

VERITAS PREP

2011/12 **Essential** Guide to

DARTMOUTH COLLEGE'S TUCK SCHOOL OF BUSINESS



WWW.VERITASPREP.COM



The Veritas Prep 2011/12 Essential Guide to Dartmouth College's Tuck School of Business

Every year, as we teach GMAT strategies to thousands of clients, we field questions about the different business school programs and how to create the best application. And every year, it's usually the same few schools that everyone asks about. We understand the appeal of the schools with the biggest brand names, situated in the biggest cities. Yet every once in awhile, a client comes to us interested in an off-the-beaten track school - a business school which consistently lands in the top ten of most rankings systems (often the top five), and which is often overlooked. We're always happy to share what we know about Tuck, the business school at Dartmouth, hidden away in the mountains of New Hampshire.

After almost a decade in admissions consulting, we have a good sense of the culture and differentiators at all the top schools, and we appreciate how each is unique in its own way. But a few schools always strike us as a little bit more unique. These schools are not for everyone - their admissions policies and low acceptance rates will confirm this. Tuck is in this group. We are offering this *Veritas Prep Essential Guide* to prospective applicants to provide our take on how the Tuck School of Business at Dartmouth College really is a bit different from the rest, and to help identify what type of "different" candidate they're looking for.

"Graduates have a bridge from a career as a specialist, such as an auditor, engineer, or scientist, to more general business leadership positions, or from one category to another, such as teaching or the arts, to finance or marketing."

Tuck Dean Paul Danos

What's Inside

About Tuck	2
What's New at Tuck	5
The Tuck Approach	6
What Makes Tuck Different?	8
Admissions at Tuck	12
2011-12 Essays (for the Class of 2014)	12
Admissions Criteria	14
Deadlines	16
Tuck Students	17
Tuck Academics & Grading Policies	18
Notable Courses & Faculty at Tuck	20
APPENDIX	22
Admissions Statistics	22
Visiting Tuck	22
Costs & Financial Assistance at Tuck	24
Professional Recruitment at Tuck	25
Employment Statistics	26
Veritas Prep and Your Application to Tuck	27



About Tuck

Located in Hanover, New Hampshire (population: under 11,000), on the campus of Dartmouth College, the Tuck School of Business offers an Ivy League experience in a uniquely close-knit and supportive community that they call a "residential MBA." One of three leading professional schools at Dartmouth, Tuck consistently ranks as a world-class business school and is recognized as a strong general management program whose students are known for teamwork and leadership.

Tuck is the oldest graduate school of management in the country (Wharton was the first business school, but for undergraduates). Tuck's original teaching philosophy and instructional model continue to influence other top graduate management schools today. Despite the "greybeard" status of Dartmouth College, Tuck is a very innovative MBA program. Visitors find that Tuck even "feels" young and new, with a vibrant student-centered approach. Because of the small class size, there is a culture of personalization at Tuck, with faculty and administrators personally available to advise and customize a student's learning experience and career development. Tuck professors are readily available to meet with students on a daily basis, and they enjoy doing so. This is one of the smallest business schools in the world, with less than 250 students per graduating class. It's also the most remote location of any top school, and probably the only one without the likes of even a Marriott Hotel in driving distance.

Most first-year students live on campus in modern residence halls such as the Living and Learning Complex that feature furnished rooms with a private bath and shared spaces such as lounges, study rooms, conference rooms, laundry rooms, and kitchen and dining areas. The fabulous Living and Learning building even features a resource center complete with a copier, fax machine, and supplies that come in handy when students are working late at night on a case with their study groups. An exercise facility, lockers, showers, and changing rooms are available in Whittemore Hall for use by the Tuck community. Opened in 2009, the Achtmeyer and Pineau-Valencienne Halls are the latest addition to Tuck's evolving residential village. Numerous off-campus housing options, including Sachem Village, are available nearby for second-year students and Tuck students with partners or families. Tuck's academic buildings are equipped with the latest in desktop and mobile computing, including facilities for video conferencing and multimedia production.

Tuck distinguishes itself with its faculty of scholar-educators who are leaders in their field. A higher percentage - 86% - of Tuck's classes is taught by full-time faculty members than at most MBA programs, as opposed to visiting professors, lecturers, and adjuncts. This is in part due to the school's remote location, but also because the school places such a premium on fostering the student-professor relationship.

The other key difference at Tuck is the commitment to the school found among alumni. Tuck graduates give back to the school at a rate higher than any other, with a 20-year track record of more than 60% of alumni donating. This level of alumni involvement also translates into a significant resource for current students, who often end up in internships and first jobs that result from an alumni referral or connection.

Tuck is the oldest graduate school of management in the country - and one of the smallest, and most remote.

Dartmouth College

The Tuck School of Business is one of a handful of graduate programs at Dartmouth. The school is best known for a rigorous undergraduate program composed of 29 academic divisions. Dartmouth consistently places near the top of every ranking system. Dartmouth has a graduate school in Arts and Sciences as well as the prestigious Dartmouth Medical School and the Thayer School of Engineering. Each of the standalone schools is over 100 years old. The medical school, founded in 1797, is the oldest graduate school at Dartmouth and the fourth oldest medical school in the United States. Tuck, founded in 1900, is actually the newest of Dartmouth's graduate schools.

The setting in Hanover is dramatic and very different from the urban landscapes where you'll find all other elite MBA programs. Each New England season drapes the campus in memorable colors: brilliant reds and oranges of autumn, the whitewash of winter, and the vivid greens and chocolate browns of what Hanover residents call "mud season," when the frozen New England ground gives way to spring. In spite of the cold, Tuck students are active year round, taking advantage of everything that New Hampshire's Upper Valley has to offer.

Degree Programs at Tuck School of Business

Full-Time MBA Only. Tuck maintains focus by offering only one degree program, the full-time MBA. Just like Harvard, its heavy-hitter neighbor to the south, Tuck does not offer any part-time or executive MBA programs, and Dartmouth doesn't have any undergraduate degrees available through Tuck (though in the last year, three new business courses became available to undergrads in all majors).

Joint and Dual Degree Programs. Tuck offers joint and dual degrees with Dartmouth's other graduate programs as well as with some of the best professional schools at other universities. The MD/MBA and MPH/MBA both point to Dartmouth's strength in educating leaders in the healthcare space.

- **MBA/MALD** (Master of Arts in Law and Diplomacy) with The Fletcher School for International Affairs at Tufts University
- **MBA/MPA** (Master of Public Administration) with the John F. Kennedy School of Government at Harvard University
- **MBA/MELP** (Master of Environmental Law and Policy) with Vermont Law School's Environmental Law program, a very unique offering that reinforces Dartmouth's emphasis on social responsibility
- **MBA/MA** with the Paul H. Nitze School of Advanced International Studies of Johns Hopkins University
- **MD/MBA** with Dartmouth Medical School
- **MPH/MBA**, a 3-year program in public health management with Dartmouth's Center for the Evaluative Clinical Sciences (CECS)

Tuck also allows students to design their own dual-degree programs with other universities.

Tuck places a premium on fostering the student-professor relationship.



Non-Degree Programs. A few open enrollment non-degree granting programs offer options for those interested in the quality of a Tuck education outside the formal MBA track. These include the Executive Education Program; the Tuck Business Bridge summer program for non-business undergraduates (open to students from any university as well as recent graduates); as well as individual business courses for Master of Engineering Management students at the Thayer School of Engineering.

Because of the small class size, there is a culture of personalization at Tuck with faculty and administrators personally available to advise and customize a student's learning experience and career development.

Tuck's remote location in the picturesque (and sleepy) New England town of Hanover also lends to a concentrated social environment that creates early bonds that last most Tuck grads a career and lifetime.

Tuck has stayed true to a fairly rigid first year core at a time when most schools are scrambling to roll out a 'flexible curriculum,' and has maintained a heavy case method approach in the face of increasingly diverse program choices.



What's New at Tuck

Except for some slight changes in the essay questions and an enhanced website, there's not a whole lot that's different at Dartmouth's business school in the past year. We actually think this is a sign of stability. It's a mature program with a modern curriculum, without any major gaps or holes.

Accordingly, there are really only a few things to mention in the "what's new" category at this school:

- **A new Master's in Health Care Delivery Science.** Recognizing the current and future growth in the health care sector, Tuck has teamed up with Dartmouth College to launch a specialized graduate degree in health care operations for hospital administrators. This is somewhat similar to the MBA-e degree at Yale SOM as well as other programs at Duke and UNC. The inaugural class of 50 students arrived on campus in the summer. This is definitely targeted to the experienced professional, with many students in the first class having over 20 years of experience.
- **Continued focus on career development.** Given the downturn, all business schools have worked hard on career placement for the graduates, however few have the advantage of such experienced leadership to steer them through rough waters. Tuck's Dean Paul Danos has been here before: he navigated the school through the economic downturn in 2001-02 (post-9/11, and following the Enron/Worldcom debacles). His focus at that time was on recruiting relationships, and he implemented new programs on business ethics which are still in place today.
- **Another high spot on the rankings.** Tuck has placed in the Top 10 on many ranking systems for some time, and another reminder of its strong reputation was issued by Forbes magazine in their 2011 list of the best business programs. Tuck moved to the #6 position on this list, and it currently occupies #2 on The Economist's list, too. Both of these positions are impressive by any account, yet we have to emphasize: The Economist's list is a global ranking, and Tuck came in ahead of many other schools typically expected to occupy the top spots.

While other business schools are christening new buildings and trotting out overhauled curricula - and many are welcoming new deans - Tuck doesn't have a lot of big announcements to make. They are running the school, hosting conferences, and educating their students. As stated above, the administration seems to be focusing its energies on the area most in need: career opportunities and job placement for current students and alumni. Given the turbulence still rocking the economy, we see nothing wrong with this approach for the near term. Dean Danos was appointed for a fifth term in 2011, and the continuity of leadership is serving the school well.

The Tuck Approach

The key aspects that make up the Tuck MBA experience are:

The Tuck Culture. Few schools feature a truly tangible “culture” the way that Tuck does. Visitors get a sense of the community the minute they set foot on campus. Small class sizes foster close bonds among students and encourage teamwork and a collaborative intellectual environment. Tuck’s small size also translates to an impressively low 10:1 student-to-professor ratio, and allows unprecedented student access to the faculty, whether it’s in a seminar setting or at a Tuck social event. Tuck’s remote location in the picturesque (and sleepy) New England town of Hanover also lends to a concentrated social environment that creates early bonds that last most Tuck grads a career and a lifetime.

Connections. Still, coupled with all the small town charm and the insular bubble of Dartmouth is the fact that Tuck pairs this great cultural feel with legitimate access, both in the Northeast as well as throughout the U.S. and abroad. The school has strong ties to Manhattan in both the finance and consulting sectors, and boasts a surprisingly international focus that reflects founder Edward Tuck’s lifelong involvement in international business (he lived and worked in Europe for almost 50 years). Tuck offers a number of programs such as the Tuck Global Consultancy and the International MBA Exchange program for Second-Year Students.

Academic Rigor. Tuck has an integrated and rigorous first-year core curriculum of general management disciplines that prepares students for virtually any role in business. This 32-week first-year core is slightly longer than those at other business schools, with 60% of the class taught using the case method. In the second year, Tuck offers over 75 electives, allowing students to focus and master specific functional disciplines. The teaching style also shifts from case method to include lecture, small groups, group projects and experiential/simulation approaches. Class participation is another important component of the Tuck academic experience, often representing 30% to 50% of a student’s grade. Students expect a great deal out of one another, and an “honor code” of sorts emerges that drives students to greater levels of achievement.

Tuck has stayed true to a fairly rigid first year core at a time when most schools are scrambling to roll out a “flexible curriculum,” and has maintained a heavy case method approach in the face of increasingly diverse program choices. While this may seem limiting at first glance, Tuck students often find that it actually frees them up to “take things as they come” and not worry about juggling all the options or stress about whether their choices are the right ones; the Tuck curriculum guides them through a tried-and-true path.

Leadership and Teamwork. While not as known for combining leadership and teamwork as schools like Kellogg and UCLA Anderson, Tuck is a business school that puts a premium on developing leaders who are also valuable team players. The school recognizes the business adage that a leader is “only as good as the people around him.” And while every school in America seems to offer some form of hands-on learning, no school (with the possible exception of Ross) appears to be as committed as Tuck to introducing a truly experiential learning component to the first year of an MBA program. Tuck’s core classes are the focus of the first two of three trimesters, with the third entirely devoted to the first-year project. Aimed at developing leaders who also know how to be part of a team, first-year projects are field studies sponsored by outside companies that engage student teams with a real-world business problem. This extensive offering is augmented by a second-year project that is shorter in duration, but equally impactful in the way that students get exposure to actual, real-time issues.

In addition to putting its students into team scenarios that foster leadership, Tuck also offers the more formal Cohen Leadership Development Program. The Tuck philosophy is that all its students have leadership potential, and it therefore provides courses, individual coaching, and practical exercises (including self and peer assessments, goal-setting, and individual leadership development plans) to develop and draw these qualities out. Leadership is a prominent concept at all business schools, but the applicability to the entire student body and the authentic belief held by the Tuck faculty and administration that every single member of the class can become a great leader is what gives the program a unique spin.

Few schools feature a truly tangible “culture” the way that Tuck does.



A Transformative Experience. Tuck prides itself on being transformative and life-changing, and assumes that its graduates will leave as very different people than when they arrived. For that reason, Tuck has a much higher tolerance than other elite programs when it comes to talented and driven students who may not be as clear on their career goals. NYU Stern is a noted program for career changers, but Tuck is the ultimate “come as you are” business school. Of course, students must still display not only great talent and potential, but also strong character and a personality that is a fit with the culture. Even applicants who are uncertain about their post-MBA goals need to show some overall direction in their careers - the school is not interested in attracting aimless dilettantes. Therefore, while Tuck may be more flexible than most MBA programs in its philosophy, you still have to present a natural and clear career path to gain admission.

“If there is one characteristic Tuckies are recognized for, it’s teamwork - people working together.”

*Guillermo Jasson T’90
former CEO of Morgan Stanley
for Latin America;
President, Crossfields Capital
current Member,
Tuck MBA Advisory Board*



What Makes Tuck Different?

- **Small classes, personal attention.** Partly because of the remote location, and partly because of the small class size, Tuck has a smaller full-time resident faculty (less than 50) with fewer adjunct professors than other schools. However, the small class size also benefits the students, with a student/teacher ratio of about 10:1. The intimacy of the community is also enhanced by the fact that most first-year students live in dormitories on campus. (If you want to see what the Tuck dorms look like, check out the tour on the [school's YouTube channel](#).) This arrangement is not common at other full-time programs, where students tend to be more spread out, especially those in cities like New York and Chicago. Another novelty at Tuck that fosters relationships among the class? The first-year study groups rotate regularly, rather than remaining fixed, the way they typically are elsewhere.
- **Dedication to diversity.** Tuck's Minority Business Executive was the first diversity-focused program of its kind. Tuck launched this initiative over 30 years ago, and the school remains dedicated to attracting students across all ethnographic and demographic spectrums. Tuck sponsors a by-application Diversity Conference in the Fall (they cover the cost of attendance for those accepted - and there's a similar by-application Women in Business Conference as well). Tuck participates in conferences hosted by National Black MBA, National Hispanic MBA, and Reaching Out MBA (for the LGBT community). And, Tuck is the highest-ranked member of The Consortium for Graduate Study in Management, which is a long-standing program that encourages and facilitates minority candidates for business school. All that being said, Tuck still seems to have trouble attracting minorities compared to some of its peers, with just 19% of Tuckies being U.S. minorities. The proportion of minority faculty is slightly better, at 21% (commendably, Tuck is among the few programs who bother to report this latter statistic). Tuck also adds diversity to the classroom by encouraging international students - and encouraging U.S. employers to hire their international students, through deliberate education to recruiters to demystify visa requirements, and focused outreach on the behalf of these international students.
- **Emphasis on work experience.** While some other business schools in its backyard have been welcoming younger and younger students, Tuck has held steadfast on its requirement for significant work experience prior to matriculation. The average age of a first-year is 28, and not a single person entered Tuck straight from college this year; 100% have some work experience. It's possible for a college senior to apply to Tuck, though if accepted, it's also likely that deferred admission would be offered, to matriculate in a few years' time.
- **Stable leadership.** The dean of Tuck, Paul Danos, has been running the show for much longer, about 15 years, than his counterparts at other schools. Many top business schools have gone through transition periods of late (some multiple times in quick succession) as they adapt to changed leadership and find their direction anew. The continuity here - and a leader who has already weathered multiple economic cycles and knows how to keep the school moving forward despite the challenges - can provide advantages for students at Tuck.

Tuck is the ultimate "come as you are" business school.

- **Unusual admissions policies and processes.** Tuck doesn't seem to be trying to do things differently just to do them differently (as we sometimes suspect at other schools), however they also are more likely to do things differently because that's just how they operate. Here are some differences in the admissions process that stand out at Tuck:
 - If you have taken the GMAT or the GRE multiple times, Tuck will allow you to "cherry-pick" the best verbal score, and the best quant score, from different sittings of the test. (You cannot combine different components of the GRE with those of the GMAT however.) This is definitely different than other schools and it shows that Tuck is liberal in inviting candidates to truly demonstrate their strengths.
 - Tuck does not accept applications from people who already hold an MBA, which disqualifies a large number of Indian candidates who went straight to business school after college, and now, after working for awhile, realize that they would benefit from another run-through at a formal business education. Some other schools are open to this applicant profile; Tuck is not.
 - Tuck calls the letter of recommendation a "Confidential Statement of Qualifications" (or "CSQ"). We appreciate the precision of this name, though it can be a little confusing when first introduced to the process.
 - Probably the difference that can be overlooked, and can potentially matter most to applicants, is the fact that the Tuck scholarship application requires another essay, in addition to the standard application essays; other schools often do not require anything further to be considered for fellowships and scholarship funding.
 - Another nuance is that Tuck does permit deferrals from time to time, so if you gain an offer of admission and some life event arises that prevents you from attending business school on the originally-planned schedule, you may see some flexibility from the admissions department (other schools are much more strict about refusing deferrals in any situation).
 - Finally, Tuck encourages all candidates to come to Hanover to tour campus, sit in on a class, and interview in person. Even international candidates. See the Application section of this *Essential Guide* with details on this important point.

These are just the most obvious ways that Tuck is different. This entire *Essential Guide* is full of others. We encourage you to use this information as a springboard to explore the unique aspects to the Dartmouth MBA program.

"Students learn the most when they fully immerse themselves in their studies. The physical setting and intensity of learning experiences are key factors in the effectiveness of our program."

Tuck School of Business



Tuck School Is a Good Fit for You If...

- **You want to go into private equity.** It seems almost a secret how strong Tuck is in private equity - unless you're in private equity. This is an exclusive industry that is looking for the best and the brightest. Who you know can really matter, not just in breaking in, but throughout your career. How else are deals done except through smarts and connections? It's a given that you're smart if you're going to Tuck; and the relationships that this school can provide can be pivotal in launching you into such an incredibly competitive field. Tuck even has a research institute for private equity; no other business school has anything quite like it.
- **You want to work in New York, Boston, Chicago, or San Francisco.** Graduates who stay in the U.S. are most frequently found in these cities, with 25% of the Class of 2009 relocating to New York alone.
- **You want to work in Japan or the UK.** Because of the smaller size of the overall network, Tuckies are not as easily found all around the world, however, due to the school's outreach and attention in past decades to both Japan and the UK, more Tuck alumni are found in these countries than others.
- **You come from an underrepresented group - or another country.** Tuck's support of and interest in minority applicants has already been discussed. If you're an international candidate, you may also want to consider Tuck more closely. Even though it is so highly ranked, Tuck is sometimes skipped over by international applicants, possibly due to unfamiliarity with the location. And, the foreign nationals who do apply often do not understand how Tuck is different, and thus they do not show an appreciation for Tuck when writing their application. This makes it very difficult for the admissions committee to accept them. Because of this, well-qualified international candidates who have done the legwork and know how Tuck can help them achieve their goals can find themselves strongly positioned in the admissions process.
- **You are bringing a partner and/or a family with you to business school.** Many business schools have clubs, outreach, and resources available for partners of students, to minimize the sense of alienation that can be felt when your significant other disappears from your life for a good two years. Tuck is an inclusive community, and spouses and partners - and children - usually report feeling very welcome and engaged. There are perhaps more students with children at Tuck than at many other schools, because of the emphasis on significant work experience which attracts people in a later stage of life. Teammates and project partners may be more understanding of the multiple priorities that a parent has to juggle than would be the case at other schools. However, Hanover is a small town, so employment options for a partner may be limited.
- **You're really down to earth and you love the outdoors (and the snow!).** Your years of business school will be a lot of work, but why not also go to a school where you know you'll be able to play? If you're into winter sports and love the beauty of the mountains, Tuck might be more enticing than any other school. (Quick note: While Dartmouth is known for its environmentalist slant, Tuck did not rate very highly on the inaugural Beyond Grey Pinstripes list in 2009, the one survey of social impact and "green" business education: Tuck came in way down the list at #44. Of course, Harvard didn't end up on the Global 100 at all.)



- **You're switching careers.** Tuck doesn't shy away from or discourage those who want to use business school as a catalyst to change direction - or even jump the tracks. With the increased attention on career development that begins for new Tuckies literally when the first year starts, the school is ready and able to provide the in-depth support and concentrated attention to help traditional and nontraditional students alike realize their dreams. About two-thirds of Tuckies change careers as they go through the program, which is higher than other schools report. The dean has said that business school is the proper platform for all types of career-changers, including the more "challenging" types like those coming from an arts background and looking to transition into business. At Tuck, the student is empowered to pursue a new path, in whatever direction that might lead. You still need to express your goals well in your application, however don't feel limited or constrained when you do so.
- **You appreciate the small size and truly understand the value of relationships.** With all the emphasis we've given to the small cohort and intimate environment, you probably already have a sense for whether Tuck is the place for you. There are advantages and disadvantages of being at a large school versus a small one. Tuck definitely has all the advantages in terms of community and network, and they work hard to mitigate the challenges of the remote location (in terms of attracting teaching talent and recruiters) and smaller alumni network. There's a lot to be said for being able to disconnect from the world for two years to "immerse" in the business school education, and for the right type of person who can take advantage of this, Tuck could be an excellent choice. If you already went to Dartmouth for undergrad, even better: they tend to look favorably on applications from Hanover alumni.
- **You're not afraid to work hard.** Tuck is known to be a place where people roll up their sleeves and dive in. The work load at Tuck is tough even compared to other very challenging programs. If you enjoy the company of hard-working people, Tuck may be just the place for you.

Admissions at Tuck

2011-12 Essays (for the Class of 2014)

Tuck requires four essays, with an optional essay allowed if there are additional facts about the applicant's background that were not otherwise covered. The most unusual thing about the Tuck essays is that the admissions team does not dictate length, though they do say that most people can cover each question in about 500 words. We recommend sticking to this guideline. No matter what, resist the temptation to go on longer than 600 words, even for just one or two of the questions.

For 2011-12, two of the four Tuck essays have changed, though they're not radically different to what has come before. The current questions are:

1 **Why is an MBA a critical next step toward your short- and long-term career goals? Why is Tuck the best MBA program for you? (If you are applying for a joint or dual degree, please explain how the additional degree will contribute to those goals.)**

This is the fairly standard "Why an MBA? Why this school?" question that most schools ask. Tuck takes the concept of "fit" very seriously when evaluating candidates - maybe more than any other top school, given its small class size and remote location - so be sure that you can present a compelling argument for why Tuck in particular is the right place for you to earn your MBA. If your answer has everything to do with you and nothing to do with Tuck, then you probably have more work to do in researching the school.

2 **Discuss your most meaningful leadership experience. What did you learn about your own individual strengths and weaknesses through this experience?**

As the essay prompt states, you should keep your response focused on one single situation, what action you took, and what the results were ("Situation-Action-Result," or "SAR" as we call it at Veritas Prep). Note the second part of the question, about what you learned about yourself. What exactly happened is very important, but so is evidence of self-reflection. Ideally you can show that you learned something about yourself, such as a shortcoming or lack of experience, that you were able to act on and improve. That's the richest type of response one can give here.

3 **Describe a circumstance in your life in which you faced adversity, failure, or setback. What actions did you take as a result and what did you learn from this experience?**

This question is new this year, although it's not radically different from the question it replaces (that question asked, "What is the greatest challenge or hurdle you have overcome?"). While this question's wording is new, in many respects it addresses the same core attribute that Tuck wants to see in its applicants: The ability to objectively take a challenge and setback and turn it into something positive, coming out better in the end. It's interesting that Tuck had previously gotten away from the "failure" theme with this question, but now returns to it.

Regardless, you shouldn't be afraid to write about a failure or shortcoming. In fact, writing a response about overcoming a failure or weakness will usually be more powerful than answering with "My biggest challenge was completing a marathon." While that's impressive, it's far less revealing than a story about a time when you had to make a more fundamental change to who you are as a person and as a leader.

4 **Tuck seeks candidates of various backgrounds who can bring new perspectives to our community. How will your unique personal history, values, and/or life experiences contribute to the culture at Tuck?**

This question is held over from last year, which means that the school is seeing value in its candidates' answers. Remember that "diversity" isn't limited to just race or ethnic background. This is a chance to "be real" with the admissions committee, to show how you are your own person with your own background, how that history is unusual, and how it has made you into the person you are today. You can use this space to specifically highlight any strengths or themes that may need more emphasis in your application. Everything in your background is fair game here: your work experience, your personal life, and your hobbies all make you unique!

"If you find yourself going significantly over the [500] word limit, you should ask yourself if you are saying what you want to say as convincingly and concisely as you can."

Tuck Admissions Office

Optional: Please provide any additional insight or information that you have not addressed elsewhere that may be helpful in reviewing your application (e.g., unusual choice of evaluators, weaknesses in academic performance, unexplained job gaps or changes, etc.). Complete this question only if you feel your candidacy is not fully represented by this application.

Our advice for applicants to all schools is, only write the optional essay if there is an issue in your profile - low GPA, gaps in employment history - that could not be covered elsewhere. Tuck is explicit in asking you to only submit an optional essay in such a case, and they actually seem to be challenging candidates to use the main essays to cover such circumstances. If you have an issue to explain, see if you can cover your situation in your answer to one of the main essays, which would eliminate the need to submit the optional essay entirely. The one case where you should always use the optional essay to explain circumstances is if you're not submitting a CSQ (letter of recommendation) from your current direct supervisor - but even then, keep it short and sweet here: explain why you chose not to ask that person to submit a CSQ and explain why you chose the people that you did.

To be completed by all reapplicants: How have you strengthened your candidacy since you last applied? Please reflect on how you have grown personally and professionally.

For reapplicants, the admissions committee wants to see what's changed. What is new in your profile? Why do you feel you are more qualified today to seek a management education at Tuck? They take this question seriously, and while a strong reapplicant can even have a slight advantage over a "fresh" candidate, because it shows commitment to the school, there is also a significant hurdle to be overcome when trying again. A common mistake? Reapplicants often recognize that their essays weren't well written, and they feel that simply re-presenting themselves with a better crafted essay will do it. While poorly-executed essays certainly can be a reason for rejection, a reapplicant needs to do more than just figuring out how to write better. Make sure that you have real change to report in your candidacy, or else you may find yourself with the same outcome as the first time through.

Veritas Prep clients working on their Tuck applications receive expert guidance on each of these essay questions. Our Head Consultants and Tuck Specialists help clients understand how to highlight strengths and minimize weaknesses, as well as showcase the unique elements of their candidacy within the confines of each question. The Veritas Prep consulting process goes far beyond the insights offered in this *Essential Guide* and provides individual feedback on how you can maximize your chances and present your profile in the best light possible for consideration at this very selective school.

"The essay questions provide you with an opportunity to help the admissions committee gain greater insight about you as a potential member of the Tuck community... Please be clear, succinct, forthright, and thoughtful in your responses. Additionally, we ask that you share what you truly feel, as opposed to writing what you think the admissions committee would like to read. There are no right or wrong answers."

Tuck Admissions Office

Admissions Criteria

Like other schools, the Tuck Admissions Office reviews academic records, GMAT, GRE, and TOEFL (if applicable) test scores, application materials (including essays, resumé, and Confidential Statements of Qualification), and any interviews to evaluate a candidate across a number of criteria:

- **Academic Excellence** - Outstanding academic ability, intellectual curiosity, and a mastery of quantitative concepts.
- **Demonstrated Leadership** - Leadership in extracurricular activities, the workplace, and/or community, as well as future leadership potential.
- **Notable Accomplishments** - Significant academic, professional, and community achievements that have had an impact.
- **Interpersonal Skills** - Personality, maturity, and communications skills conveyed via interview, essays, and CSQs.
- **Diverse Background/Experience** - Demographic and geographic diversity, as well as range and mix of professional experiences.
- **Global Mindset** - Fluency in a second language, as well as work, study, or extensive travel outside of one's home country, can help a candidate stand out

Work Experience. On average, those admitted to Tuck have five years of full-time work experience. While it is exceedingly rare to matriculate at Tuck straight from university, the admissions office does grant deferred admission to some college applicants. Tuck strives for a diverse student body and seeks qualified applicants from all backgrounds. However, Tuck recommends that applicants coming from non-business backgrounds first prepare by taking classes in microeconomics, financial accounting, statistics, finance, and use of Microsoft Excel.

Interviews. Unlike at most top business schools, Tuck says interviews are not required, though on-campus interviews are *encouraged*. And, we suspect that all accepted students were, in fact, interviewed at some point in their application process. Applicants can initiate on-campus interviews by scheduling them online - and Veritas Prep most definitely recommends that you do so. Make the effort to go to Hanover if you're really serious about Tuck. It will help you understand the unique program and help them get a better feel for how you might fit in there.

On-campus interviews are conducted mostly by select second-year students (called Tuck Admissions Associates), though sometimes admissions committee members do them, too. The interview can be combined with a class visit, student lunch, or campus tour (detailed below). Candidate-initiated interview appointments are on a first-come, first-served basis.

There is no obligation to submit an application before the interview, and going through the entire campus visit and interview will likely either radically inspire you that Tuck is the place you want to be (thus allowing you to infuse this enthusiasm into your essays), or will educate you that perhaps it's not the best environment for you - in either case, you come out ahead.

Note that Tuck wants even international applicants to go to the trouble of visiting for the interview. As costly a proposition as this may be, it does make sense, given the significant investment that business school represents.

For those who apply without interviewing first, the Tuck Admissions Office will issue invitations when they are interested to know someone better. These Tuck-initiated interviews can be conducted on campus, off campus, or by phone. Off-campus interviews are conducted by admissions committee members, admissions associates, or alumni. Tuck states that all interviews, no matter how conducted or when, are evaluated equally.

Confidential Statement of Qualifications. Tuck calls the letter of recommendation a "CSQ", and they place more emphasis on these than most other schools do. In fact, they will not begin to review an application unless and until both CSQs are received - meaning that, if your recommenders submit them late, your application will be moved to the next round. (Other schools have more lenient policies on receiving recommendation letters.) Also note the word "confidential" in the name: Tuck does not give applicants the opportunity to see what their recommenders write. Other schools take the opposite stance, assuming that applicants have the right to see the recommendation letters unless they specifically waive it. Obviously you'll always want to choose recommenders who you trust will give glowing reports of your skills and achievements. Tuck is clearly trying to encourage recommenders to write openly and honestly in their reports.

"Tuck requires that its enrollees have a record of high academic achievement and substantive work experience."

Tuck School of Business

Deadlines

Tuck features the usual three-round admissions process, but offers an additional Early Action round for candidates who are certain that Tuck is their top choice. Note that Tuck's Early Action, unlike similar programs at Columbia, Duke, and elsewhere, is not binding. Tuck offers this application option both to give candidates an answer much sooner than they'd get at some other schools, and also to help the school evaluate the candidate's interest in their program. Oftentimes the applications that come in to any school on the first deadline are a little better in terms of being buttoned-up and well thought through, because these early applicants are especially motivated and generally have their act together. While the non-binding nature means that Tuck isn't asking you to commit to them in advance, an Early Action applicant who is accepted has much less time to submit a deposit and hold his or her spot than someone accepted through the other rounds.

Tuck also has separate dates and deadlines for candidates using The Consortium application, which should be reviewed carefully since they differ from the standard process.

On the published deadline of each round:

- Applicant-initiated on-campus interviews must be complete

If you do not interview by this date, the admissions committee may invite you to interview during their review of your application

- CSQs must be submitted

If your recommender(s) submit the CSQ late, your application will be bumped to the next round

Applications are due at 5:00 PM Eastern time on each deadline day noted above.

Veritas Prep tip: We recommend submitting no later than the January round. Applications received in the April round are at a disadvantage. Applications received in the Early Action round are seen most favorably. Applicants accepted in the November round have the longest "grace period" before needing to submit a deposit: both November and January round successful applicants must submit a deposit on the same day, in April.

Early Action round Application Deadline

October 12, 2011

Scholarship application due

October 19, 2011

Final decision notification

December 16, 2011

Non-refundable \$4,000 deposit due to hold a spot for an accepted Early Action applicant

January 20, 2012

(This due date is much sooner after decision notification, and the deposit amount is higher, than is required of candidates accepted from other rounds.)

November round Application Deadline

November 9, 2011

Scholarship application due

November 16, 2011

Final decision notification

February 10, 2012

Non-refundable \$2,500 deposit due to hold a spot for an accepted November applicant

April 27, 2012

(This round gives admitted candidates the most time to weigh other offers from other schools before they need to commit to Tuck.)

January round Application Deadline

January 4, 2012

Scholarship application due

January 11, 2012

Final decision notification

March 16, 2012

Non-refundable \$2,500 deposit due to hold a spot for an accepted January applicant

April 27, 2012

April round Application Deadline

April 2, 2012

Scholarship application due

April 11, 2012

Final decision notification

May 11, 2012

Non-refundable \$2,500 deposit due to hold a spot for an accepted April applicant

- just three weeks: June 1, 2012

Tuck Students

As with all business schools, the experience that a student has at Tuck has as much or more to do with the other students as it does with programs, faculty, or career opportunities. Tuck is known for building a close-knit community full of friendly, innovative people who love being "Tuckies." A small school located far beyond the bright lights of the big city, Dartmouth encourages a sense of community that can be either incredible or intimidating depending on one's personality and expectations. While the school boasts a solid international population and a fair number of female students, it is not as diverse as most of the top schools, as only 17% of the students come from underrepresented minority groups in the U.S. No doubt the school wishes to continue building its minority student community.

Student Organizations

There are more than 60 clubs on campus spearheaded by Tuck students. The school website includes a complete list of student activities and clubs to get involved at Tuck, however, below is a classification and sampling of clubs, organizations and activities:

Career

- Entertainment, Sports & Media Club
- Entrepreneurship Club
- Finance Club
- Technology Club
- Women in Business
- Event-Focused:
 - Diversity Conference
 - Run for the Kids
 - Winter Carnival

Cultural/Social

- Hispanic-American Student Association
- Jewish Student Association
- Tuck African Ancestry Business Association
- Gay/Straight Alliance
- Golf Club
- Hockey Club
- Skiing & Boarding Club
- Armed Forces Alumni Association
- Tuckmasters
- Tuck Volunteers

Student Stats

Full-Time MBA Enrollment	506
Average Age	28
Age Range	24-36
Female Students	32%
Minority Students	15%
International Students.....	35%
Students with Partners.....	42%
Students with Children	8%
Average length of work experience.....	60 months

Geographic Breakdown

U.S.A. and U.S. permanent residents.....	65%
Asia and Oceania	20%
Western Europe	7%
Latin America	6%
Canada	1%
Other	1%

Undergraduate Major

Economics.....	23%
Business/Finance	23%
Engineering, Computer Science.....	22%
Humanities	20%
Math, Science.....	6%
Other	6%

Tuck Academics & Grading Policies

As discussed in The Tuck Approach, the school combines theoretical and experiential learning with a focus on leadership, teamwork and globalization. These elements inform each and every aspect of the Tuck academic experience as well as the type of recruitment that occurs on campus. Many come to visit the school or even begin the program expecting to find a laid back “summer camp” atmosphere, but while the culture is uniquely close-knit, the academic workload is actually very intense and focused.

Teaching Philosophy

Tuck is one of the few business schools (along with HBS and Darden) that continues to use the case method teaching style as the predominate method, especially for core courses during the first year. Sixty percent of the core is taught via the case method, with the balance of the classes featuring the usual business school alchemy of straight forward lectures, experiential learning, and group projects.

One of the most interesting things about Tuck is that while it is a fairly case method-heavy school, it is also at the forefront of experiential learning, as discussed in the Tuck Approach. An entire term of the first year is devoted to the First Year Project, which is experiential learning at its finest.

Class Organization

Each incoming class at Tuck is divided into four sections of approximately 60 students each. These sections are randomly assigned, although Tuck makes sure that each section has a balanced mix of backgrounds. Every term, the sections are reassigned so that at the end of the first year, students have worked closely with everyone in their class. Study groups in the first year are also assigned by the MBA Program Office to ensure a balance of professional expertise and background diversity. One twist on the typical section model is that during first year, study groups change each term. In the second year, students can pick their elective courses and their study groups.

Core Classes

Tuck provides a solid general management curriculum in the first year to prepare its students for any role in business. Recognized for its academic rigor, Tuck's 32-week first-year core is longer than at other schools. In addition to the core classes below, first year students participate in the aforementioned group project and can select two elective courses in the Spring Term.

In some instances, students who can prove a level of proficiency in a specific subject may receive an exemption from a core class. These waivers are granted on a case-by-case basis by the Tuck faculty after testing or review of any relevant certificates of proficiency (e.g., a CPA can opt out of accounting).

Course Enrollment

At the end of the first year, Tuck distributes a list of upcoming electives for the second year. Students can rank courses in which they are interested. Based on interest levels, Tuck will sometimes provide a second section of a popular course. While Tuck can guarantee that students will get to take the courses that interest them the most, they cannot guarantee a specific professor. This is one of the huge benefits to Tuck's small size and personalized approach, as students are not forced to run through the bidding gauntlet or lottery systems present at so many other top schools.

The 32-week first-year core consists of the following classes:

Analysis for General Managers
Managerial Economics
Leading Individuals and Teams
Leading Organizations
Statistics for Managers
Capital Markets
Decision Science
Financial Measurement, Analysis and Reporting
Personal Leadership
Corporate Finance
Competitive and Corporate Strategy
Global Economics for Managers
Marketing
First-Year Project
Management Communication
Operations Management
An Ethics and Social Responsibility minicourse, choosing from Ethics in Action, Business Strategies for Sustainability, or Social Marketing
Two additional electives

Grading Policies

Companies recruiting at Tuck are permitted to ask students about grades and request transcripts from the job candidate. However, candidates do not have to respond to grade inquiries, nor are they required to comply with transcript requests during the interview process. However, if candidates divulge information about their grades, they are bound by Tuck's Honor Code to provide data that accurately reflect their school record.

On the one hand, the school's partial-disclosure policy supports the atmosphere of teamwork and cooperation that characterizes the Tuck community. On the other hand, the academic and recruiting environment at Tuck remains competitive, because students are aware that recruiters may inquire about their grades. Some companies develop a reputation for asking candidates about grades in spite of the non-disclosure policy.

There are four passing grades at Tuck: Honors (H), Satisfactory Plus (S+), Satisfactory (S), and Low Pass (LP). The distribution considers both absolute and relative standards. Faculty members outline expectations at the beginning of each course and students rarely receive failing grades. Few students are "obsessed" with grades, though nearly all students apply themselves to their studies, especially in the first year of the MBA program. Thus, most students are likely to be disappointed if they "loop" a class (i.e., receive a grade of "LP" or "low pass"), but many students who arrive at Tuck are interested in the overall learning experience and are willing to accept a grade of "S" if it means that they can have more time for other activities that contribute to their Tuck experience. There is no numerical scale that coincides with the letter grades. Students do not typically discuss or advertise their grades, in keeping with Tuck's supportive atmosphere.

Tuck Business Plan Competition

The Entrepreneurial Clubs of both Dartmouth and Tuck sponsor an annual business plan competition at the end of the Spring Term. The winning team gets \$50,000, but more importantly, the opportunity to present their business idea to an impressive and influential audience of judges including successful entrepreneurs and venture capitalists.

Notable Courses & Faculty at Tuck

Tuck has attracted a world-class faculty to Hanover, in part because the faculty-student relationship is so central to the learning environment at Tuck. This element of the culture is often just as appealing to elite academics as it is to prospective students.

Among the students, certain Tuck professors are considered a “must” to have for a class, due to their reputation both as educators and as experts. Their dynamic personalities and unique teaching styles make even rigorous academics a fun and memorable learning experience. Some of these notable professors include:

Kusum Ailawadi

Professor of Marketing

Known for her remarkable ability to make marketing science methods relevant to business practice, Professor Ailawadi sets high expectations of her students in the classroom, encouraging them to learn from each other in a way that echoes Tuck's core values. Within the field of marketing, her expertise also includes econometrics and statistics. Professor Ailawadi's marketing electives offer students a unique opportunity to bridge the creative thought process with practical research and rigorous analysis. Through these offerings, she generates enthusiasm among her students for developing integrated approaches to marketing strategy and research. Even aspiring management consultants, general managers, and entrepreneurs will value their participation in one of Professor Ailawadi's classes.

Paul Argenti

Professor of Corporate Communication

Nothing is more indicative of Professor Argenti's passion for communication than the manner in which he practices what he preaches. His annual first-year lecture on Time Management for MBAs is just the introduction to what he offers Tuck students in the realms of general management, corporate communication, and corporate social responsibility. Tuck has consistently received high marks in communication instruction due to the scholarship and teachings of Professor Argenti and his colleagues, including his wife, Professor Mary Munter. (The two of them are sometimes dubbed “The Armuntis” by students.) Professor Argenti helps students recognize that all the number crunching in the world will not guide a ship and assuage the passengers when a storm hits. Accordingly, his course equips students with practical skills for leading organizations in times of crisis. Not surprisingly, you can also follow him on Twitter.

Ella Bell

Associate Professor of Business Administration

A dynamic speaker, Professor Bell has a way of motivating students to take action. In addition to teaching her popular second-year elective Leadership Out of the Box, Professor Bell offers a course on consulting that allows students to explore the concept of “change” both from an individual perspective and within an organizational context. Her approach to organizational behavior is molded by her research on issues such as work-life balance and challenges faced by women (and especially women of color) in the corporate world. Outside of the Tuck community, she is also known for her column, “Working It,” in *Essence* magazine and her book, *Our Separate Ways: Black and White Women and the Struggle for Professional Identity*. Her friendly, no-nonsense demeanor encourages students to reflect on and examine their own views with honesty as they develop and increase their capacities for embracing diverse perspectives in the workplace.

The Tuck Faculty is grouped according to these areas:

Accounting
Business Law
Economics
Entrepreneurship / Venture Capital
Ethics
Finance
Health Care
International Business
Management Communication
Management Science
Marketing
Nonprofit / Social Entrepreneurship
Operations
Organizational Behavior / Human Resources Management
Public Policy
Real Estate
Statistics
Strategy & Management
Technology

Ken French***Carl E. and Catherine M. Heidt Professor of Finance***

Among his many accolades, Professor French is best known for his work in developing the Fama-French Three Factor Model, completed in conjunction with Eugene Fama of the University of Chicago. Given Professor French's expertise in the areas of portfolio theory, asset pricing, dividend policy, and capital structure, it is no surprise that students flock to his classroom for a taste of the perspective he brings to investing in the capital markets. Students especially benefit from the way in which Professor French has managed to balance his role as an academic with his work as a practitioner. While serving Tuck as the esteemed Heidt Professor of Finance, he is also the Director of Investment Strategy at Dimensional Fund Advisors. In turn, he is impressed by the manner in which Tuck students negotiate a balance between studies and activities, since he himself enjoys cycling, snowshoeing, and hiking, offering further proof of how Tuck really does facilitate exchanges "outside" the classroom. Prior to teaching at Tuck, Professor French also taught at other prestigious MBA programs, including Chicago Booth, Yale SOM, and MIT Sloan. In 2007, he was elected to become a Fellow of the American Academy of Arts & Sciences.

Vijay Govindarajan***Earl C. Daum Professor of International Business Director of Tuck's Center for Global Leadership***

Fondly referred to as "VG" by his students and throughout the business community, Professor Govindarajan has been recognized as a thought leader and top-ranked professor of strategy by numerous publications such as *BusinessWeek*, *Forbes*, and *The London Times*. His electives for second-year students are among the most popular courses at Tuck. By modeling effective leadership in the classroom, he engages students from the outset. In his Implementing Strategy course, he introduces a variety of case studies, prompting students to identify and solve management system problems associated with strategic planning, budgeting, resource allocation, and performance evaluation. He also shares his perspective on entrepreneurship and global strategy through his other course offerings. VG regularly updates his blog, demonstrating that he is also hip to the Web 2.0 world. After taking a year-long leave of absence to serve as GE's first "professor in residence" and Chief Innovation Consultant, VG returned to Tuck in 2009. True to Tuck form, and in spite of his stature outside of Tuck, VG remains accessible to students.

In addition to teaching her popular second-year elective Leadership Out of the Box, Professor Bell offers a course on consulting that allows students to explore the concept of 'change' both from an individual perspective and within an organizational context.

Professor French is best known for his work in developing the Fama-French Three Factor Model, completed in conjunction with Eugene Fama of the University of Chicago.

APPENDIX

Admissions Statistics

Tuck is a highly competitive business school with a low acceptance rate and a high average GMAT score, but a modest yield. (Yield is the number of admitted candidates who accept the offer and matriculate at the school.) This is due in part to the school's location, which can make it tough for elite candidates to pull the trigger. Note also that the school is on the lower side among elite programs with regard to average GPA, which is indicative of Tuck's belief in finding the students with the greatest potential and not just the best credentials.

Visiting Tuck

One of the best ways for candidates to truly understand if Tuck is a proper fit is to visit the campus and get a feel for the academic environment, student life, and overall campus culture (as well as the drive required to get there!). Additionally, visiting the school offers the opportunity for face-to-face contact with current students, professors, and admission representatives. As part of its Admission Hosting Program, Tuck offers a variety of ways for candidates to come and experience the school for themselves. Interested prospective students can go online for more information on specific dates to schedule a visit.

Campus Tours. The school offers student-led tours that last approximately 30 minutes and provide a great deal of value, as visitors quickly get a feel for the Tuck culture when touring the school and facilities.

Class Visits. Like most top programs, Tuck encourages prospective students to schedule a class visit in order to experience the unique teaching style and classroom dynamic first hand. A class visitor is always warmly received by the professor and students in the class. Online registration is required for a class visit. All class visits originate in the Office of Admissions and there may be restrictions on which classes a candidate can attend. Classes are 90 minutes long and start either at 8:30AM or 10:15AM.

Lunch Program. Tuck also offers a lunch program that allows prospective students to meet with current Tuck students. Candidates should check with the Office of Admissions for scheduled lunch days, when "lunch hosts" will come to the office and gather interested students.

Q&A Session. On scheduled interview/visit days, a Tuck Admissions representative will provide an informal Q&A session for any visiting prospective candidates. Check with the Admissions Office on the time/location of this session on the morning of your campus visit.

Outreach Events. Like nearly all business schools and academic programs, Tuck offers a variety of opportunities to engage with members of the school's community outside of Hanover. Many are hosted by the business school, while others are larger events or co-sponsored events at which Tuck participates. The school offers a complete list of its events on its website.

Admissions

Applications.....	2,528
Acceptance Rate.....	20%
Yield	54%
Average GMAT score	716 (up from 712 just two years ago)
Full GMAT Range	560-790
Average GPA	3.5 (up from 3.44 two years ago)

While Tuck accepts the GRE, they do not yet report averages because the test is so new in the admissions process.

The GMAT stats at Tuck are close to those at both MIT and at UCLA, which have mean GMAT scores of 711 and 712, respectively. Tuck's 20% admit rate speaks as much to its selectivity as it does to the fact that they have a very small class size. They also get far fewer applications than other schools, so it can be easier to stand out and be remembered by the admissions committee.



Tuck and Social Media. We are very impressed with the - dare we say it - authentic approach to social media that Tuck School of Business has embraced. Not only do they have unique communications on the different channels and networks, but those communications are clearly audience-aware and useful. The “tweets” that we see coming from the Tuck Twitter account are not just relevant and useful for potential applicants, they’re actually actionable.

- **Facebook** - <http://www.facebook.com/tuckschool> - Mostly repurposed content which can be found elsewhere, though there’s also a decent community showing - including a message on the wall from a Procter & Gamble marketing recruiter looking for MBA candidates! That’s an endorsement of a school’s Facebook page (and the school itself) if ever we saw one. (There’s also some spam on the Tuck wall too, which is perhaps unavoidable.)
- **Twitter** - <http://twitter.com/TuckAdmissions> - great stuff here, you’re encouraged to check this one out
- **YouTube** - <http://www.youtube.com/user/TuckSchoolofBusiness> - Up-to-date channel with newly-created videos highlighting the features of the school and its environs, as well as others from faculty and adventures abroad
- **Tuck Admissions Blog** - <http://tuckschool.blogspot.com/> - this is a little hard to find on the Tuck website but it’s worth a look. Not only are there useful tips from Admissions but some very informative and entertaining student bloggers - including a Tuck Partner (significant other of a current student) who is offering a very different take on the experience, with some jaw-dropping pictures of New Hampshire.
- **Admissions Chats** - <http://www.tuck.dartmouth.edu/admissions/connect-with-us/> - Tuck doesn’t post transcripts, so if you’re not logged on in real-time then you’ve missed out.
- **Tuck MBA Website** - <http://www.tuck.dartmouth.edu/> - recently redesigned and very easy to navigate, though it feels a little light in information
- And of course the [Veritas Prep Blog](#) is an active resource for Tuck-specific information and targeted business school admissions strategies, available for free and updated every weekday.

Tuck invites candidates to “Connect with Us” by [filling out an online form](#) which registers you in their database. You will receive periodic updates including announcements of admissions events and other information.

Contact Information

Office of Admissions and Financial Aid
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755
(603) 646-TUCK
tuck.admissions@tuck.dartmouth.edu

Costs & Financial Assistance at Tuck

Candidates should note several things about these proposed budgets. First, while fees cannot be waived, the health insurance cost can be waived by showing proof of insurance. The room and board expenses are estimates based on the majority of Tuck students.

Financial Aid

Tuck Need-Based and Merit-Based Scholarships. Tuck offers a variety of merit scholarships made possible by Tuck alumni, corporations, and non-profit foundations. These scholarships are awarded by the Office of Admissions to qualified admitted students (basically the upper crust of those students admitted in a given round). Interested students must complete an Application for the Tuck School of Business Scholarships by specified deadlines to be considered. In addition to scholarships sourced within the admissions office, Tuck also participates in the following scholarship programs:

- **Consortium for Graduate Study in Management Scholarships** – Dedicated to fostering diversity and inclusion in business, this Consortium awards merit-based, full-tuition scholarships to exceptional multi-cultural students in the admitted class.
- **Forté Foundation/Tuck Scholarships** – A joint scholarship awarded by Tuck and the Forté Foundation, this is a scholarship that covers each academic year and is targeted at exceptional women among the admitted class.

Tuck Loans. Tuck offers private need - and non-need-based loan programs to U.S. and international students after eligible federal loan borrowing.

- **Dartmouth Educational Loan Corporate (DELCO) Loans** – Dartmouth offers a private loan for up to \$120,000, depending on need. It is similar to a unsubsidized federal loan in that interest accrues while the student is in school. The interest rate varies.
- **Tuck 5% Loan Program** – A need-based, 10-year, fixed 5% loan for up to \$6,000 per year. In addition to the fixed interest rate, the other advantage of this loan is that there is no interest owed until the repayment period begins (three months after graduation).
- **Tuck International Loan Program** – A 10-year variable rate loan up to cost of attendance (less other financial aid) to international students with established financial need. Accrues interest while at Tuck but repayment begins 3 months after graduation. Requires no U.S. co-signer.
- **Tuck Educational Loan Corporation (TELCO) Loans** – For students who do not qualify for need-based DELCO loans, a variable rate TELCO loan is available for up to \$50,000 over the two-year MBA program.

Federal Loans

As with most graduate programs, Tuck makes available a series of federal loan programs that represent the bulk of each student's financial assistance:

Federal Stafford Loan – Available to U.S. citizens and permanent residents. The maximum dollar amount is \$20,500 and the subsidized amount can be up to \$8,500, depending on financial need.

Federal Perkins Loan – An interest-free loan while in school, it is a smaller loan program (up to \$6,000 per year) available to qualified students who are U.S. citizens and permanent residents.

Federal Graduate PLUS Loans – This loan can cover cost of attendance after other assistance has been calculated, provided the student qualifies and is a U.S. citizen or permanent resident.

Note: Tuck provides a series of outside funding opportunities that may provide further financial assistance to its students on its website.

Tuition and Costs

Estimate of First-Year Costs (for 2011-12 school year)

Tuition.....	\$53,490
Books & Supplies.....	\$2,765
Room & Board.....	\$11,775
Miscellaneous & Health Expenses	\$12,045
Technology Fee/ Notebook Computer.....	\$2,625
TOTAL	\$82,700

Professional Recruitment at Tuck

Career Development Resources

Tuck has a series of career resources that help its students successfully secure their important summer jobs and full-time jobs, plus career development resources that help thereafter. More than 700 companies, both domestic and international, actively recruit at Tuck. Tuck graduates find opportunities in finance, consulting, marketing, healthcare, nonprofits and entrepreneurial ventures. Over the course of their careers, over 70% of Tuck alumni achieve top management positions such as CEO, CFO, partner, managing director or owner.

Students are supportive of each other throughout the recruiting process, and the career office works with students to match them with organizations based on their skill sets and interests. Students are discouraged from developing the “herd mentality” that sometimes pervades the recruiting process and leads a large number of students to interview with only a handful of recruiters. Ironically, it is the “herd mentality” that contributes to the need for some recruiters to have to employ an especially rigorous screening process that involves inquiring about a student’s grades (as discussed in the Grading System section).

Recruiters at Tuck represent a wide variety of reputable organizations, so students are encouraged to explore the opportunities that offer the best potential for a mutual “fit.” The summer internship recruiting process is often more competitive than the recruiting that takes place during the second year. Accordingly, a student’s grades during the initial terms may affect his or her summer job placement. Recruiters also feed on the competition, because some companies are trying to “win over” the best talent during the summer in order to be able to offer the perceived “cream of the crop” full-time jobs.

Career Management. Tuck encourages companies that will be interviewing on campus to participate in company briefings beforehand. Executives from these recruiting companies may also participate in career and industry panels that are often followed by informal “meet-and-greet” sessions to foster networking. Students can also learn about different industries and career opportunities through Tuck’s Sector Smarts Series.

On-Campus Interviews. Professional recruitment at Tuck attracts a wide range of companies interested in Tuck students for full-time and summer intern positions. To ensure all students have equal opportunity to interview with their top choices, half of the interview slots for each recruiter are assigned through a student bidding process.

MBA Job Postings. The Career Development Office maintains an online job posting forum that allows employers not coming to the campus to post various jobs specific to the Tuck community for both current students and Alumni.

Club Trips. Throughout the year, student clubs such as the Finance Club, Consulting Club, Technology Club or Asia Business Club travel to industry hubs across the U.S. and in Asia to meet leading companies. Often, these trips put Tuck students in touch with alumni in their target industries to help them network for summer internships and full-time jobs.

Alumni Network. Tuck’s loyal alumni provide a career resource for current Tuck students. The alumni database is open to students for networking purposes. Students may also network with alumni visiting campus for company briefings or career/industry panels or during student club trips across the U.S. and globally. Tuck alumni are unusually open to other Tuckies contacting them for career advice and guidance.

Tuck’s Career Development Office offers the following resources:

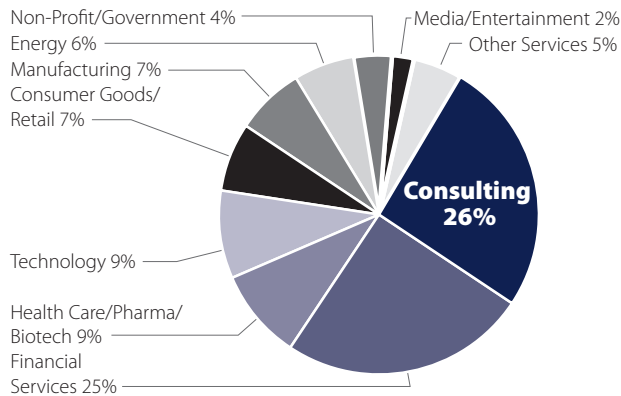
- Self-assessment workshops
- Resume and cover letter writing/critiques
- Mock interviews
- Individual counseling
- Tuck Career Advisor Program

Students are discouraged from developing the ‘herd mentality’ that sometimes pervades the recruiting process.

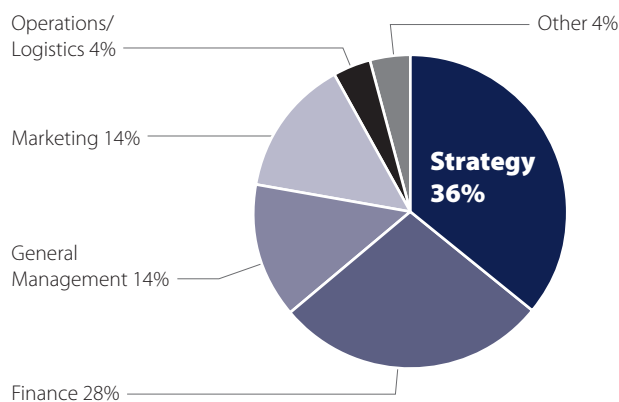
Employment Statistics

Tuck graduates work in a variety of industries, functions, and locations. An almost equal percentage of students are sent into finance and consulting, showcasing the balance of Tuck's program. Despite the school's remote location, Tuck has strong connections to Manhattan and places a high percentage of students into jobs in the Northeast.

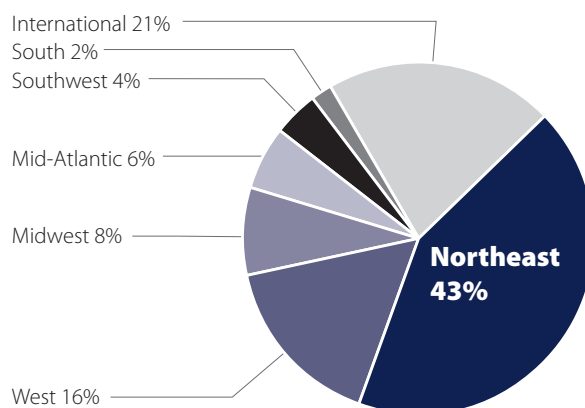
By Industry



By Function



Geography



Salaries

Base average.....\$107,000

Signing bonus average.....\$26,000

(higher than most schools)

Major Employers

Major companies across the globe recruit Tuck graduates and many of the most common employers are similar to those that recruit at other top business schools. The following were the most common employers for recent graduates:

1. McKinsey
2. Bain & Company
3. Boston Consulting Group
4. Booz Allen Hamilton
5. Citigroup
6. Deutsche Bank
7. JPMorgan Chase
8. Morgan Stanley
9. UBS

Veritas Prep and Your Application to Tuck

Veritas Prep has a distinguished track record helping our clients gain acceptance to Tuck, one of the world's truly elite business schools. The secret to our success, as always, is in first ensuring that Tuck is a proper fit for the client, and then assisting the client in expressing that unique fit in the most articulate and impactful way possible.

Our Team

Our team of Tuck consultants includes former admission representatives, alumni interviewers, members of influential student groups, and, of course, accomplished professionals in a variety of fields. With multiple Tuck consultants on our admission consulting team, we are able to provide customized service to clients based on background, timing, and logistics. Our Tuck consultants have career experience in a variety of industries and functions.

Each client who works with Veritas Prep on a Tuck comprehensive package will receive a team of consultants: a Head Consultant and a Tuck Specialist.

Head Consultant. All of our Head Consultants have experience as admissions representatives that gives them a unique perspective on the applicant pool and how candidates must position themselves to express proper fit and to stand out in an increasingly competitive process. The Head Consultant guides the client through every step of the process: from the initial Diagnostic Session to submission of the application.

Tuck Specialist. Every comprehensive package client will also receive input from a Tuck Specialist who is either a current student or recent graduate. The Specialist helps clients identify specific courses, programs, clubs, and professors that match their interests and advises on essay strategy. For more on Veritas Prep's incredible team and the individuals who serve as our Tuck consultants, please visit the [Consultant Profiles](#) page of our website.

Our Tuck Services

The Tuck School of Business is always one of the most popular school selections among our clients due to its reputation as a strong general management program that develops leaders that are also team players and whose alumni boast the highest return on investment. However, the Veritas Prep approach is built upon identifying the right fit for each client, regardless of the generic qualities of the business school. Only once we have verified a proper match do we begin to build the candidate's personal marketing platform and piece together the perfect Tuck application.

Diagnostic Session. Our Diagnostic Session - the first step in our comprehensive packages as well as a stand-alone service - assures that each client's goals and prospects are properly aligned. Once we have helped ensure that the client is making sound choices with regard to each business school application, we start building a strategy specifically tailored for a Tuck engagement.

Personalized MBA Game Plan. Each client's Head Consultant will create a Personalized MBA Game Plan, a strategic approach based on the client's professional, academic, and personal history. Those elements will become the foundation of the Tuck application story, allowing the client to demonstrate leadership, innovation, maturity, teamwork skills, analytical ability, and potential for academic excellence. A major component of the Game Plan is the identification of each candidate's strengths and weaknesses - as well as truly unique qualities - relative to the Tuck applicant pool (this applies to nearly all of the elite business schools). This will create an application platform from which to work and will help mold and shape the strategy of how to address application components such as the resumé, essays, and letters of recommendations.

"Thank you for your wonderfully warm and enthusiastic help with my MBA applications. I wanted to let you know that I got into Haas, Cornell, UCLA, MIT and Columbia! I feel fortunate, as working with you was one of the most rewarding parts of my application process."

Kathryn Knight



Leadership. Leadership potential is a high-priority quality prized by the Admissions Office and the faculty at Tuck. Displaying a history of leadership - particularly when it corresponds with tremendous teamwork - is a key ingredient in a successful Tuck application. The Head Consultant will ensure that each client's leadership qualities are accentuated and communicated in clear and persuasive language, while the Tuck Specialist isolates particular experiences or skills that would prove to be an exceptional fit among the student body.

Teamwork. Tuck emphasizes teamwork and incorporates that tenet into both its application process as well as its coursework. Therefore, the Admissions Office is in search of candidates who can display a robust and consistent history of working well within diverse and dynamic team environments. Our approach to Tuck applications is to ensure that the client has displayed teamwork throughout each aspect of the process - from the assertions listed on the resume to the way the essays are constructed to the reinforcement provided by the letters of recommendation. The theme of teamwork is the touchstone of the Tuck consulting engagement.

Balance and Perfection. Once the themes of leadership and teamwork have been installed as the backbone of the Tuck application, the Veritas Prep Head Consultant and Tuck Specialist will team up to ensure that all of the questions have been properly answered, that the resumé and essay questions have been crafted with style and efficiency, and that all of the key business school themes have been addressed in a balanced way throughout the application. It's not easy applying to one of the most popular schools in the country, but our consulting team will ensure that Veritas Prep clients give themselves the best chance of admissions success through the most accurate, engaging, and persuasive portrayal of their candidacy that they can possibly create. This is true of our approach to all schools, but particularly at Tuck, where two critical themes - leadership and teamwork - must resonate so strongly and consistently throughout the application.



About Veritas Prep

Founded in 2002, Veritas Prep has emerged as a global leader in GMAT® education and MBA admissions consulting. The company's business school team includes more than 300 graduates of the world's elite MBA programs, managed from its headquarters in Malibu, California.

The Veritas Prep consulting model is built on adding value to a student's application process by providing both mentorship and expertise. The business school admissions process has become increasingly competitive and applicants must do everything possible to showcase their value. Our consultants assist applicants in presenting their unique stories in the most professional and meaningful way possible. In a sense, our consultants are translators – helping an applicant discover raw materials and information and then helping that candidate articulate a unique story in a language that admissions committees understand. More than anything, Veritas Prep gives candidates a sense of ownership and control over the process. Quality of work, attention to detail, care for the student, and integrity are the lynchpins of a successful consultation.

In addition to elite MBA admissions consulting services, Veritas Prep also offers the finest GMAT preparation available in the industry, as well as admissions consulting for law school, medical school, and graduate school services.

For comprehensive information on all of Veritas Prep's many services, please visit our [website](#).

"Success Favors the Prepared"