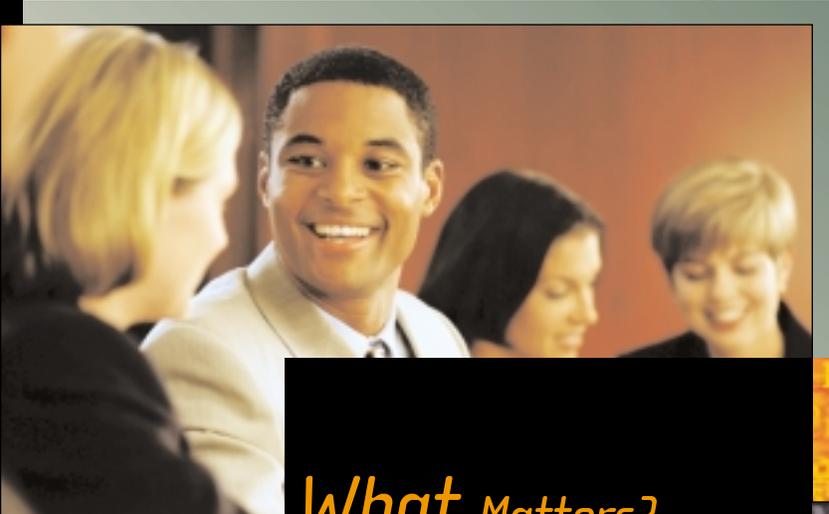




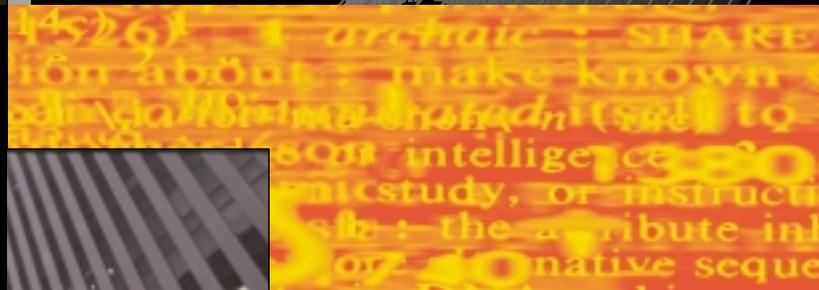
The McGraw-Hill Companies

# ASSOCIATE DEVELOPMENT PROGRAM



*What Matters?*

*Talent Matters*





Harold McGraw III  
Chairman, President and CEO

Our vision for the future has never been clearer

Talent is the most important ingredient driving The McGraw-Hill Companies' continued success. That is why we started the Associate Development Program (ADP) in 1993. Its purpose: to bring in talented new people from top business schools who have strong track records of professional experience and academic excellence in rigorous, cutting edge MBA programs. We take talented leaders with outside expertise, experience and perspective, and make them part of our first rate team of management professionals.

[www.mcgraw-hill.com](http://www.mcgraw-hill.com)

*Talent Matters*

Through the ADP program, we have recruited, developed and promoted many outstanding new managers. They hold top-level positions and are having significant bottom-line impact in all of our business segments.

You can join them. You have already demonstrated your skills in the professional and academic worlds and your commitment to your future by pursuing an MBA. Now, take that commitment one step further by becoming part of our exciting growth agenda at The McGraw-Hill Companies. We are a global information enterprise with some of the world's most respected brands driving global growth, including Standard & Poor's, McGraw-Hill Education, and Business Week, as well as broadcasting and business-to-business Internet portals in construction, aviation and energy.

Our organization is on its way to achieving its eighth consecutive year of consistent, sustainable earnings growth, and is positioned at the heart of three of the world's fastest growing markets that define the future: financial services, education and business information. Because of the significant role we play in today's information revolution, there has never been a more exciting time to join The McGraw-Hill Companies.

I urge you to consider our Associate Development Program. You will be joining a corporation that personifies integrity, quality and excellence. I promise you challenging assignments, solid growth opportunities and a rewarding future.

*Tracy McGraw*

# What Matters?

## ASSOCIATE Development PROGRAM

The Associate Development Program matters. But just as important as asking “what” matters, we should ask “why” it matters.

Every minute of every day, we at The McGraw-Hill Companies are charged with keeping the world up to speed by delivering intelligent and timely information to global markets in a variety of industries, including education, finance, business, and government, to name a few. As we begin the new millennium – in a world transformed by technology, rapid globalization and information explosion – it seems especially timely to ask “What matters?” as well as “Why does it matter?”

The Associate Development Program (ADP) was established in 1993 and is designed to attract you – highly skilled individuals with leadership talent who will bring fresh perspectives and make significant contributions to The McGraw-Hill Companies right from the onset of your careers with us.

### Why do we need you?

All forward-thinking organizations need to consistently make themselves the best they can possibly be – with new ideas, approaches, and talent. The ADP program is a highly visible program, designed to utilize your experiences (academic and professional) to drive us to excel and achieve success.

If you are selected for the ADP program, here’s what you can expect:

- Three challenging and dynamic rotational opportunities which will expose you to our various businesses, their customers and markets, and prepare you for a leadership position within the organization that meets your career desires and our organizational needs.
- Highly visible assignments in our various businesses; for instance, Standard & Poor’s, McGraw-Hill Education, Business Week, or one of our Corporate functions (e.g., Business Development).
- The opportunity to work side by side with our senior managerial and executive talent, addressing the company’s growth strategies and implementing bottom-line objectives.

- An executive mentor who will assist you in learning the organization, its culture, its strengths and weaknesses, and who will help you in every way possible to insure your success.

The selection process for the ADP program is rigorous. Candidates are selected from a core group of leading business schools. After an initial on-campus interview, second-round candidates will be invited back for “Head Office” interviews, where they will have an opportunity to meet with and talk to some of our



senior business executives. Candidates who progress to the final stage will be invited back to interview with Harold (Terry) McGraw III, Chairman, President and Chief Executive Officer.

Please take a moment to review the ADP Job Description accompanying this brochure, which outlines the minimum requirements for our candidates. You can also find this Job Description on our website: <http://www.mcgraw-hill.com>

On the next few pages, you will “meet” our outstanding ADP graduates and associates who have already made significant contributions to our organization.

What matters?

*The Associate Development Program matters...*

## Jay S. Kilberg

Vice President and General Manager, AviationNow.com  
Information and Media Services  
M.B.A., Columbia University  
(1993, Marketing and International Business)  
B.B.A., Emory University  
(1983, Accounting)



Before joining The McGraw-Hill Companies in 1993, Jay was a C.P.A. with Deloitte & Touche, providing auditing and consulting services to global clients in New York, Atlanta and London. After receiving his M.B.A. (which included a semester abroad at London Business School), Jay joined the ADP program where he conducted his three rotations in the United States, Europe and Asia. Jay's responsibilities have included working for Standard & Poor's (most recently as managing director and publisher, Ratings Information Services) and Information & Media Services (as vice president and general manager, AviationNow.com).

*"This program is about the ability to make an impact and to be at the heart of what's happening around the McGraw-Hill Companies globally. I've had the opportunity to build businesses, launch new products, implement new technologies, and expand into new markets. Just when things start to get easy, it's on to the next challenge."*

## Andrew Cursio

Vice President and General Manager,  
Ratings Information Services  
Standard & Poor's  
M.B.A., NYU Stern School of Business  
(1994, Finance & Information Systems)  
B.S., Syracuse University  
(1983, Accounting)



Andrew came to The McGraw-Hill Companies with significant experience as an auditor with Chase Manhattan Bank and a financial consultant with Shearson Lehman Brothers. He joined The McGraw-Hill Companies' ADP program, and had assignments in Corporate Information Technology, helping to develop and implement a technology (web-based) vision for the organization, and Standard & Poor's in various business units. Andrew was recently promoted to manage Standard & Poor's Ratings Information Services after acting as general manager, Information Services (Retail Brokerage division) in charge of web-based product development and marketing.

*"I joined The McGraw-Hill Companies because I recognized how important the Associate Development Program is to Terry McGraw. The company really recognizes the value of prior work experience. As an ADP associate, I was able to gain a broad perspective into the diverse businesses of the organization and leverage my experience to quickly attain a senior management position within Standard & Poor's."*



## Malcom Conner

Vice President & General Manager,  
Blue List  
Standard & Poor's  
M.B.A., The Wharton School of Business,  
University of Pennsylvania  
(1996, Marketing and Entrepreneurial Management)  
B.S., Hampton University  
(1988, Accounting)

Malcolm brought previous senior management experience to The McGraw-Hill Companies, building on positions as senior management consultant at Arthur Andersen & Company, business analyst with Kraft General Foods, and senior corporate consultant with Campbell Soup Company. His rotations with the ADP program involved working with Corporate Strategic Planning and Standard & Poor's, launching strategic initiatives and new businesses both domestically and internationally. Malcolm continues to provide senior management direction to Standard & Poor's Blue List.

*"At The McGraw-Hill Companies, I have been afforded the opportunity to run a business in a relatively short period of time. This accountability is what I find most invigorating and exciting."*

**Heny Gabay**

Director of Marketing and Business Development, Global Emerging Markets Standard & Poor's  
M.B.A., The Wharton School of Business, University of Pennsylvania (1996)  
B.A., Getulio Vargas Foundation, Sao Paulo, Brazil (1987, Business Administration)

Heny has put her international experience to good use at The McGraw-Hill Companies. She was previously a consultant at Andersen Consulting in Sao Paulo and held brand management positions at The Procter & Gamble Company in Brazil. Heny's ADP rotations included exposures to Corporate Finance, Standard & Poor's consumer groups division, and Information & Media Services, where she built an on-line product for the Construction Information Group. Heny was associate director, Marketing, Latin America, S&P's Ratings Services before her promotion to her present position. Heny is fluent in Portuguese and Bulgarian and has a working knowledge of Spanish and French.



*"The McGraw-Hill Companies has significant presence in a large variety of different industries, thus offering me an incredible array of opportunities to learn, grow and contribute, both professionally and personally."*

**Becky Mazzanobile**

Director, Project Planning and Development – Higher Education  
McGraw-Hill Education  
M.B.A., The Wharton School of Business, University of Pennsylvania (1996, Marketing & Operations Management)  
B.A., University of Michigan (1987, International Relations)



Becky's business experience began in 1987 as a research associate for Kline S.A. in Belgium, followed by various management positions at Mitsubishi International Corporation in New York City. She also held brand management positions at Bell Sports, Inc. Becky's ADP rotations included exposures to Standard & Poor's Ratings Services' strategic planning department, Broadcasting Group (Information & Media Services) and new strategic initiatives for Information & Media Services. After contributing as director, Market Development for Standard & Poor's, she is presently developing and implementing new technology advancements for McGraw-Hill Education. Becky has previously lived in the Netherlands, Singapore, Belgium and Canada. She has a working knowledge of French.

*"During my last four years at The McGraw-Hill Companies, I have had the opportunity to contribute to five business units: S&P Ratings, McGraw-Hill Broadcasting Group, Information & Media Services, MMS, and Higher Education. The one thing that strikes me about McGraw-Hill is the bright, motivated people that I have encountered. I believe that I am in a truly unique situation where I can work with people who are experts in their respective fields while being given the opportunity to explore new and constantly changing businesses."*

**Javier Rico**

Director, Business Development – Business Week Online  
Information & Media Services  
M.B.A., The Amos Tuck School of Business Administration, Dartmouth College (1996)  
B.A., Universidad Pontificia Comillas, Madrid Spain (1986, Business Administration)

Javier has brought leadership and managerial experience with him to The McGraw-Hill Companies. His professional experience includes working as a senior consultant at KPMG Peat Marwick in Madrid, Spain and general manager for a subsidiary of a major multinational transport and travel firm in Mexico City. Javier completed ADP rotations in the Construction Information Group, McGraw-Hill Education and Standard & Poor's, developing new online products. After contributing as director of Marketing for Standard & Poor's Ratings Services, Javier is now responsible for business development for one of BusinessWeek Online's web portals.



*"One of the key things here at The McGraw-Hill Companies is that senior management, including Terry McGraw, is intimately involved in the ADP program. You have access to them whenever you need it, and you really get to know the people who are making the company's strategic objectives a reality."*

**Pamela Friedmann**

Director – Global Marketing and Strategy Development – Platts  
Information & Media Services  
M.B.A., The Wharton School of Business, University of Pennsylvania (1997, Marketing & Strategic Management)  
M.A., New York University in France (1988, French Civilization)  
B.A., Wellesley College (1986, History & French Studies)



Pamela also brought international experiences with her to The McGraw-Hill Companies' Associate Development Program. Previous professional positions included working for the French Embassy Trade Office as director of their New England office and as an economic trade analyst, monitoring French investments in the United States. Pamela's rotations with the ADP program included significant contributions in the Construction Information Group (Information & Media Services), Corporate Strategic Planning, and DRI, the econometric information services division of Standard & Poor's. Pamela is fluent in French and has a working knowledge of Italian and German.

*"The Associate Development Program offers the opportunity to see, and more importantly, to experience business in action. Each associate is expected to contribute and add value to a wide variety of projects, ranging from strategic planning to new product development and e-commerce expansion. From day one, the Associate Development Program affords all of us the chance to implement ideas and have immediate impact."*

## Laney Kuhn

Director, Business Strategy and Development –  
Institutional Markets Services  
Standard & Poor's  
M.B.A., Columbia Business School  
(1997, Business Economics)  
B.A., Columbia University  
(1991, English Literature)



Laney's assignments while on her rotational program were focused on Standard & Poor's divisions, including Institutional Markets, Customer Value Management, and Investment Advisory Services (where she developed a business plan for Standard & Poor's Portfolio Services). Laney previously held positions with Smith Barney, CFX Corporation, and the American Civil Liberties Union prior to joining The McGraw-Hill Companies. She is now in charge of developing business strategy for the Institutional Markets Services division of Standard & Poor's.

*"The people are what keep me here. I truly respect and like everyone I've worked with, and I've learned something from each of them."*

## Victoria Chu Pao

Director, Business Development  
Information & Media Services  
M.B.A., NYU Stern School of Business  
(1997, Marketing & Finance)  
B.A., Harvard University  
(1990, East Asian Studies & Economics)

Victoria's previous work experience includes various management positions at R.H. Macy's in New York City. In addition, she provided consulting advice as a marketing associate to Citibank's Europe/North America Consumer Cards Group. Victoria's rotational experience while on the ADP program spanned all three business segments: Standard & Poor's Ratings Services, McGraw-Hill Education (as a contributing member of the Lifetime Learning division), and Information & Media Services (involved in strategic planning). She has traveled and worked abroad, including Japan and Taiwan. Victoria is fluent in Mandarin Chinese and has a working knowledge of Japanese and French.



*"The best part of my experience at McGraw-Hill has been the openness and willingness that senior management has shown in allowing associates to make a positive impact on the business right from the start."*

## Execution Matters

## Marcus E. Armstead

Director, Sponsor Services  
– Retirement Services  
Standard & Poor's  
M.B.A., The Wharton School of Business,  
University of Pennsylvania  
(1998, Marketing and Entrepreneurial Management)  
B.S., Hampton University  
(1987, Finance)



Marcus' previous work experience includes positions as commercial credit analyst at NationsBank and eight years at Crestar Bank, moving up to Assistant Vice President before deciding to get his M.B.A. His experience with The McGraw-Hill Companies' Associate Development Program included a rotation in Europe (London) with Global Markets, a rotation with Standard & Poor's Ratings Services and a rotation with McGraw-Hill Education, working on a business plan to integrate new technology into all of the education divisions. He is presently in charge of marketing and business development for Standard & Poor's Sponsor Services – Retirement Services.

*"The McGraw-Hill Companies' ADP program offers opportunities to learn about our businesses at a senior level, focusing on both domestic and international growth strategies. My ADP rotations provided me with challenging international assignments and added global exposure to my management experience. The ADP program has exceeded my expectations."*

## Dora Chomiak

Director, Marketing & New Business Development  
– AviationNow.com  
Information & Media Services  
M.B.A., Columbia Business School  
(1998, Finance and Media Management)  
A.B., Princeton University  
(1991, Politics)

Dora's prior work experience included working with journalists in Kiev to set up a national television network in Ukraine. She also worked for the Soros Foundation and for Chase Manhattan Bank's investment banking division. Dora's experiences while on the ADP program included rotations with the Corporate Affairs department, Standard & Poor's Ratings – Europe, and Information & Media Services (AviationNow.com), where she was part of the team that launched the portal for aviation/aerospace professionals. Dora is fluent in Ukrainian and has a working knowledge of Russian.



*"The Associate Development Program provides the right mix of rewards that come from working for a 100+ year-old company with the excitement of a smaller organization. I have worked in many markets in various countries and in several capacities. From the onset, I've put my formal business education to the test, actively contributing alongside experienced managers to this organization's success."*

## Randy Reina

Director, Technology and Early Childhood Education – SRA  
 McGraw-Hill Education  
 M.B.A., Amos Tuck School of Business Administration (1998)  
 B.A., M.S., and Ph.D., University of Pennsylvania (1980, 1981, 1990, Economics and Education)



Prior to attending business school, Randy worked in higher education and in both public and private secondary school organizations. He has held positions ranging from elementary and high school principal to consultant with Coopers & Lybrand Consulting. Randy's ADP rotations included S&P Information Services (Securities Processing), Global Markets (focusing on the Latin American marketplace) and McGraw-Hill Education, where he worked with the SRA division identifying new opportunities for digital and web-based products.

*"The 18-month Associate Development Program gave me an understanding of the diversity of The McGraw Hill Companies' businesses that normally would have taken me years to achieve under normal employment conditions. This awareness has helped me think 'outside the box' as I develop digital products and web-based marketing activities for our education customers."*

## Jay Reingold

General Manager, Investor Relations Services Standard & Poor's  
 M.B.A., The Stern School of Business (1998, Marketing and Finance)  
 A.B., Harvard University (1989, History and Literature)

Jay joined The McGraw-Hill Companies after working as a production manager in the Editorial Department of The Metropolitan Museum of Art, an inventory manager at Farrar, Straus, & Giroux and a community assistant with the New York County District Attorney's office. Jay's rotational experiences with The McGraw-Hill Companies were focused on market development and new business initiatives with Standard & Poor's Information Services. Jay has a working knowledge of Russian.



*"After business school I was interested in gaining hands-on managerial experience. The McGraw-Hill Companies' Associate Development Program has made that dream a reality. I now manage a multi-million dollar business and am energized every day by the challenge of expanding that business globally."*

## Michael Bijaoui

Associate, Associate Development Program  
 M.B.A., The Wharton School of Business, University of Pennsylvania (1999, Entrepreneurial Management and Finance)  
 B.S., Ecole Supérieure de Commerce de Paris (ESCP) (1992, Management and Corporate Finance)



Michael comes to The McGraw-Hill Companies with previous work experience as an assistant manager in corporate finance with Price Waterhouse and as an associate with McKinsey & Company (both located in Paris, France). Michael's experience with The Associate Development Program includes rotations with Corporate Business Development, involved in senior level private equity activity, and Standard & Poor's, where he helped implement strategic partnerships for Blue List. Michael is fluent in French and has a working knowledge of Spanish and Hebrew.

*"Although I am still completing my rotations in the ADP program, my daily work goes far beyond a typical consultant's role. I am expected, every day, to make real management decisions for which I am accountable."*

## Andy Bose

Director, Web Solutions Standard & Poor's  
 M.B.A., The Stern School of Business at New York University (1999, Finance)  
 B.S.E., Princeton University (1986, Electrical Engineering and Computer Science)

Prior to joining The McGraw-Hill Companies' Standard & Poor's business segment, Andy served as project leader, software development for Lockheed Martin Missiles and Space where he directed teams in the design of spacecraft software systems for telecommunications satellites. Andy was also a design engineer for General Electric Aerospace. Andy's summer internship experience with Standard & Poor's was in consumer markets where he assisted in web-site design.



*"As Director of S&P Web Solutions, I have the opportunity to build a business from the ground up. The ability to leverage our tremendous brand strength and existing customer relationships gives us competitive advantages that allow me to focus on growing a business and acquiring skills that will strengthen my career in general management."*

# Teamwork Matters

## Geoffrey Broderick

Associate, Associate Development Program  
M.B.A., The Darden School of Business (1999)  
B.S., United States Naval Academy  
(1992, Oceanography)

Geoff was a Lieutenant in the U.S. Navy for five years, where he served as the Main Propulsion Officer on the USS Kinkaid and as an engineering consultant for Destroyer Squadron 7 prior to joining The McGraw-Hill Companies. He was twice awarded the Navy and Marine Corps Commendation Medal for leadership and meritorious service, and was ranked in the top 1% of all U.S. Navy Lieutenants. Geoff's ADP rotations have included Information & Media Services, helping build the business model for Sweet's.com, and Business Week – Europe, developing and implementing a business plan to improve market penetration and increase our strategic BusinessWeek alliances abroad.



*"I chose The McGraw-Hill Companies because I knew it truly values the MBA experience. From day one I have been charged with significant responsibilities from designing, launching and managing a web business to negotiating deals across Europe. The ADP program has afforded me unique opportunities that few other companies could match. I have regular access to senior executives and enjoy the strong support network provided by my fellow ADP colleagues."*

## Jeanine Fukuda

Associate, Associate Development Program  
M.B.A., University of Michigan  
(1999, Marketing and Corporate Strategy)  
B.A., Carleton College  
(1989, Chemistry)



Jeanine's international managerial experience includes previous responsibilities as business director for Waikeola Japan (in Osaka) and as manager for a major chain store in Honolulu, Hawaii. She is proficient in Japanese. To date, Jeanine's rotational experience with the ADP program has included exposures to Corporate Finance and Standard & Poor's – Europe, based in London working on building a customer relationship model.

*"The ADP program gives me a unique opportunity to see how a corporation lives and breathes and to be intimately involved at a critical point in time as the company strives to succeed in the new economy. With our exposure to multiple industries, business models and global perspectives...it's a tremendous learning opportunity."*

## Anita Lee

Associate, S&P Associate Development Program  
M.B.A., Johnson Graduate School of Management at Cornell University (1999)  
B.S., Walter A. Haas School of Business at University of California at Berkeley  
(1992, Business Administration)

Prior to joining Standard and Poor's, Anita was a portfolio manager at Mellon Capital Management Corporation where she managed domestic and international indexed and passive-tilt equity portfolios. Anita's first assignment after joining Standard & Poor's full-time (she was also a summer intern at S&P's Comstock) was in the capital market services/ securities processing group. She is currently in her second assignment, working as a product development associate in the interactive and e-commerce group. Anita is fluent in Mandarin and Cantonese Chinese.



*"Standard and Poor's rich portfolio of products and services gives ADP associates broad exposure to the financial industry."*

## Damon Woo

Associate, Associate Development Program  
M.B.A., The Darden School of Business (1999)  
B.S., The United States Naval Academy  
(1989, Aerospace Engineering)



Prior to joining The McGraw-Hill Companies, Damon spent seven years with the U.S. Navy SEALs. He served as Acting Commanding Officer of SEAL Team FIVE and as a Special Operations Platoon Commander. Operating in the Far East and Central America, he received several awards for exceptional leadership and performance. Damon's ADP rotations have included assignments with Standard & Poor's and McGraw-Hill Education, working with the President, McGraw-Hill Education on a variety of strategic initiatives.

*"Working with The McGraw-Hill Companies' various businesses has been extremely satisfying. The people and opportunities I've encountered have been amazing. What makes it special, though, is knowing that we provide products and services that positively impact people's lives."*

## Potoula Chresomales

Associate, Associate Development Program  
M.B.A., Amos Tuck School of Business  
Administration (2000)  
B.S., New York University  
(1991, Marketing)



Potoula brings significant brand management experience to The McGraw-Hill Companies. She has held positions of increasing responsibility with Chase Manhattan Bank in their consumer products division, most recently as manager, product pricing and customer profitability. In addition, she was a summer associate, brand management, with Nabisco Life Savers Company. Potoula spent part of this past summer in Asia, assisting Lucent Technologies in defining their telecommunications strategy in the Vietnamese market.

*"I love dealing with a variety of business challenges, so general management was a sure thing after B-school. My career decision to join The McGraw-Hill Companies' ADP program was easy, because it was truly unique and was the only career choice that didn't force me to choose between the e-world and the world of the large multinational."*

## Jennifer Seem

Associate, Associate Development Program  
M.B.A., Amos Tuck School of Business  
Administration (2000)  
B.A., Bucknell University  
(1992, Psychology)



Jenny comes to The McGraw-Hill Companies with previous experience at CBS, Inc. as assistant producer for CBS News Productions, and with Lycos as producer of content aggregation and development. Jenny also worked as a production assistant with VH1/Brandeis Production and was a summer intern with Prudential Securities, Inc. Jenny spent a semester with *Semester at Sea*, travelling around the world while conducting college studies.

*"I chose the Associate Development Program because it provides a unique opportunity to work closely with senior executives on a variety of high-level corporate assignments."*

## Minda Xu

Associate, Associate Development Program  
M.B.A., Harvard Business School (2000)  
B.S.E., Shanghai Jiao Tong University,  
(1995, Industrial Management Engineering)



Minda joins The McGraw-Hill Companies' ADP program after serving as a consultant with The Boston Consulting Group. There, she worked on assignments for major multinational corporations and Chinese enterprises, focusing on industries including media and entertainment, printing and publishing, consumer goods and technology. Minda was vice president of Distinguished Speakers for the Asian Business Club while at Harvard Business School, and Director of Panels of the 2000 Harvard Asia Business Conference. She is fluent in Mandarin Chinese.

*"I wanted to start a career in general management after B-school. McGraw-Hill's ADP program attracted me immediately by its high standard and the exposure it offered to associates. The industries that the company is in are going through a revolution, and I always feel excited about being a part of the driving force. But it was McGraw-Hill's senior management's vision that inspired me and convinced me to join."*



Education

STANDARD  
&  
POOR'S

**BusinessWeek**

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# The McGraw-Hill Companies At A Glance

The McGraw-Hill Companies touches people at all stages of life with the breadth and depth of our information products and services, helping them to make decisions and move ahead. Standard & Poor's serves the world's capital markets as a leading source of financial information and ratings services. Teachers, students, doctors, engineers and other specialists rely on the McGraw-Hill imprint for learning materials that improve education and advance professional skills. And business executives around the world look to *Business Week*, *Aviation Week*, *Platts*, *Sweet's* and our other well-known brands for the information, insight and analysis they need to build their businesses and further their careers. Our mission worldwide is to enhance the professional and personal development of our customers and help them to reach their potential.

We have established five priorities for growth that will drive much of our activity in the future:

- Grow globally in financial services
- Expand our global publishing operations
- Increase our penetration of the U.S. education market
- Capitalize on opportunities in electronic commerce
- Grow our business-to-business information services and products

## Financial Services

### Key Businesses

**Standard and Poor's**  
Capital Markets  
Corporate & Government Ratings Services  
Credit Risk Management Services  
Financial Services  
Fund Services  
Index/Portfolio Services  
Institutional Market Services  
Investment Analysis  
Retail Market Services  
Standard & Poor's E-Business Services  
Structured Finance Ratings Service

## Education

### Key Businesses

**Educational Publishing**  
McGraw-Hill School Division  
Glencoe/McGraw-Hill  
CTB/McGraw-Hill  
SRA/McGraw-Hill  
McGraw-Hill Consumer Products

**Higher Education**  
McGraw-Hill/Dushkin  
McGraw-Hill/Irwin  
McGraw-Hill Science, Engineering & Mathematics  
McGraw-Hill Social Sciences, Humanities, World Languages/ESOL  
Primis Custom Publishing

**International Publishing**  
McGraw-Hill Asia/Pacific  
McGraw-Hill Australia, New Zealand and South Africa  
McGraw-Hill Europe, Middle East and Africa  
McGraw-Hill Latin America  
McGraw-Hill Spain  
McGraw-Hill Ryerson (Canada)  
Tata/McGraw-Hill

**McGraw-Hill Lifetime Learning**  
Xebec/McGraw-Hill

**Professional Publishing**  
Business/General Reference  
Computing/McGraw-Hill  
Osborne/McGraw-Hill  
Scientific, Technical & Medical

## Information & Media Services

### Key Businesses

**Aviation Week Group**  
*AviationNow.com*  
*Aviation Week & Space Technology*  
*A/C Flyer*  
*Business & Commercial Aviation*  
*World Aviation Directory*  
*O&M Magazine*

**Broadcasting Group**  
(All ABC affiliates)  
KMGH-TV (Denver)  
KGTU (San Diego)  
KERO-TV (Bakersfield)  
WRTV (Indianapolis)

**Business Week Group**  
*Business Week*  
*Business Week International*  
*Business Week Online*

**Healthcare Information Group**  
*Hospital Practice*  
*The Physician and Sportsmedicine*  
*Postgraduate Medicine*  
*Healthcare Informatics*  
*e.MD*  
*Your Patient & Fitness*

**McGraw-Hill Construction Information Group**  
F.W. Dodge  
Sweet's Group  
*Architectural Record*  
*Engineering News-Record*  
*Design-Build*

**McGraw-Hill Energy Information Group**  
Platts  
*Platts.com*  
Natural Gas Information Services  
Electric Power Information Services  
Nuclear Power Information Services  
Coal Information Services  
Utility Data Institute  
Energy Magazines



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