About the Tuck School of Business at Dartmouth

Located in Hanover, New Hampshire, on the campus of Dartmouth College, the Tuck School of Business offers an Ivy League experience in a uniquely close-knit and supportive community. While one of the smallest business schools in the world, it is the first graduate school of management in the country and its original teaching philosophy and instructional model continue to influence other top graduate management schools today. Tuck, one of three leading professional schools at Dartmouth, 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.

Dartmouth Programs

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 that is consistently near the top of every ranking system. Additionally, Dartmouth offers a graduate school in 17 Arts and Sciences as well as the prestigious Dartmouth Medical School and the Thayer School of Engineering. Interestingly, each of the standalone graduate 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 Tuck School of Business

Despite the “greybeard” status of Dartmouth’s programs, Tuck is actually one of the most innovative business schools in the country. Visitors find that the program 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.

Tuck is a world-class business school that remains dedicated to its original goal of preparing students for professional careers in business. It distinguishes itself with its faculty of scholar-educators who are thought of as research leaders in their field. A higher percentage – 86% - of Tuck’s classes are taught by full-time faculty members (as opposed to visiting professors, lecturers, and adjuncts) than at most MBA programs, certainly in part because of the school’s remote location, but also because the school places such a premium on fostering the student-professor relationship.

Tuck maintains a single focus by offering only one degree program, the full-time MBA. Tuck does not offer a part-time program or a night study program, but it does offer several non-degree granting programs that serve to diversify life within the business school. Such programs include the Executive Education Program, the Tuck Business Bridge Program for undergraduates, as well as individual business courses for Master of Engineering Management students at the Thayer School of Engineering. Tuck has distinguishing joint degree programs in place with the Dartmouth Medical School (MD/MBA) and Dartmouth’s Center for the Evaluative Clinical Sciences (MPH/MBA) that serve to create leaders in healthcare.

Tuck students may also participate in dual degree programs with The Fletcher School at Tufts University (MBA/MALD), the John F. Kennedy School of Government at Harvard (MBA/MPA), the Environmental Law division of Vermont Law School (MBA/MELP), and the Paul H. Nitze School of Advanced International Studies at John Hopkins University (MBA/MA).
The Tuck Approach

The following are the key aspects of a Tuck education that make up the framework of the MBA experience:

**The Tuck Culture.** Few schools feature a truly tangible “culture” the way that Tuck does. Visitors to campus get a sense of the community and corresponding culture 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 9:1 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 lifetime. Lost in 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 longer than those at other 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. Many often mistake the Tuck culture for an “easier” academic experience, but there is actually a great deal of importance placed on maximizing the learning opportunity in front of each student. Additionally, part of that culture on campus is that students expect a great deal out of one another and an “honor code” of sorts emerges that drives students to greater levels of achievement.

It is interesting to note that 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” during the experience. There will be time for concentrated experiential learning, for electives, and for group projects – most seem to enjoy the heavily theoretical first half of the program.

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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 first year core occupies 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, the first-year project is a field study opportunity sponsored by outside companies that engages 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. Tuck operates from the philosophical foundation 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.

An Open Door. As mentioned above, Tuck believes that each student who enrolls has the ability to become a great leader. The school prides itself on being transformative and life-changing, and almost 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 may be 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 conducive with the culture. Further, 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, it remains no easy task to gain admission.

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Admissions at Tuck

Application Essay Topics

Tuck typically requires four standard essay questions (approximately 500 words each) and then allows each candidate to answer an optional question. The most unusual thing about the Tuck essays is that all four questions ask for responses of the same length, whereas most top programs feature one or two essays that are significantly longer than the others.

For 2009-2010, the essays on the Tuck application are as follows:

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.)

2. Tuck defines leadership as “inspiring others to strive and enabling them to accomplish great things.” We believe great things and great leadership can be accomplished in pursuit of business and societal goals. Describe a time when you exercised such leadership. Discuss the challenges you faced and the results you achieved. What characteristics helped you to be effective, and what areas do you feel you need to develop in order to be a better leader?

3. Discuss the most difficult constructive criticism or feedback you have received. How did you address it? What have you learned from it?

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?

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.

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.

Veritas Prep clients working on their Tuck applications will receive expert guidance on each of these essay questions. Head Consultants help clients understand how to highlight strengths and weaknesses as well as unique elements within the confines of the question, while also addressing each of the key business school admissions themes. Furthermore, Tuck Specialists will help clients decide whether to make use of the optional essay and will ensure that all essay responses are in keeping with what Dartmouth is looking for in its applicants and that the program highlights included in this guide are used as appropriate reference points and examples.

Deadlines

Tuck features the usual three-round admissions process, but offers a fairly unique Early Action application period for students who are certain that Tuck is their top choice. Note that Early Action – unlike Early Decision programs (Columbia’s being the most noteworthy) – is not binding. In many ways, Early Action is the real Round 1 application period. With that in mind, applicants should be aware that a primary motivation for including Early Action is that the admissions committee wants more time to study the applicant pool – in all likelihood as a method to better gauge intent and desire to attend the program.

Early Action Deadline
October 14, 2009

Early Action Decision Notification Date
December 18, 2009

Round 1
Submission Deadline
November 11, 2009

Decision Notification Date
February 5, 2010

Round 2
Submission Deadline
January 6, 2010

Decision Notification Date
March 19, 2010

Round 3
Submission Deadline
April 2, 2010

Decision Notification Date
May 14, 2010
Admissions Criteria

The Tuck Admissions Office reviews academic records, GMAT or TOEFL (if applicable) test scores, application materials (including essays, resumé, and letters of recommendation), 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, or community, as well as future leadership potential.
- **Demonstrated Accomplishments** – Academic, professional, and community achievements.
- **Interpersonal Skills** – Personality and communications skills conveyed via interview or essays.
- **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.

On average, admitted students have five years of full-time work experience. However, a small number of exceptional candidates with no post-college work experience are admitted. Tuck also grants deferred admission to other college applicants. Tuck strives for a diverse student body and as such, seeks qualified applicants from all backgrounds. However, Tuck recommends that these applicants prepare by taking classes in microeconomics, financial accounting, statistics, finance, and Excel. Tuck admission is also on a need-blind policy and without regard to a candidate’s financial circumstances.

Interviews. Unlike at most top business schools, interviews are not required at Tuck, but rather are merely encouraged. Applicants can initiate on-campus interviews by scheduling an online interview date. Interviews are on a first-come, first-served basis and need to be completed by the published deadline for the application round. In some instances, the Tuck Admissions Office will initiate an interview on campus, off campus, or by phone. On-campus interviews are conducted by admissions committee members or select second year students. Interviews can be combined with a class visit, student lunch, or campus tour (detailed below). Off-campus interviews are conducted by admissions committee members, admissions associates, or alumni interviewers. It is highly recommended that a candidate interview on campus if indeed Tuck is a top choice school. Failing that, an applicant should always plan on at least interviewing off-campus to get to know the program better and to signal one’s interest in the school.

Admissions Statistics

Tuck is a highly competitive business school with a low acceptance rate and a high average GMAT score, but a modest yield rate. 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.

- Applications: 2,898
- Acceptance Rate: 16%
- Yield: 54%
- Average GMAT score: 712
- 20th/80th Percentile GMAT Range: 650-760
- Average GPA: 3.44
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.

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
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 Assistance Options

Tuck presents the following options for exploring financial assistance:

**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 (DELC) Loans** – Dartmouth offers a private loan for up to $120,000, depending on need. It is similar to an 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 DELC loans, a variable rate TELCO loan is available for up to $50,000 over the two-year MBA program.

Tuition and Costs for Class of 2011

**First Year (2009-2010)**

- Tuition ........................................ $47,835
- Books & Supplies ......................... $3,765
- Room & Board ........................... $13,850
- Miscellaneous & Health Expenses ........ $13,970
- Technology Fee/Notebook Computer .... $2,580

**Total ...................................... $79,420**

**Second Year (2010-2011)**

- Tuition ........................................ $47,835
- Books & Supplies ......................... $3,765
- Room & Board ........................... $11,325
- Miscellaneous & Health Expenses ........ $11,195
- Technology Fee/Notebook Computer .... N/A

**Total ...................................... $76,700**

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.
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 Affinity:
- Hispanic-American Student Association
- Jewish Student Association
- Tuck African Ancestry Business Association
- Gay/Straight Alliance

Sports:
- Golf Club
- Hockey Club
- Skiing & Boarding Club

Social, Service, Special Interest:
- Armed Forces Alumni Association
- Tuckmasters
- Tuck Volunteers

Student Stats

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<tr>
<th>Stat</th>
<th>Number</th>
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<tr>
<td>Full-Time MBA Enrollment</td>
<td>506</td>
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<tr>
<td>Average Age</td>
<td>28</td>
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<tr>
<td>Age Range</td>
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<tr>
<td>Male Students</td>
<td>67%</td>
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<tr>
<td>Female Students</td>
<td>33%</td>
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<td>Minority Students</td>
<td>17%</td>
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<td>International Students</td>
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<td>North American</td>
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<td>Northeast</td>
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<td>Mid-Atlantic</td>
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<td>West</td>
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<td>South</td>
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<tr>
<td>Midwest</td>
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<tr>
<td>Southwest</td>
<td>4%</td>
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<tr>
<td>Asia</td>
<td>13%</td>
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<td>Latin America</td>
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<tr>
<td>Western Europe</td>
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<tr>
<td>Middle East</td>
<td>2%</td>
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<tr>
<td>Africa</td>
<td>1%</td>
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<tr>
<td>Oceania</td>
<td>1%</td>
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<tr>
<td>Humanities</td>
<td>29%</td>
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<tr>
<td>Business/Finance</td>
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<td>Engineering, Math, and Science</td>
<td>26%</td>
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<td>Economics</td>
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<td>Other</td>
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<td>Average length of work experience</td>
<td>61 months</td>
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Tuck Academics

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 review of any relevant certificates of proficiency (e.g., a CPA can opt out of accounting) or tests administered by the faculty and discussion.

The 32-week first-year core comprises the following classes:

- Managerial Economics
- Analysis for General Managers
- Organizational Behavior
- Statistics
- Capital Markets
- Decision Science
- Financial Measurement, Analysis and Reporting
- Leadership
- Corporate Finance
- Competitive and Corporate Strategy
- Global Economics
- Marketing
- Management Communication
- Operations Management
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.

Tuck Research Centers and Joint Degree Programs

Research Centers: Tuck research centers invite a select number of qualified students to serve as center fellows and research associates. There, they can leverage faculty research and enrich their Tuck learning experience. Below are the major research centers:

- William F. Achtmeyer Center for Global Leadership
- Lindenauer Center for Corporate Governance
- Center for International Business
- Center for Private Equity and Entrepreneurship
- Glassmeyer/McNamee Center for Digital Strategies

Joint and Dual Degree Programs: Tuck offers joint and dual degrees with Dartmouth’s other graduate programs as well as some of the best, professional schools.

Dual Degrees:

- MBA/MALD with The Fletcher School of Tufts University
- MBA/MPA with the John F. Kennedy School of Government at Harvard University
- MBA/MELP with Vermont Law School’s Environmental Law program
- MBA/MA with the Paul H. Nitze School of Advanced International Studies of Johns Hopkins University

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

Joint Degrees:

- 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)

Academic Calendar

The Tuck academic calendar is divided into three academic quarters: Fall, Winter and Spring.

For First-Year students, the Fall Quarter is divided into 2 terms: Term A and B.

The tentative calendar for the 2009-2010 academic year for First Year Students is as follows:

**August**
- 16 First day of Pre-Term Programs

**September**
- 8 First day of classes for Term A Fall Quarter

**October**
- 7 Last day of Term A Fall Exams
- 12 First day of classes for Term B Fall Quarter

**November**
- 25-29 Thanksgiving Break

**December**
- 18 Last day of Term B Fall Exams

**January**
- 5 First day of classes for Winter Quarter
- 18 Martin Luther King Jr. Day, No Class

**March**
- 4 Last day of classes for Winter Quarter
- 8 Last day of Winter Exams
- 9-21 Spring Break
- 22 Project Kick-off
- 23 First day of classes for Spring Quarter

**May**
- 20 Last day of classes for Spring Quarter
- 26 Last day of Spring Exams
- 24-28 Project Presentations
Tuck Faculty

Tuck prides itself on attracting a world-class faculty to Hanover, New Hampshire, and the school is able to do so 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 Tuck students, there are professors who 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. First-year students who had the privilege of taking her Statistics for Managers course as part of Tuck’s MBA core curriculum note that Professor Ailawadi answered questions outside class with patience and understanding. (This course is now taught by Professor Praveen Kopalle.) Today, 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.

Members of the Tuck Faculty are 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

“Tuck has consistently received high marks in communication instruction due to the scholarship and teachings of Professor Argenti.”
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.

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.
**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.
The Tuck School of Business Campus

Tuck is quite literally “tucked” into a quiet enclave located on the west side of the 200-acre Dartmouth College, where an atmosphere of “living and learning” is fostered in almost every functional and architectural choice. The setting alone is dramatic and different from the urban landscapes that are so common among elite MBA programs. Each 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.

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 new 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 January 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.

Thanks to Dean Paul Danos’ dedication to technology since his arrival in 1995, Tuck’s academic buildings are now equipped with the latest in desktop and mobile computing, including facilities for video conferencing and multimedia production. Tuck students seeking solitude can find refuge in Feldberg Library where they can also access a broad selection of business and management periodicals and resources. For a change of pace, students often read or mingle in the warmth of Stell Hall, a traditional gathering space for Tuckies since its completion in 1930.

Although college undergraduates are unlikely to venture onto Tuck’s campus, the Tuck community is not isolated from life at Dartmouth College. A short walk down Tuck Drive leads to the “green,” a large grassy lawn that is the centerpiece of the Dartmouth campus. Baker Library, an architectural landmark on the North end of the “green,” is open to the Tuck community, as are other campus libraries and cultural institutions such as the Hopkins Center for the Arts and the Hood Museum of Art. Tuck students are also welcome to use Dartmouth’s Athletic Facilities, golf course, boathouse, riding center, and ski way. Historic downtown Hanover is around the corner with twenty restaurants, nine theaters, and numerous specialty shops and brand name stores.

“Tuck is quite literally ‘tucked’ into a quiet enclave located on the west side of the 200-acre Dartmouth College, where an atmosphere of ‘living and learning’ is fostered in almost every functional and architectural choice.”

“The fabulous new 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.”
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.

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

Career Development

Tuck’s Career Development Office offers a variety of opportunities to develop and pursue the career path that is right for the student, including the following resources:

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

- Financial Services 34%
- Consulting 34%
- Technology 8%
- Consumer Products 7%
- Pharmaceutical/Biotech/Health Care 4%
- Real Estate 4%
- Petroleum/Energy 3%
- Other 2%
- Non-Profit 1%
- Media/Entertainment 1%

By Function

- Consulting 36%
- Finance/Accounting 35%
- General Management 11%
- Marketing 9%
- Other 8%
- Human Resources 1%

Salaries

- Base average: $110,000
- Signing bonus average: $20,000
- Guaranteed bonus average: $20,000

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 10 most common employers for graduates from the class of 2008:

1. McKinsey – 20
2. Bain & Company – 9
3. Boston Consulting Group – 9
4. Booz Allen Hamilton – 6
5. Lehman Brothers – 6
6. Citigroup – 5
7. Deutsche Bank – 5
8. JPMorgan Chase – 5
10. UBS – 5

Source of Job Offers

- Tuck-facilitated: 88%
- Grad-facilitated: 12%

North American Location

- Northeast 61%
- Midwest 9%
- Mid-Atlantic 6%
- Southwest 5%
- South 3%
- Canada 1%

Global Location

- North America 87%
- Latin America 5%
- Western Europe 4%
- Asia 3%
- Eastern Europe 1%
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 customized team of consultants: a Head Consultant and a Tuck Specialist.

**Head Consultant.** All of our Head Consultants have experiences as admissions representatives that afford each of 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 will guide the client through every step of the process: from the initial Diagnostic Session to submission of the application.

**Tuck Specialist.** Every comprehensive package client who chooses Tuck will also receive a Dartmouth Specialist who is either a current student or recent graduate of the school. This individual will ensure that essay responses are both topical and aligned thematically with the things that matter to Tuck. In addition to helping clients find specific courses, programs, clubs, and professors that match their interests, the Tuck Specialist will also comb through each question and answer to ensure that the response is properly aligned with the qualities that Tuck seeks in a candidate.

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 timeline and 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 resume, essays, and letters of recommendations.

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 resume 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.