



Tuck School of Business
Confidential Statement
of Qualifications
Academic Year 2013–14

Tuck Admissions–CSQ
100 Tuck Hall
Hanover, NH 03755-9000 USA

Dear Evaluator:

Application to the Tuck School of Business at Dartmouth requires that each applicant provide the admissions committee with two Confidential Statements of Qualifications (CSQs) completed by individuals who can speak with certainty about the applicant's candidacy for admission. I greatly appreciate your candor as one of the two individuals asked to provide this feedback.

Your response will be a significant part of the overall evaluation process for admission to Tuck. The admissions committee is specifically looking for your insight into the applicant's leadership, teamwork, communication skills, intellectual abilities, interpersonal skills, maturity, strengths, and weaknesses. We have found that the most helpful recommendations provide specific examples or anecdotes to highlight the qualities described. Please be as detailed in your evaluations as possible. If after reviewing the form you feel that you do not know the candidate well enough to adequately comment on these parameters, I ask that you discuss your concerns with the applicant.

Given the importance we place on these statements, we do not review any applications until we have received statements from both evaluators. It is for this reason that we strongly prefer the online submission of this form.

Please note the following deadlines for submission of CSQs and ask the applicant as to which round he or she will be applying:

Early Action Round: October 10, 2012

November Round: November 7, 2012

January Round: January 3, 2013

April Round: April 2, 2013

On a technical note, please be aware that the form may log off after a period of time, causing you to lose any unsaved data. To prevent this, we recommend saving your work frequently.

If we can assist you in any way, please feel free to call us at 603-646-3162 or email us at tuck.admissions@dartmouth.edu.

Thank you again for your time, insights, and candor.

Dawna M. Clarke
Director of Admissions
Tuck School of Business at Dartmouth



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Applicant Name _____
Last (family) *First* *Middle*

Name of Evaluator _____
Last (family) *First* *Middle*

_____ *Address Line 1*

_____ *Address Line 2*

_____ *City* *State* *Zip/Postal Code* *Country*

Position/Title _____

Company/School _____

Telephone _____

Email Address _____

Evaluator's Highest Degree Earned and Granting Institution _____

What is your relationship to the applicant (supervisor, colleague, etc.)? _____

Applicant waived right to review _____



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Please compare the applicant on the scale below with others in his/her peer group whom you have known during your professional career.

	Top 5%	Top 10%	Top 20%	Top 50%	Bottom 50%	Bottom 20%	N/A
Effectiveness of leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness of teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness of communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positive attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethics and integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to handle conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to cope with pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to inspire and motivate others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to see opportunity and take initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization and time-management skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall intelligence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analytical ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intellectual curiosity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to think creatively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resilience and ability to cope with setbacks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall drive, motivation, and energy level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional impression, poise, and presence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural sensitivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfort with risk-taking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you categorize your support for this candidate?

- Champion
- Strongly support
- Support
- Moderately support
- Oppose

If you would like to provide any additional insights into this individual’s candidacy, please feel free to attach additional pages.

The information provided herein is accurate to the best of my knowledge.

Signed

Date



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In one document, please answer the following questions. To be sure to address all of the questions, you may wish to number your responses (i.e. 1,2,3, and so on). Please give examples to support any Top 5% or Bottom 20% ratings in the peer comparison.

1. How long have you known the applicant and in what context? Have you served as the applicant's supervisor? If so, please provide approximate dates. Please comment upon the frequency and nature of your interactions with the applicant.
2. What are the applicant's three principal strengths? Please provide an example of each.
3. In which three areas can the applicant improve? Please provide an example of each. How has the applicant worked to address these areas?
4. How does the applicant respond to constructive criticism?
5. Describe the impressions this candidate makes in meetings, presentations, interviews or other important interactions.