NETWORK

You will have access to a network of some 40,000 Ross alumni whom you can leverage to find employment. Search the alumni database by name, region, industry, function, and more. Additionally, the University of Michigan alumni network includes nearly half a million members worldwide.

TOP REASONS FOR  
ACCEPTING A POSITION

|                                  |       |
|----------------------------------|-------|
| Positioning for Future.....      | 25.3% |
| Intellectual Challenge.....      | 16.9% |
| Geographic Location.....         | 12.9% |
| Financial Gain .....             | 8.8%  |
| Lifestyle .....                  | 8.8%  |
| Prestige .....                   | 6.3%  |
| Affiliation with Colleagues..... | 5.4%  |
| Variety of Responsibilities..... | 4.5%  |
| Recognition .....                | 2.5%  |
| Other.....                       | 8.6%  |



Top Hiring Companies

|                                   |    |                          |   |
|-----------------------------------|----|--------------------------|---|
| Deloitte .....                    | 29 | Citi .....               | 9 |
| Accenture Ltd. ....               | 17 | Ernst & Young LLP .....  | 8 |
| The Boston Consulting Group ..... | 16 | Google Inc.....          | 8 |
| Amazon.....                       | 14 | A.T. Kearney Inc. ....   | 7 |
| McKinsey & Co. ....               | 14 | General Mills Inc. ....  | 7 |
| Microsoft Corp.....               | 11 | PepsiCo Inc.....         | 7 |
| PricewaterhouseCoopers LLP.....   | 10 | Barclays Capital.....    | 6 |
| Bain & Co. Inc.....               | 9  | Cisco Systems Inc. ....  | 6 |
| Booz & Company .....              | 9  | JPMorgan Chase & Co..... | 6 |

THE MEDIAN BASE SALARY FOR  
MBA GRADUATES WAS \$110,000.



## Graduates Seeking Employment

|  | U.S. Citizens/<br>Permanent Residents |     | Foreign Nationals |     | Total Graduating Class |     |
|--|---------------------------------------|-----|-------------------|-----|------------------------|-----|
| Seeking Employment .....                 | 67%                                   | 337 | 22.9%             | 115 | 89.9%                  | 452 |
| Returning to Internship Employer.....    | 26.2%                                 | 132 | 8.2%              | 41  | 34.4%                  | 173 |
| Seeking New Employment.....              | 40.8%                                 | 205 | 14.7%             | 74  | 55.5%                  | 279 |
| Not Seeking Employment .....             | 7%                                    | 35  | 2.1%              | 11  | 9.1%                   | 46  |
| Continuing Education .....               | 0.6%                                  | 3   | —                 | —   | 0.6%                   | 3   |
| Not Currently Seeking Employment .....   | 0.8%                                  | 4   | 0.2%              | 1   | 1%                     | 5   |
| Sponsored Student/Already Employed ..... | 3.4%                                  | 17  | 1.6%              | 8   | 5%                     | 25  |
| Starting/Buying Company .....            | 2.2%                                  | 11  | 0.3%              | 2   | 2.5%                   | 13  |
| No Information Available.....            | 0.8%                                  | 4   | 0.2%              | 1   | 1%                     | 5   |
| Total Graduates .....                    | 74.8%                                 | 376 | 25.2%             | 127 | 100%                   | 503 |

## Timing of Job Offers

|  | Received First Offer<br>by Graduation | Received First Offer Within<br>3 Months of Graduation |
|--|---------------------------------------|---|
| U.S. Citizens/Permanent Residents..... | 81.9%                                 | 87.2%   |
| Foreign Nationals .....                | 72.2%                                 | 80%   |
| Total.....                             | 79.4%                                 | 85.4%   |

## Timing of Job Acceptances

|  | Accepted Offer<br>by Graduation | Accepted Offer Within<br>3 Months of Graduation |
|--|---------------------------------|---|
| U.S. Citizens/Permanent Residents..... | 76.6%                           | 83.4%   |
| Foreign Nationals .....                | 67.8%                           | 75.7%   |
| Total.....                             | 74.3%                           | 81.4%   |

# MBA Graduate Acceptances by Function

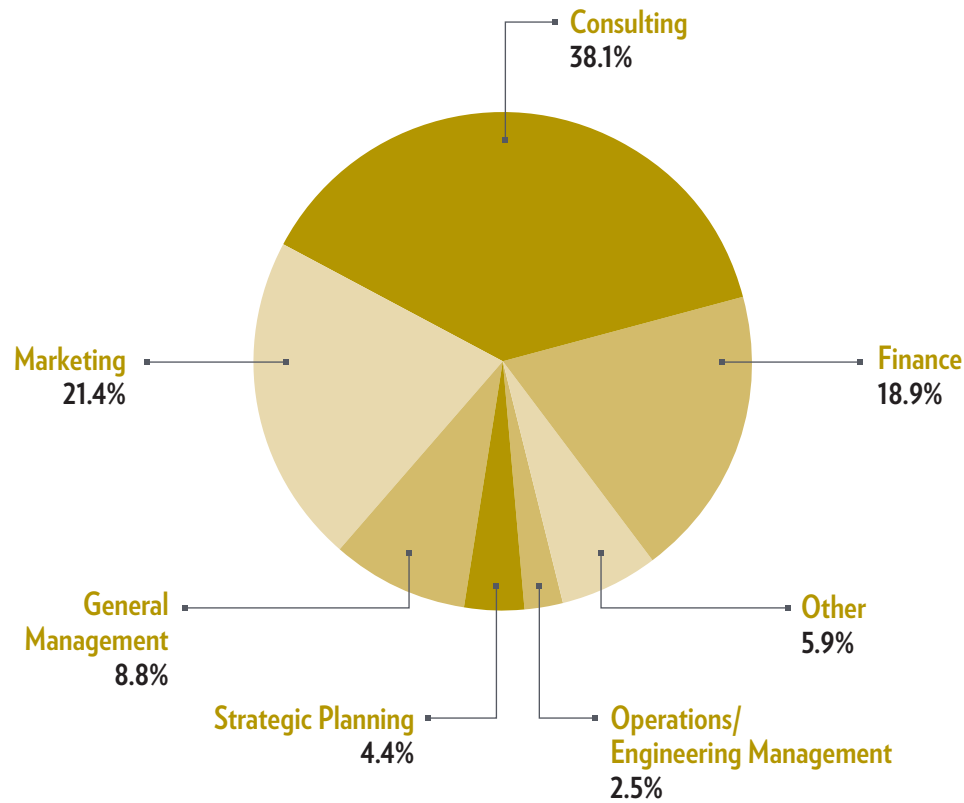
## 2012 Detailed Compensation Information (99% of accepted offers included useable function salary data.)

| Function                                | Base Salary   |           |           |                     | Signing Bonus |          | Other Guaranteed Compensation |          |
|---|---------------|-----------|-----------|---------------------|---------------|----------|-------------------------------|----------|
|   | % of Reported | Median    | Mean      | Range               | % of Reported | Median   | % of Reported                 | Median   |
| Consulting .....                        | 38.1%         | \$130,000 | \$126,422 | \$75,000-\$145,000  | 92.1%         | \$25,000 | 60%                           | \$25,000 |
| Strategy Consulting .....               | 27.7%         | \$133,000 | \$130,366 | \$90,000-\$145,000  | 97%           | \$22,500 | 63.4%                         | \$25,000 |
| General Consulting .....                | 3.6%          | \$125,000 | \$118,308 | \$75,000-\$135,000  | 92.3%         | \$25,000 | 30.8%                         | \$31,750 |
| Internal Consulting .....               | 2.7%          | \$104,000 | \$103,541 | \$80,000-\$145,000  | 60%           | \$17,500 | 60%                           | \$17,000 |
| IT/Systems Consulting .....             | 2.7%          | \$122,500 | \$119,570 | \$100,000-\$130,000 | 70%           | \$40,000 | 80%                           | \$37,750 |
| Operations/Process Consulting .....     | 1.4%          | \$125,000 | \$127,600 | \$120,000-\$135,000 | 100%          | \$35,000 | 40%                           | \$27,500 |
| Marketing .....                         | 21.4%         | \$100,000 | \$101,599 | \$37,500-\$130,000  | 93.6%         | \$25,000 | 57.7%                         | \$10,000 |
| Product Management .....                | 15.1%         | \$100,000 | \$103,146 | \$50,000-\$130,000  | 92.7%         | \$25,000 | 49.1%                         | \$10,000 |
| General Marketing .....                 | 3.6%          | \$99,000  | \$98,770  | \$94,008-\$105,000  | 100%          | \$25,000 | 76.9%                         | \$8,200  |
| Sales/Retail Marketing .....            | 1.6%          | \$100,000 | \$90,450  | \$37,500-\$118,000  | 83.3%         | \$17,500 | 83.3%                         | \$8,500  |
| Other Marketing .....                   | 1.1%          | \$104,000 | \$106,250 | \$97,000-\$120,000  | 100%          | \$22,500 | 75%                           | \$10,000 |
| Finance .....                           | 18.9%         | \$100,000 | \$100,827 | \$30,000-\$150,000  | 88.4%         | \$35,000 | 44.9%                         | \$15,000 |
| Corporate Finance .....                 | 8.5%          | \$101,000 | \$103,303 | \$60,000-\$130,000  | 93.5%         | \$20,000 | 51.6%                         | \$10,000 |
| Investment Banking .....                | 4.9%          | \$100,000 | \$104,167 | \$100,000-\$125,000 | 100%          | \$50,000 | 16.7%                         | \$40,000 |
| Sales & Trading .....                   | 1.1%          | \$100,000 | \$111,250 | \$95,000-\$150,000  | 75%           | \$20,000 | 50%                           | \$55,000 |
| Other Finance .....                     | 4.4%          | \$100,000 | \$89,718  | \$30,000-\$100,000  | 68.8%         | \$40,000 | 62.5%                         | \$25,000 |
| General Management .....                | 8.8%          | \$106,500 | \$107,200 | \$70,000-\$125,000  | 87.5%         | \$20,000 | 56.3%                         | \$15,000 |
| Strategic Planning .....                | 4.4%          | \$100,000 | \$98,718  | \$30,000-\$125,000  | 68.8%         | \$15,000 | 62.5%                         | \$13,000 |
| Operations/Engineering Management ..... | 2.5%          | \$110,000 | \$104,378 | \$50,400-\$120,000  | 66.7%         | \$18,500 | 55.6%                         | \$10,000 |
| Other* .....                            | 5.9%          | \$107,500 | \$99,418  | \$54,000-\$130,000  | 77.3%         | \$20,000 | 40.9%                         | \$14,172 |

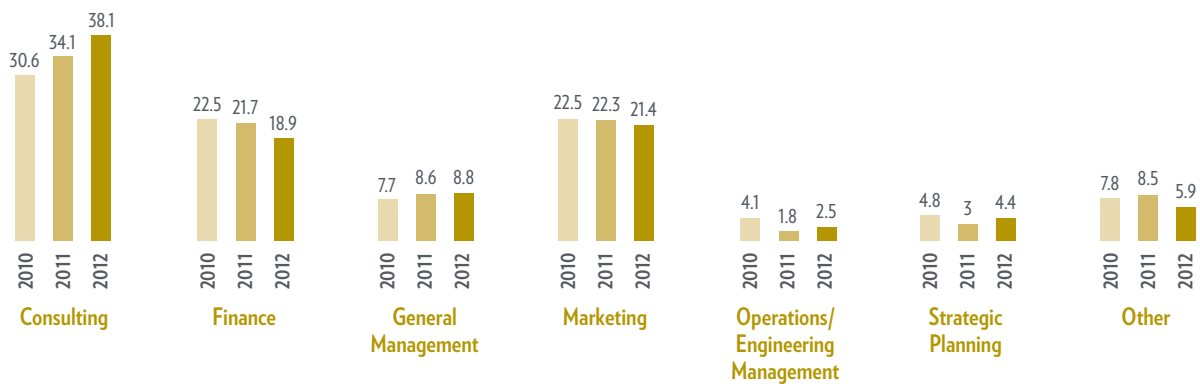
\*Other includes HR Management - 1.9%, Supply Chain Management - 1.4%, and Real Estate - 1.1%.

**38% OF ROSS MBAs ACCEPTED  
POSITIONS IN CONSULTING.**

## 2012 Function Distribution (Percent of reported)



## 2010–12 Comparison (Percent of reported)



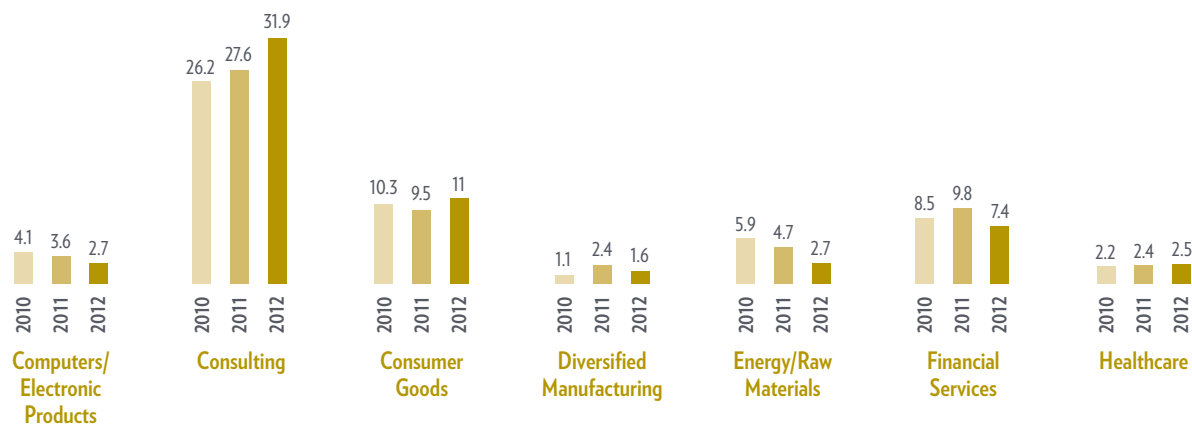


# MBA Graduate Acceptances by Industry

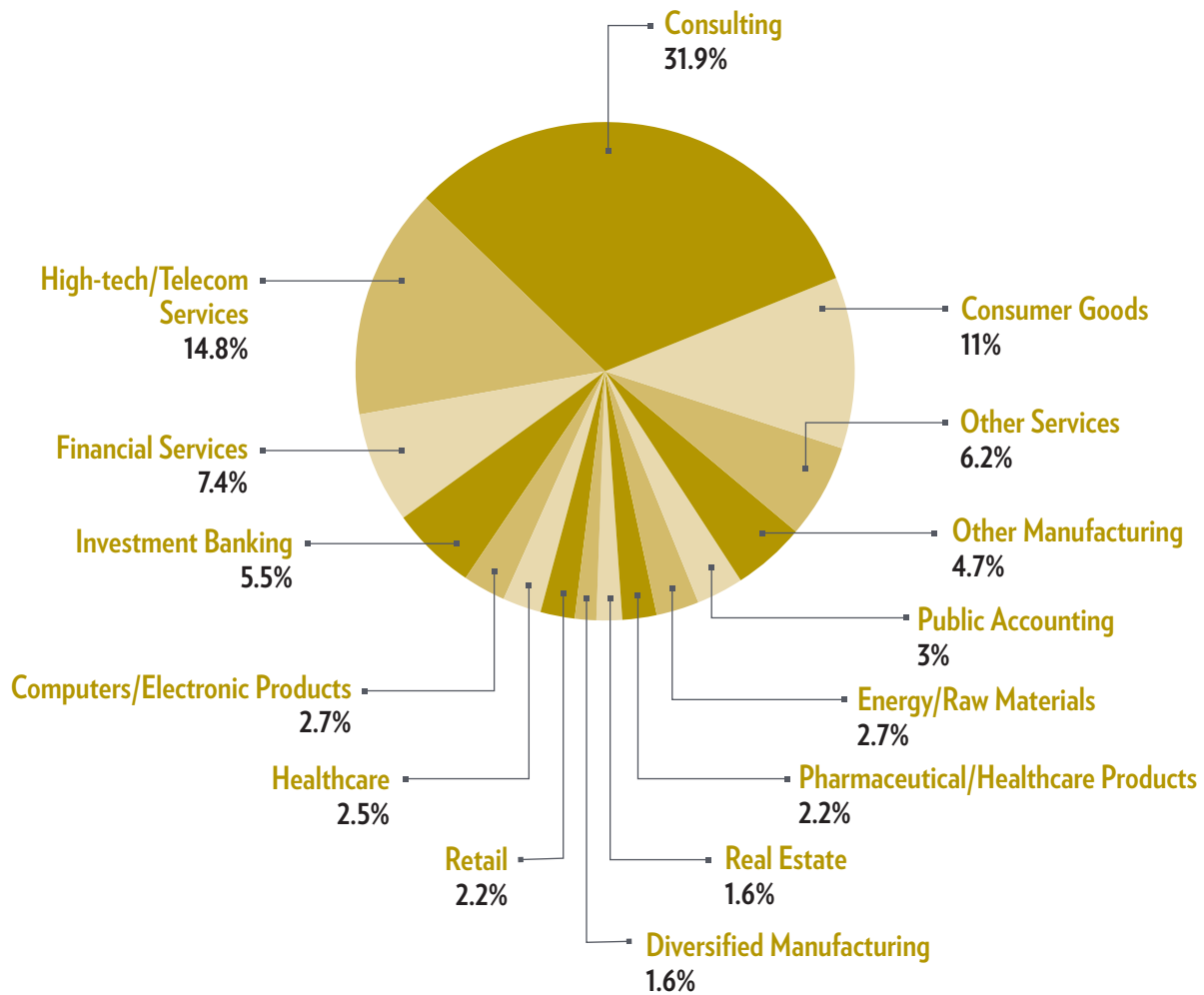
## 2012 Detailed Compensation Information (97% of accepted offers included useable industry salary data.)

| Industry                               | Base Salary   |           |           |                    | Signing Bonus |          | Other Guaranteed Compensation |          |
|--|---------------|-----------|-----------|--------------------|---------------|----------|-------------------------------|----------|
|  | % of Reported | Median    | Mean      | Range              | % of Reported | Median   | % of Reported                 | Median   |
| Service .....                          | 75.1%         | \$117,492 | \$115,227 | \$30,000-\$150,000 | 87.9%         | \$25,000 | 54.2%                         | \$20,000 |
| Consulting.....                        | 31.9%         | \$133,000 | \$129,940 | \$80,000-\$145,000 | 95.7%         | \$25,000 | 65.5%                         | \$28,500 |
| High-tech/Telecom Services.....        | 14.8%         | \$113,000 | \$112,369 | \$90,000-\$145,000 | 90.7%         | \$23,800 | 59.3%                         | \$14,586 |
| Financial Services .....               | 7.4%          | \$100,000 | \$103,185 | \$82,000-\$125,000 | 96.3%         | \$40,000 | 29.6%                         | \$15,000 |
| Investment Banking .....               | 5.5%          | \$100,000 | \$99,425  | \$65,000-\$150,000 | 85%           | \$40,000 | 45%                           | \$40,000 |
| Public Accounting .....                | 3%            | \$125,000 | \$114,000 | \$54,000-\$125,000 | 100%          | \$20,000 | 9.1%                          | \$5,000  |
| Healthcare.....                        | 2.5%          | \$105,000 | \$99,444  | \$50,000-\$120,000 | 77.8%         | \$10,000 | 44.4%                         | \$21,500 |
| Retail .....                           | 2.2%          | \$102,500 | \$104,275 | \$85,200-\$118,000 | 100%          | \$15,000 | 62.5%                         | \$10,000 |
| Real Estate.....                       | 1.6%          | \$82,500  | \$88,333  | \$69,996-\$110,000 | 33.3%         | \$15,000 | 50%                           | \$30,000 |
| Other Services.....                    | 6.2%          | \$95,000  | \$90,369  | \$30,000-\$120,000 | 39.1%         | \$20,000 | 43.5%                         | \$19,500 |
| Manufacturing.....                     | 24.9%         | \$100,000 | \$99,474  | \$37,500-\$125,000 | 92.3%         | \$22,000 | 59.3%                         | \$9,200  |
| Consumer Goods.....                    | 11%           | \$99,000  | \$96,425  | \$50,000-\$102,000 | 95%           | \$25,000 | 55%                           | \$7,750  |
| Computers/Electronic Products.....     | 2.7%          | \$105,200 | \$101,340 | \$60,000-\$125,000 | 80%           | \$18,784 | 60%                           | \$5,500  |
| Energy/Raw Materials .....             | 2.7%          | \$102,500 | \$105,700 | \$90,000-\$118,000 | 80%           | \$22,500 | 80%                           | \$9,750  |
| Pharmaceutical/Healthcare Products.... | 2.2%          | \$105,000 | \$95,189  | \$37,500-\$105,000 | 100%          | \$25,000 | 87.5%                         | \$12,600 |
| Diversified Manufacturing.....         | 1.6%          | \$103,800 | \$101,267 | \$70,000-\$120,000 | 100%          | \$20,000 | 50%                           | \$30,000 |
| Other Manufacturing.....               | 4.7%          | \$102,600 | \$103,271 | \$90,000-\$115,000 | 94.1%         | \$18,750 | 47.1%                         | \$9,500  |

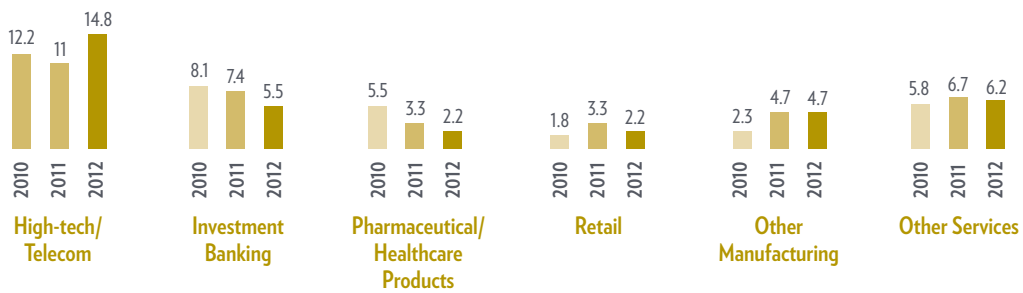
## 2010-12 Comparison (Percent of reported)



## 2012 Industry Distribution (Percent of reported)



## 2010-12 Comparison (Percent of reported)



# MBA Graduate Acceptances by Region

## 2012 Detailed Compensation Information

| Region                           | Base Salary   |           |           |                     | Signing Bonus |          | Other Guaranteed Compensation |          |
|----------------------------------|---------------|-----------|-----------|---------------------|---------------|----------|-------------------------------|----------|
|                                  | % of Reported | Median    | Mean      | Range               | % of Reported | Median   | % of Reported                 | Median   |
| Midwest .....                    | 34.3%         | \$110,000 | \$113,542 | \$54,000-\$140,000  | 92.8%         | \$20,000 | 60%                           | \$15,000 |
| Chicago, Ill. ....               | 18.1%         | \$125,000 | \$117,767 | \$69,996-\$140,000  | 97%           | \$24,500 | 53%                           | \$20,000 |
| Detroit, Mich. ....              | 7.7%          | \$103,000 | \$108,750 | \$54,000-\$140,000  | 78.6%         | \$20,000 | 57.1%                         | \$11,000 |
| Minneapolis/St. Paul, Minn. .... | 4.9%          | \$105,000 | \$111,333 | \$99,000-\$135,000  | 100%          | \$25,000 | 83.3%                         | \$14,000 |
| Other .....                      | 3.6%          | \$100,000 | \$105,478 | \$85,200-\$135,000  | 92.3%         | \$22,500 | 69.2%                         | \$12,600 |
| West .....                       | 23.8%         | \$115,000 | \$111,876 | \$30,000-\$145,000  | 86%           | \$25,000 | 52.9%                         | \$12,500 |
| San Francisco, Calif. ....       | 13.4%         | \$115,008 | \$114,288 | \$60,000-\$145,000  | 83.7%         | \$20,000 | 73.5%                         | \$13,586 |
| Seattle, Wash. ....              | 7.1%          | \$115,000 | \$110,385 | \$99,000-\$135,000  | 92.3%         | \$32,500 | 19.2%                         | \$11,000 |
| Los Angeles, Calif. ....         | 1.9%          | \$110,002 | \$116,600 | \$93,000-\$135,000  | 85.7%         | \$27,500 | 28.6%                         | \$28,500 |
| Other .....                      | 1.4%          | \$90,000  | \$77,000  | \$30,000-\$110,000  | 60%           | \$10,000 | 40%                           | \$19,500 |
| Northeast .....                  | 22%           | \$105,000 | \$111,463 | \$62,000-\$140,000  | 92.5%         | \$27,500 | 42.5%                         | \$23,000 |
| N.Y. Metro .....                 | 19.2%         | \$102,500 | \$110,429 | \$62,000-\$140,000  | 92.9%         | \$25,000 | 42.9%                         | \$20,500 |
| Boston, Mass. ....               | 2.2%          | \$131,500 | \$123,376 | \$95,004-\$135,000  | 87.5%         | \$35,000 | 50%                           | \$46,500 |
| Other .....                      | 0.6%          | —         | —         | —                   | —             | —        | —                             | —        |
| Southwest .....                  | 5.2%          | \$105,000 | \$106,710 | \$92,496-\$135,000  | 78.9%         | \$20,000 | 57.9%                         | \$20,000 |
| Mid-Atlantic .....               | 3.8%          | \$112,000 | \$111,243 | \$80,000-\$140,000  | 78.6%         | \$20,000 | 42.9%                         | \$23,750 |
| South .....                      | 3%            | \$100,000 | \$103,945 | \$50,400-\$135,000  | 90.9%         | \$30,000 | 54.5%                         | \$25,000 |
| International .....              | 8.1%          | \$105,700 | \$105,166 | \$30,000-\$150,000  | 82.8%         | \$24,400 | 82.8%                         | \$20,000 |
| Asia .....                       | 4.7%          | \$105,000 | \$102,600 | \$37,500-\$150,000  | 82.4%         | \$20,000 | 76.5%                         | \$18,000 |
| South America .....              | 2.2%          | \$120,000 | \$119,200 | \$100,000-\$145,000 | 100%          | \$35,000 | 87.5%                         | \$21,000 |
| Other .....                      | 1.2%          | \$98,500  | \$98,500  | \$30,000-\$125,000  | 50%           | \$31,500 | 100%                          | \$7,500  |

**51% OF ROSS MBAS ACCEPTED POSITIONS IN CHICAGO, NEW YORK METRO, OR SAN FRANCISCO.**



# MBA CLASS OF 2013 //INTERNS

## TOP REASONS FOR ACCEPTING A POSITION

|                                  |       |
|----------------------------------|-------|
| Positioning for Future.....      | 28.1% |
| Intellectual Challenge.....      | 17.8% |
| Geographic Location.....         | 11.4% |
| Prestige .....                   | 8.6%  |
| Variety of Responsibilities..... | 6.4%  |
| Financial Gain .....             | 5.4%  |
| Lifestyle .....                  | 5%    |
| Recognition .....                | 4.6%  |
| Affiliation with Colleagues..... | 3.3%  |
| Other.....                       | 9.4%  |

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## Top Hiring Companies

|                                   |    |                               |   |
|-----------------------------------|----|-------------------------------|---|
| Deloitte .....                    | 19 | Johnson & Johnson .....       | 8 |
| Amazon.....                       | 17 | American Express Co.....      | 7 |
| Accenture Ltd. ....               | 15 | Citi .....                    | 7 |
| The Boston Consulting Group ..... | 14 | Dell Inc. ....                | 7 |
| McKinsey & Co. ....               | 12 | General Mills Inc.....        | 7 |
| Bain & Co. Inc.....               | 10 | Microsoft Corp.....           | 7 |
| A.T. Kearney Inc. ....            | 9  | PepsiCo Inc.....              | 7 |
| PricewaterhouseCoopers LLP.....   | 9  | Cisco Systems Inc. ....       | 6 |
| University of Michigan .....      | 9  | Wells Fargo & Co.....         | 6 |
| The Dow Chemical Co. ....         | 8  | JPMorgan Chase & Co.....      | 5 |
| Ford Motor Co. ....               | 8  | The Procter & Gamble Co. .... | 5 |
| Goldman Sachs Group .....         | 8  | Target Corp. ....             | 5 |
| Google Inc.....                   | 8  |                               |   |

# MBA Intern Acceptances by Function

## Acceptances by Function

| Function                               | % of Reported | Median Base Salary<br>(Annualized) | Mean Base Salary<br>(Annualized) | Base Salary Range<br>(Annualized) |
|--|---------------|------------------------------------|----------------------------------|-----------------------------------|
| Consulting.....                        | 28.7%         | \$124,800                          | \$106,971                        | \$12,144-\$150,000                |
| Strategy Consulting.....               | 18.7%         | \$124,900                          | \$112,344                        | \$12,144-\$150,000                |
| General Consulting.....                | 4.2%          | \$129,600                          | \$115,547                        | \$48,000-\$135,000                |
| Other Consulting.....                  | 5.8%          | \$84,000                           | \$83,344                         | \$18,600-\$132,000                |
| Marketing.....                         | 23.4%         | \$78,000                           | \$77,323                         | \$19,392-\$110,004                |
| General Marketing.....                 | 13.1%         | \$78,000                           | \$78,564                         | \$19,392-\$106,080                |
| Product Management.....                | 6.9%          | \$81,000                           | \$79,476                         | \$60,000-\$110,004                |
| Other Marketing.....                   | 3.4%          | \$72,000                           | \$67,999                         | \$26,880-\$106,000                |
| Finance.....                           | 20%           | \$94,752                           | \$88,657                         | \$18,000-\$150,000                |
| Corporate Finance.....                 | 7.6%          | \$88,536                           | \$84,481                         | \$30,000-\$114,000                |
| Investment Banking.....                | 6%            | \$99,996                           | \$102,768                        | \$60,000-\$150,000                |
| Investment Management.....             | 1.3%          | \$99,798                           | \$86,432                         | \$42,000-\$105,000                |
| Other Finance*.....                    | 5.1%          | \$90,000                           | \$78,846                         | \$18,000-\$120,000                |
| General Management.....                | 5.6%          | \$75,600                           | \$78,714                         | \$19,200-\$120,000                |
| Strategic Planning.....                | 5.3%          | \$75,000                           | \$76,325                         | \$24,000-\$120,000                |
| Operations/Engineering Management..... | 3.8%          | \$76,800                           | \$76,790                         | \$28,800-\$99,996                 |
| Other.....                             | 13.2%         | \$67,200                           | \$63,423                         | \$19,200-\$104,000                |
| Supply Chain Management.....           | 2%            | \$70,560                           | \$67,995                         | \$39,996-\$93,996                 |
| Sustainability/Environment.....        | 1.8%          | \$62,500                           | \$62,875                         | \$25,200-\$87,600                 |
| E-commerce.....                        | 1.3%          | \$85,500                           | \$81,083                         | \$48,000-\$104,000                |
| Human Resource Management.....         | 1.3%          | \$72,480                           | \$67,227                         | \$36,400-\$76,800                 |
| Other**.....                           | 6.8%          | \$45,120                           | \$54,725                         | \$19,200-\$102,000                |

\*Other Finance includes Private Client Services/Wealth Management – 1.5% and Private Equity – 1.5%.

\*\*Other includes Entrepreneur – 0.9%, Real Estate – 0.9%, Social Entrepreneurship – 0.9%, etc.

Note: 15 students chose to participate in uncompensated internships or for stipends under \$10,000 (annualized).

**ON-CAMPUS RECRUITING  
ACCOUNTED FOR 67% OF ACCEPTED  
INTERNSHIP OFFERS.**

# Intern Acceptances by Industry & Region

## Acceptances by Industry

| Industry                                | % of Reported | Median Base Salary<br>(Annualized) | Mean Base Salary<br>(Annualized) | Base Salary Range<br>(Annualized) |
|---|---------------|------------------------------------|----------------------------------|-----------------------------------|
| Service .....                           | 67%           | \$96,000                           | \$90,746                         | \$12,144-\$150,000                |
| Consulting.....                         | 22.3%         | \$129,600                          | \$119,129                        | \$12,144-\$150,000                |
| High-tech/Telecom Services.....         | 13.1%         | \$87,600                           | \$82,486                         | \$26,880-\$120,000                |
| Financial Services.....                 | 7.8%          | \$92,400                           | \$88,752                         | \$46,152-\$125,004                |
| Investment Banking.....                 | 6.5%          | \$99,996                           | \$92,026                         | \$18,000-\$150,000                |
| Nonprofit .....                         | 4.7%          | \$39,996                           | \$42,422                         | \$19,200-\$72,000                 |
| Retail.....                             | 2.9%          | \$78,000                           | \$78,277                         | \$39,600-\$120,000                |
| Transportation.....                     | 1.3%          | \$73,998                           | \$66,666                         | \$18,000-\$90,000                 |
| Healthcare .....                        | 1.1%          | \$63,360                           | \$60,907                         | \$24,000-\$90,456                 |
| Real Estate.....                        | 1.1%          | \$54,000                           | \$67,200                         | \$24,000-\$108,000                |
| Other Services .....                    | 6.2%          | \$69,504                           | \$64,669                         | \$18,600-\$125,000                |
| Manufacturing.....                      | 33%           | \$78,000                           | \$77,230                         | \$19,392-\$120,000                |
| Consumer Goods .....                    | 13.1%         | \$78,000                           | \$77,538                         | \$48,000-\$120,000                |
| Pharmaceutical/Healthcare Products..... | 6%            | \$78,000                           | \$72,030                         | \$19,392-\$106,080                |
| Energy/Raw Materials .....              | 4.7%          | \$87,600                           | \$84,294                         | \$60,000-\$114,000                |
| Automotive .....                        | 3.3%          | \$72,600                           | \$75,997                         | \$60,000-\$90,000                 |
| Computers/Electronic Products.....      | 2.7%          | \$69,600                           | \$78,693                         | \$60,000-\$102,996                |
| Diversified Manufacturing.....          | 1.6%          | \$83,196                           | \$80,311                         | \$67,200-\$91,000                 |
| Other Manufacturing .....               | 1.6%          | \$76,320                           | \$70,560                         | \$25,200-\$84,000                 |

## Acceptances by Region

| Region             | % of Reported | Median Base Salary<br>(Annualized) | Mean Base Salary<br>(Annualized) | Base Salary Range<br>(Annualized) |
|--------------------|---------------|------------------------------------|----------------------------------|-----------------------------------|
| Midwest.....       | 36.3%         | \$85,020                           | \$91,434                         | \$25,200-\$150,000                |
| Northeast.....     | 22%           | \$92,304                           | \$87,006                         | \$18,600-\$150,000                |
| West.....          | 21.2%         | \$87,600                           | \$83,163                         | \$24,000-\$129,600                |
| Southwest.....     | 4.5%          | \$78,720                           | \$83,194                         | \$60,000-\$134,904                |
| South .....        | 3.6%          | \$77,100                           | \$82,067                         | \$26,880-\$132,000                |
| Mid-Atlantic.....  | 2.9%          | \$74,400                           | \$72,003                         | \$19,200-\$135,000                |
| International..... | 9.5%          | \$78,000                           | \$79,390                         | \$12,144-\$140,400                |
| Asia .....         | 4.2%          | \$60,000                           | \$73,675                         | \$18,000-\$126,000                |
| South America..... | 2.4%          | \$102,000                          | \$94,800                         | \$48,000-\$136,800                |
| Other .....        | 2.9%          | \$60,000                           | \$74,703                         | \$12,144-\$140,400                |



# 2012 RECRUITING & HIRING COMPANIES



| Company                   | Full-time | Intern | Company                      | Full-time | Intern |
|---------------------------|-----------|--------|------------------------------|-----------|--------|
| 3M Co.                    | •         | •      | American Airlines Inc.       | •         | •      |
| Abbott Laboratories       |           | •      | American Century Investments |           | •      |
| Abt Associates            | •         |        | American Express Co.         | •         | •      |
| Accenture Ltd.            | •         | •      | Amgen Inc.                   |           | •      |
| Accretive Health Inc.     | •         |        | Apple Inc.                   |           | •      |
| Adams Street Partners LLC | •         |        | Applied Materials Inc.       | •         |        |
| Adobe Systems Inc.        |           | •      | Are You A Human?             | •         |        |
| Alcoa Inc.                | •         | •      | Ashoka                       |           | •      |
| The Alexander Group Inc.  | •         |        | A.T. Kearney Inc.            | •         | •      |
| Alfred State College      | •         |        | AT&T Inc.                    | •         | •      |
| Alticor Inc.              | •         | •      | Autodesk Inc.                | •         |        |
| Amazon                    | •         | •      | Avon Products Inc.           |           | •      |
| Amcort Ltd.               |           | •      | Bain & Co. Inc.              | •         | •      |

| Company                                    | Full-time | Intern | Company  | Full-time | Intern |
|--|-----------|--------|--|-----------|--------|
| Bank of America - Merrill Lynch Inc.       | •         | •      | Chevron Corp.  | •         | •      |
| Barclays Capital                           | •         | •      | Chrysler Group LLC                                   | •         | •      |
| BASF SE                                    | •         | •      | CIGNA  | •         | •      |
| Baxter International Inc.                  | •         | •      | Cisco Systems Inc.                                   | •         | •      |
| Bessemer Venture Partners                  |           | •      | Citi   | •         | •      |
| Best Buy Co. Inc.                          | •         | •      | CityGrid Media                                       | •         |        |
| Bimbo Bakeries USA                         | •         | •      | Clean Energy Coalition                               | •         |        |
| Bissell Homecare Inc.                      |           | •      | Clinton Health Access Initiative (CHAI)              |           | •      |
| BloomReach Corp.                           |           | •      | Clinton River Medical                                |           | •      |
| BMO Capital Markets Corp.                  | •         | •      | The Clorox Co.                                       | •         | •      |
| Boehringer Ingelheim Pharmaceuticals Inc.  |           | •      | CMPC (Compañía Manufacturera de Papeles y Cartones ) | •         |        |
| The Boeing Co.                             | •         | •      | CMS Energy Corp.                                     | •         |        |
| Booz & Company Inc.                        | •         | •      | Cognizant Technology Solutions US Corp.              | •         |        |
| BorgWarner Automotive Inc.                 | •         |        | Comcast Corp.  |           | •      |
| The Boston Consulting Group                | •         | •      | ConAgra Foods Inc.                                   | •         | •      |
| Boston Scientific                          | •         | •      | Concentra Medical Centers                            | •         |        |
| The Brack Capital Group                    |           | •      | Consumer Financial Protection Bureau                 | •         |        |
| The Bridgespan Group                       | •         |        | Cooper Industries Inc.                               |           | •      |
| Bristol-Myers Squibb                       | •         | •      | Covidien   |           | •      |
| British Telecom                            | •         |        | Cowen & Co. LLC                                      |           | •      |
| BTG International Ltd.                     |           | •      | Credit Suisse Group                                  | •         |        |
| Business for Social Responsibility (BSR)   |           | •      | Cummins Inc.   | •         | •      |
| Caesars Entertainment Corp.                | •         |        | Cyrela Brazil Realty                                 |           | •      |
| Calpine Corp.                              | •         |        | Dairy Management Inc.                                |           | •      |
| The Cambridge Group                        | •         | •      | Daiwa Securities Group Inc.                          | •         |        |
| Campbell Soup Co.                          | •         | •      | Dak Americas LLC                                     |           | •      |
| Capgemini U.S. LLC                         | •         |        | The Dannon Company Inc.                              |           | •      |
| Capital One Financial Corp.                | •         |        | Darden Concepts Inc.                                 |           | •      |
| CARE Peru                                  |           | •      | DaVita Inc.  | •         | •      |
| Cargill Inc.                               | •         | •      | Dell Inc.  | •         | •      |
| Carhartt Inc.                              |           | •      | Del Monte Foods                                      | •         |        |
| Catalyst Mutual Funds                      |           | •      | Deloitte   | •         | •      |
| Cater2.me                                  |           | •      | Delos Technologies                                   |           | •      |
| Celanese Corp.                             |           | •      | Delphi Corp.   |           | •      |
| Centers for Disease Control and Prevention | •         |        | Delta Air Lines Inc.                                 | •         | •      |
| The Chartis Group LLC                      | •         | •      |  |           |        |

| Company                          | Full-time | Intern | Company                                      | Full-time | Intern |
|----------------------------------|-----------|--------|--|-----------|--------|
| Delta Institute                  |           | •      | Frazier Healthcare Ventures                  | •         |        |
| Detroit Venture Partners LLC     |           | •      | Fred A. and Barbara M. Erb Family Foundation |           | •      |
| Deutsche Bank AG                 | •         | •      | FTI Consulting Inc.                          | •         |        |
| Deutsche Post AG                 |           | •      | Genentech Inc.                               | •         | •      |
| Diageo                           |           | •      | General Electric Co.                         | •         | •      |
| DISH Network LLC                 |           | •      | General Mills Inc.                           | •         | •      |
| Doosan Corp.                     | •         |        | General Motors Corp.                         | •         | •      |
| The Dow Chemical Co.             | •         | •      | Global Entrepreneurship Program Indonesia    |           | •      |
| Dow Corning Corp.                |           | •      | Goldman Sachs Group                          | •         | •      |
| Dow Kokam LLC                    |           | •      | Google Inc.                                  | •         | •      |
| DTE Energy Co.                   | •         | •      | Grameen Foundation                           | •         |        |
| Duke Energy Corp.                |           | •      | Grasshopper Asia                             | •         |        |
| E. & J. Gallo Winery             |           | •      | Groupon Inc.                                 | •         | •      |
| Eaton Corp.                      | •         | •      | Haber Trilix Advisors LP                     |           | •      |
| eBay Inc.                        |           | •      | Harris Williams & Co.                        |           | •      |
| Ecolab Inc.                      | •         | •      | HCL Technologies Ltd.                        | •         |        |
| EDF Renewable Energy Inc.        | •         |        | Hewlett-Packard Co.                          | •         |        |
| Education Pioneers               |           | •      | Houlihan Lokey                               | •         |        |
| E. I. du Pont de Nemours and Co. | •         | •      | Huron Capital Partners LLC                   |           | •      |
| Electronic Arts Inc.             | •         |        | Huron Consulting Group Inc.                  |           | •      |
| Eli Lilly & Co.                  | •         | •      | Hyundai Securities Co. Ltd.                  | •         |        |
| EMC Corp.                        |           | •      | IBM Global Business Services                 | •         | •      |
| Emerson Electric Co.             | •         | •      | Idea Couture Inc.                            | •         | •      |
| Endeavor Global Inc.             |           | •      | ING Group                                    |           | •      |
| EnerNOC Inc.                     | •         |        | Ingredion Inc.                               | •         |        |
| Environmental Defense Fund       |           | •      | The Inovo Group LLC                          |           | •      |
| ERM Group Inc.                   |           | •      | Inovo Technologies Inc.                      | •         |        |
| Ernst & Young LLP                | •         | •      | Inpoint                                      | •         |        |
| E-Waste Systems Inc.             | •         |        | Institute for Electric Efficiency            |           | •      |
| Exelon Corp.                     | •         | •      | Intel Corp.                                  | •         | •      |
| Exide Technologies               |           | •      | International Business Machines Corp.        | •         | •      |
| Exxon Mobil Corp.                | •         | •      | iProspect                                    |           | •      |
| Federal Bureau of Investigation  | •         |        | ISI Emerging Markets                         | •         |        |
| FMC Corp.                        | •         |        | Itaú Unibanco                                | •         | •      |
| Ford Motor Co.                   | •         | •      | Jack and Jake's Inc.                         |           | •      |
| FRAM Group IP LLC                | •         |        | JJ of Syracuse Inc.                          | •         |        |

| Company                          | Full-time | Intern | Company  | Full-time | Intern |
|----------------------------------|-----------|--------|--|-----------|--------|
| John Deere                       | •         |        | Millennium Partners LP                         | •         |        |
| Johnson Controls Inc.            |           | •      | MillerCoors LLC                                | •         | •      |
| Johnson & Johnson                | •         | •      | Mission Throttle                               |           | •      |
| JPMorgan Chase & Co.             | •         | •      | Mitsubishi Corp.                               | •         |        |
| Keller Enterprises LLC           |           | •      | Monitor Group                                  | •         |        |
| Kimberly-Clark Corp.             | •         | •      | Morgan Stanley                                 | •         | •      |
| Kohlberg Kravis Roberts & Co. LP |           | •      | M&T Bank Corp.                                 | •         | •      |
| Korea Life Insurance Co.         |           | •      | Multiples Alternate Asset Management Pvt. Ltd. |           | •      |
| Kraft Foods Inc.                 | •         | •      | National Equity Fund Inc.                      | •         |        |
| Krung Thai Bank Public Co. Ltd.  |           | •      | National Grid USA Service Company Inc.         |           | •      |
| Lane County Ore.                 | •         |        | National Park Service                          |           | •      |
| Lazard Ltd.                      | •         | •      | National Renewable Energy Laboratory           | •         |        |
| LearnZillion Inc.                |           | •      | Nationwide Mutual Insurance Co.                |           | •      |
| L.E.K. Consulting                | •         |        | Nestlé   | •         | •      |
| Liberty Lane Partners LLC        |           | •      | NetApp Inc.                                    |           | •      |
| Liberty Mutual Group             | •         | •      | New York City Economic Development Corp.       | •         |        |
| Limited Brands Inc.              |           | •      | Nokia Corp.                                    | •         |        |
| LinkedIn Corp.                   | •         | •      | Nomura Securities International Inc.           | •         |        |
| Logic Solutions Inc.             | •         |        | North Shore - LIJ Health System                |           | •      |
| L'Oreal USA Inc.                 |           | •      | Northwestern Mutual Capital LLC                | •         |        |
| Lovell Minnick Partners LLC      | •         |        | NVIDIA Corp.                                   |           | •      |
| Magneti Marelli Aftermarket      |           | •      | NYK Line                                       | •         |        |
| Market Force Information Inc.    | •         |        | Oliver Wyman Group                             | •         |        |
| Marketing Associates Inc.        | •         |        | Oppenheimer & Co. Inc.                         | •         |        |
| Mars North America               | •         | •      | ORIX Corporate Capital                         | •         |        |
| Masco Corp.                      | •         |        | Owens Corning                                  | •         |        |
| McKinley Inc.                    | •         |        | Pacific Gas & Electric Co.                     | •         |        |
| McKinsey & Co.                   | •         | •      | PATH   |           | •      |
| Medtronic Inc.                   | •         | •      | Paypal Inc.                                    | •         | •      |
| Mercer LLC                       |           | •      | Peabody Energy Inc.                            | •         |        |
| Merck & Co. Inc.                 |           | •      | PepsiCo Inc.                                   | •         | •      |
| Meritor Inc.                     |           | •      | Pfizer Inc.                                    | •         | •      |
| Metropolitan Life Insurance Co.  |           | •      | PharmaSecure                                   |           | •      |
| Micronesia Conservation Trust    |           | •      | Piper Jaffray & Co.                            |           | •      |
| Microsoft Corp.                  | •         | •      |  |           |        |
| Midwest Supplies                 |           | •      |  |           |        |



| Company                            | Full-time | Intern | Company                                   | Full-time | Intern |
|------------------------------------|-----------|--------|---|-----------|--------|
| Planned Parenthood                 |           |        | SoCore Energy LLC                         |           | •      |
| Federation of America Inc.         |           | •      | Sony Corp.                                |           | •      |
| PricewaterhouseCoopers LLP         | •         | •      | Soutron Global                            |           | •      |
| The Procter & Gamble Co.           | •         | •      | SpectrumFX LLC                            | •         |        |
| RBC Financial Group                | •         | •      | SpotNote                                  | •         |        |
| Reckitt Benckiser Group PLC        | •         | •      | Sprint                                    | •         | •      |
| Recore Equity LLC                  | •         |        | Starbucks Corp.                           | •         | •      |
| REDF                               |           | •      | Starwood Hotels & Resorts Worldwide Inc.  | •         |        |
| REDICO Inc.                        |           | •      | STELLAService Inc.                        |           | •      |
| The Related Companies LP           |           | •      | Stifel, Nicolaus & Co.                    | •         |        |
| RGI Inc.                           |           | •      | Success Academy                           |           | •      |
| Ricardo Strategic Consulting       | •         |        | Summit Partners                           | •         |        |
| Riot Games Inc.                    |           | •      | Symantec Corp.                            |           | •      |
| Rio Tinto                          |           | •      | Symphony Teleca Corp.                     |           | •      |
| Robert Bosch GmbH                  |           | •      | Takeda Pharmaceuticals International Inc. |           | •      |
| Robert W. Baird & Co. Inc.         | •         | •      | Takeda Pharmaceuticals USA Inc.           |           | •      |
| Roland Berger Strategy Consultants | •         | •      | Tapjoy Inc.                               |           | •      |
| Rothschild Inc.                    |           | •      | Target Corp.                              | •         | •      |
| Samsung Electronics                | •         |        | Tata Sons Ltd.                            | •         | •      |
| Samsung Global Strategy Group      | •         |        | Teach for America                         | •         | •      |
| Samsung Telecommunications         |           | •      | Thrively                                  | •         |        |
| SanDisk Corp.                      | •         |        | TIAA-CREF                                 |           |        |
| SAP AG                             | •         |        | Individual & Institutional Services Inc.  | •         |        |
| Schneider Electric                 |           |        | Tishman Speyer Properties                 | •         |        |
| China Investment Co. Ltd.          | •         |        | T-Mobile USA Inc.                         | •         |        |
| Scientific Learning Corp.          |           | •      | Toma Capital Management                   | •         |        |
| S.C. Johnson & Son Inc.            | •         | •      | Toyota Motor Corp.                        | •         | •      |
| Sears Holdings Corp.               | •         | •      | Trinity Health                            | •         |        |
| Self-Help Credit Union             |           | •      | Truphone Inc.                             |           | •      |
| SHFT                               |           | •      | Tutor.com                                 |           | •      |
| The Siam Cement PLC                | •         |        | U3 Ventures                               | •         |        |
| Siemens Management Consulting      | •         | •      | Ubisoft Entertainment                     | •         |        |
| Sigma Alimentos SA de CV           | •         |        | UBS                                       | •         | •      |
| Simex Ltd.                         |           | •      | Unilever                                  | •         | •      |
| Simpa Networks                     |           | •      | United Air Lines Inc.                     | •         | •      |
| SlideRocket Inc.                   | •         |        | UnitedHealth Group Inc.                   | •         | •      |

| Company                            | Full-time | Intern |
|------------------------------------|-----------|--------|
| United States Navy                 | •         |        |
| Unitus Impact                      |           | •      |
| University of Michigan             | •         | •      |
| UTi Worldwide                      |           | •      |
| Velti PLC                          |           | •      |
| Verizon                            | •         | •      |
| Village Capital                    |           | •      |
| Virginia Mason Medical Cener       | •         |        |
| Walgreen Co.                       | •         | •      |
| Wal-Mart Stores Inc.               | •         | •      |
| The Walt Disney Co.                |           | •      |
| Waste Management Inc.              | •         |        |
| Wello Water                        |           | •      |
| Wells Fargo & Co.                  | •         | •      |
| Western & Southern Financial Group |           | •      |
| Whirlpool Corp.                    | •         | •      |
| Winston Harton Holdings LLC        |           | •      |
| Woodward Inc.                      |           | •      |
| W.W. Grainger Inc.                 | •         |        |
| Yahoo! Inc.                        |           | •      |
| YourCall                           |           | •      |
| Zagaya                             |           | •      |
| Zevia                              |           | •      |
| Zimmer Inc.                        | •         | •      |
| ZS Associates Inc.                 | •         | •      |
| Zynga Inc.                         | •         |        |

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