



TUCK



The Tuck MBA Program  
2014-15



## A Message from the Dean

A small student body, the most supportive and engaged alumni network in the world, and a faculty committed to discovering new knowledge and sharing it with students—this is just some of what makes Tuck unique among the world’s top graduate schools of management.

As a student at Tuck, you will benefit from abundant resources and individual attention dedicated to transforming you into the leader you want to become, equipping you with the skills, knowledge, and personal qualities the world values most.

Your two years here will be challenging and life changing. Through experiences in and out of the classroom, in rigorous core courses and cutting-edge electives, you will learn to think broadly, critically, and across disciplines.

You will become part of a community that will encourage and nurture

your development as a leader. Tight knit and supportive, it is a community unlike any other, where students learn and refine values of integrity, collaboration, respect, and stewardship, and where learning can happen anywhere, at any time.

“ Tight knit and supportive, Tuck is a community unlike any other. ”

At Tuck, we strive to provide students with the very best MBA education in the world. We have aspired to this since opening our doors in 1900 as the world’s first graduate school of management and it guides us today as we continue to prepare students for a lifetime of achievement and responsible leadership.

If you are seeking a truly transformative experience—for two years and for the rest of your life—I urge you to apply to Tuck.



Paul Danos

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## E. Selemon ASFAW TUCK'14

“ For me, one word that encapsulates Tuck is ‘open.’ I first noticed this at the Diversity Conference I attended as a prospective student, where the entire community got involved, not just the people of color. I saw it again when a few classmates and I started Wall Street Edge, a program that helps connect incoming students with financial services firms. The support I received from all levels of the administration showed me you can take advantage of the pre-existing opportunities at Tuck or try something completely unheard of. As I’ve seen the effort pay off for classes behind me, it’s been very rewarding. Tuck has plentiful possibilities. ”

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**Hometown:** Detroit, Mich. **Prior Education:** University of Minnesota, Carlson School of Management, BS, business, 2009 **Prior Employment:** Futurepreneurs, LLC, CEO/founder; University of Minnesota, Minneapolis, Minn., administrator, Youth Entrepreneurship and Leadership, 2009-12 **Summer Internship:** Goldman, Sachs & Co., New York, N.Y., investment banking summer associate, Global Healthcare Group **Activities:** Goldman Sachs MBA fellow, Wall Street Edge (co-founder), Tuck Diversity Conference (co-chair), Tuck African Ancestry Business Association (co-president), Golf Club, Finance Club, Education Club, Glen Tuck Society **Experiential Learning:** Barris Incubator, launched ReadGrads LLC; First-Year Project, Minneapolis-based charter-school system **Global Experiences:** Tuck Global Consultancy, Uruguay **After Tuck:** Goldman, Sachs & Co., New York, N.Y., investment banking associate, Global Healthcare Group



a community

invested in you



**We learn what we live:** collaboration and leadership, respect and responsibility, ethics and stewardship. Our community is where we share expertise and diverse perspectives. Where **teachers meet students face to face** and support them individually in a quest for success.

You are not anonymous at Tuck. You can't just attend class and then disappear. Our campus is our focus—students live here or very nearby—and we learn as much outside the classroom as in, through study groups, events, and encounters with business leaders, employers, and alumni. Located on Dartmouth College's beautiful 200-acre campus, Tuck's interconnected buildings provide an integrated living and learning environment that supports interaction.

At Tuck, individuals stand out. They are sustained by our diversity and appreciated for who they are and what they add to the mix. Each student is supported in exploration and risk taking. Every future is taken seriously.

Each year we look to enroll four sections of 60 to 70 students each, and each class becomes a cohesive unit linked to the class ahead and the class following. Because they have shared many of the same experiences, our alumni continue to support students and the school throughout their lives, wherever their paths take them. This unbroken chain has been more than a century in the making, and its benefits cannot be overstated.

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## Chris DOLAN

TUCK'14

“The deans often say that Tuck is a transformative experience, and I think they’re right. Tuck teaches you how to think strategically and prioritize. Some of the lessons taught in courses like Competitive Strategy can also be applied to how you spend your time, what you focus on, and how you approach your goals. Another transformative skill is determining the right questions to ask and knowing where to find the answers. We’re certainly trained to think with an analytical mindset in our courses, but the broader Tuck MBA experience—including interactions with classmates, professors, and alumni—further reinforces the practice of thinking about who it would be helpful to talk to, and then going to get their perspective.”

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**Hometown:** Larchmont, N.Y. **Prior Education:** Tufts University, BA, sociology, 2008 **Prior Employment:** The Daily Show with Jon Stewart, New York, N.Y., intern, 2005; The Masterson/S.W.O.T. Team, Inc., New York, N.Y., associate project manager, 2008-10; Creative Realities, Inc., Boston, Mass., business innovationist, 2010-12 **Summer Internship:** General Mills, Minneapolis, Minn., associate marketing manager intern **Activities:** Student Board (president); Center for Leadership fellow; Revers Board Fellow, Vital Communities; Tuck Follies **Key Tuck Elective:** The CEO Experience, taught by former New Hampshire Governor John Lynch **After Tuck:** General Mills, Minneapolis, Minn., associate marketing manager



a more  
confident  
leader



start with  
**yourself**

**Effective leadership** begins with self-awareness.

Tuck will teach you how to recognize your strengths and apply them to lead in a range of situations. You'll practice these skills as you lead at Tuck and deploy them as you **build your career.**

Tuck's approach to leadership focuses on students themselves, not merely on case studies of other leaders. Every first-year student takes the Personal Leadership course as part of the integrated core curriculum. During the course, you'll receive individualized, 360-degree feedback and create a personal leadership development plan based on your goals. The plan will serve as a guidepost for your time at Tuck.

Tuck's Center for Leadership is the hub of leadership activities. Self- and team assessments enhance personal awareness, and leadership labs provide guidance in achieving development objectives. Larger forums on leadership issues and industry-specific challenges draw together the areas

of leadership and career development. And visits from the world's top business leaders offer personal insight of global significance.

Opportunities to practice your leadership skills are unlimited, through academic work, programming outside the classroom, and student clubs and activities.

Our goal is to ensure that every Tuck graduate can marshal personal resources and rise to the responsibility of leadership, whatever the situation. And do so with confidence.



*Kevin Lane Keller  
E.B. Osborn Professor of Marketing*

Tuck's faculty are **pioneering researchers**. But they have another side: they uniformly strive to be **great classroom teachers**. All our full-time faculty teach in the MBA program, so you'll have direct access to broad perspectives that encompass a world of experience.

The classroom experience at Tuck is invigorating and truly life changing. Tuck professors are ready for you. They know your background, anticipate your questions, and challenge your assumptions.

Thanks to our scale, you'll benefit from superior faculty-to-student ratios, small-size elective courses, and unparalleled person-to-person access to professors.

Beyond the classroom—at school events, over lunch, and even in their homes—our faculty make themselves available to you.

More than facts and skills, our classes offer strategic perspective. They explore how the minds of management experts work and demonstrate how to put theory into practice.

In our innovative Research-to-Practice Seminars, for example, you will learn methods of intellectual inquiry that will help you make sense of business complexities, be a sophisticated consumer of information, and confidently evaluate theories, claims, and proposals throughout your career.

Not only is our faculty's research relevant to managers, but many faculty are also vitally connected to the business world as corporate advisers. These associations give them—and you—real-world perspective and know-how.



Kenneth R. French



Ron Adner



Ella L.J. Bell Smith



Sydney Finkelstein

## Select faculty

### Kenneth R. FRENCH

Roth Family Distinguished Professor of Finance

**Expertise:** portfolio theory, asset pricing, dividend policy, capital structure **Service and honors:** president, American Finance Association, 2007-08; fellow, American Academy of Arts and Sciences; director, International Rescue Committee; board member, Valpo Surf Project **Known for:** Fama-French Three-Factor Model, developed with colleague Eugene Fama of The University of Chicago; empirical estimates of cross-section of expected stock returns, cost of capital, dividend policy, capital structure **Industry experience:** head of investment policy, board member, Dimensional Fund Advisors **Course:** Investments

### Ron ADNER

Professor of Strategy and Entrepreneurship

**Expertise:** strategy, innovation, and entrepreneurship **Known for:** award-winning research on innovation ecosystems and disruptive technologies **Book:** *The Wide Lens: What Successful Innovators See that Others Miss* **Courses:** Entrepreneurship and Innovation Strategy, Strategy in Innovation Ecosystems (Research-to-Practice Seminar)

### Ella L.J. BELL SMITH

Associate Professor of Business Administration

**Expertise:** race, gender, social class in organizations **Publications:** with Stella M. Nkomo, *Our Separate Ways: Black and White Women and the Struggle for Professional Identity* (Harvard Business School Press); *Career GPS: Strategies for Women Navigating the New Corporate Landscape* (HarperCollins) **Known for:** founder and president, ASCENT: Leading Multicultural Women to the Top leadership institute **Course:** Leadership Out of the Box, Why Can't Women Advance?

### Sydney FINKELSTEIN

Steven Roth Professor of Management  
Associate Dean for Executive Education  
Interim Faculty Director, Center for Leadership

**Expertise:** strategy and leadership **Known for:** application of neuroscience and cognitive psychology to explain why mistakes happen and why managers don't recognize them **Most recent book:** *Think Again: Why Good Leaders Make Bad Decisions and How to Keep It from Happening to You* (Harvard Business School Press) **Courses:** Analysis for General Managers, Strategic Leadership



Matthew J. Slaughter



Kusum L. Ailawadi



Katharina Lewellen



Peter N. Golder

### Matthew J. SLAUGHTER

Signal Companies' Professor of Management  
Associate Dean for Faculty  
Faculty Director, Center for Global Business and Government

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**Expertise:** economics and politics of globalization  
**Fellowships, grants, consultancies:** National Science Foundation, National Bureau of Economic Research, The World Bank, International Monetary Fund, Federal Reserve Board, Council on Foreign Relations, Congressional Budget Office, McKinsey Global Institute **Known for:** member, Council of Economic Advisers, Executive Office of the President, 2005-07 **Course:** Leadership in the Global Economy

### Kusum L. AILAWADI

Charles Jordan 1911, TU'12 Professor of Marketing

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**Expertise:** marketing, econometrics and statistics, manufacturer/retailer interaction, retailing, and channel management **Known for:** collaborative research with practitioners on topics such as the effect of promotion on consumption, improving promotion profitability, and private-label strategy **Honors and awards:** winner of JMR/MSI Competition on Academic-Practitioner Collaborative Research, and Best Article Awards at the *Journal of Marketing*, *Journal of Retailing*, and *Marketing Science* **Course:** Managing the Marketing Channel

### Katharina LEWELLEN

Associate Professor of Business Administration

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**Expertise:** corporate finance, corporate governance **Current research:** CEO turnover, executive compensation, nonprofits **Known for:** research into how managers' personal interests motivate their investment and financing choices **Course:** Corporate Finance

### Peter N. GOLDER

Professor of Marketing

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**Expertise:** new product strategy, global marketing, branding, quality **Known for:** First-mover disadvantage, sales takeoff and slowdown of new products, long-term leadership **Honors and awards:** *Harvard Business Review* top 10 business book of the year; eight best-paper awards, including long-term impact awards from the *Journal of Marketing Research* and *Marketing Science* **Courses:** Global Marketing, Marketing (core), and China Learning Expedition

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## Gabe MARTINEZ

TUCK'14

“ I took courses at Tuck that I never expected to find in an MBA program. One was the Research-to-Practice Seminar 'Time in the Consumer Mind,' where we talked about time versus money, and our future self versus our present self. It was unique because we discussed our thoughts but also had an intellectual conversation based on the psychology studies we were assigned. Discussions like these are only possible in a community like Tuck's, where students are comfortable sharing personal thoughts and experiences with each other. You form close bonds very quickly here, and that's where a lot of the learning happens. ”

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**Hometown:** Fairfax, Va. **Prior Education:** University of Virginia, BS, commerce, 2008 **Prior Employment:** Ernst & Young, New York, N.Y., senior consultant, 2008-12 **Summer Internship:** Kurt Salmon, Atlanta, Ga., senior consultant intern, retail and consumer products **Activities:** Tuck Pride (chair), Winter Carnival (co-chair), Tuck Admissions associate, T'14 Tuck Band, Study Group Fellow, ASW Community Inclusiveness (co-chair), Diversity Conference, Tripod Hockey **Experiential Learning:** First-Year Project, Partners in Food Solutions **Key Tuck Encounters:** MBA Program Office staff **After Tuck:** Bain & Company, Atlanta, Ga., consultant

A close-up portrait of a young man with dark hair, smiling warmly. He is wearing a dark blue suit jacket over a light purple checkered shirt. The background is a soft, out-of-focus warm tone.

an experience of  
discovery

# first year

## CORE

### Fall A

SEPTEMBER-OCTOBER

Analysis for General Managers  
Leading Individuals and Teams  
Managerial Economics  
Statistics for Managers

### Fall B

OCTOBER-DECEMBER

Capital Markets  
Decision Science  
Financial Measurement, Analysis,  
and Reporting Part 1  
Leading Organizations  
Management Communication  
Personal Leadership

### Winter

JANUARY-MARCH

Competitive and Corporate  
Strategy  
Corporate Finance  
Global Economics for Managers  
Marketing

### Spring

MARCH-MAY

Financial Measurement,  
Analysis, and Reporting Part 2  
First-Year Project  
Operations Management  
Elective Choice  
Elective Choice

*Ethics and Social Responsibility and Global Leadership Development Requirements*

# second year

## ELECTIVE

### Electives

(FULL-TERM AND MINI-COURSES)

Research-to-Practice Seminars  
Tuck Global Consultancy  
Learning Expeditions  
Independent Study  
Exchange-Term Courses  
Joint-/Dual-Degree Courses  
Seminar Courses

Tuck's rigorous curriculum combines a comprehensive **general management foundation** and **electives** with breadth and depth, offering you virtually unlimited ways to shape your education and **chart your own path** to success.

Your **first year** at Tuck is a time for building. You'll get the best general management education, covering accounting, decision science, economics and corporate finance, capital markets, strategy, marketing, communication, organizational behavior, and operations—a carefully integrated program of essential competencies that will be indispensable throughout your career.

First year also presents your initial leadership and real-world challenges. You'll work to develop your study group—selected for its diversity of skill and experience—into a cohesive, effective team that will help you understand your strengths, recognize your limitations, and manage your workload. And in your First-Year Project team, you'll apply classroom learning to real-world business challenges for clients or develop an entrepreneurial business plan—a key way for you to customize your Tuck education.

In your **second year** your personal objectives will determine your portfolio of elective courses, to help you shape your education and realize your goals. Choose from more than 100 elective courses in finance, marketing, organizational behavior, strategic management, entrepreneurship, cross-cultural communication, and the business of health care—all offering you access to leading thinkers with specific expertise and the opportunity for greater in-depth learning.

And join a Research-to-Practice Seminar to enhance your critical-analysis skills, as you explore an important management topic in depth with a faculty expert, or opt for independent study—another way to work with a faculty expert on a subject suited to your professional interests and talents.



learn  
from each  
other

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## Mandakini SAROOP

### TUCK'14

“ One of the first things I noticed about Tuck is that everybody knows everyone else. We did a tour after my interview and my tour guide was a second-year. I swear he knew everybody by name, and everyone knew him by name. For me, this was important; I wanted to be part of a community, not just an anonymous person in a large school. I knew it was the right fit for me when, as a first-year student, I felt comfortable asking for help from my classmates and they were all too willing to drop what they were doing and lend a hand. ”

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**Hometown:** Mumbai, India **Prior Education:** Veermata Jijabai Tech Institute, BE, computer engineering, 2006; University of Texas at Austin, MS, computer science, 2008 **Prior Employment:** Dell, Inc., Austin, Texas, software developer, 2008-09; business systems analysis adviser, Round Rock, Texas, 2009-12 **Summer Internship:** Symantec Corp., Waltham, Mass., intern, strategy and security intelligence **Activities:** Technology Club (co-chair); Quality of Life Committee, student board representative; Second-Year Gift 2014 Leadership Committee; Outdoor Club; Creative Arts Club **Experiential Learning:** First-Year Project, Nippes, Haiti; Center for Digital Strategies MBA fellow project, security-devices research; Student Board Cultural Interchange Program, founder **Favorite Tuck Elective:** Leadership in the Global Economy (Professor Matthew Slaughter) **After Tuck:** Amazon.com, Seattle, Wash., product manager-technical products



## Learning 24/7

Tuck offers an environment in which learning can happen anywhere, at any time.

You'll have extraordinary access to high-level **global business leaders** who spend a day or more on campus, participating in classes, giving lectures, holding office hours, and dining with students and faculty. Every day brings opportunities to learn through panels, conferences, fireside chats, and other events, many of which are organized by students themselves and closely track their interests.

Tuck's **centers and initiatives** focus on issues and topics that drive today's economy—corporate governance, energy, international business, corporate citizenship, digital strategies, leadership, health care, and private equity and entrepreneurship—enhancing the MBA experience and

providing a natural point of focus for students interested in particular issues. As fellows, research associates, roundtable members, or independent-study participants, students work with centers and initiatives to link faculty research, real-world challenges and projects, and business, government, and nonprofit organizations through programs and events, networking opportunities with top executives, and in-depth work with Tuck faculty members. Our centers and initiatives offer you an opportunity to pursue a deeper understanding of your areas of interest, to enhance your individual path of study and experience during your time at Tuck while expanding the knowledge and perspective of the entire community.



## Beyond Tuck

Tuck believes it is essential that leaders have the attitudes, knowledge, and skills to solve problems effectively across cultures and lead in diverse business environments. With Tuck's new **Global Leadership Development Requirement**, students choose from an array of immersive experiences that provide them with the global exposure they need to lead in today's business environment.

Tuck also offers **joint- and dual-degree programs** for those whose career prospects will be enhanced by complementary education. Within Dartmouth College, you may pursue one of the popular joint-degree options, including an MD/MBA, MPH/MBA, or PhD/MBA.

Dual degrees are available in environmental law, international studies, and public policy; each offered in conjunction with the nation's best professional schools. Students may also design their own specialized degree programs in association with other schools.

And Tuck offers **exchange programs** with 20 institutions in 14 nations—opportunities to explore business on a global scale.

Through the **Tuck Global Consultancy**, hundreds of students have consulted with 122 companies and organizations on 183 projects in more than 50 countries around the world. The course offers second-year students the opportunity to discover firsthand how to operate in a global business environment.

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

1 *explore*

Use Career Leader to explore your goals and meet with a CDO adviser

Learn about industries and functions in seminars, treks, and club events

Learn about companies and organizations

2 *prepare*

Draft your résumé

Design your strategy

Build your network,

Attend industry-specific interview workshops

3 *apply*

Tailor your résumé and cover letter

4 *interview*

5 *decide*

5 stages of your  
first-year **job search**

DECEMBER

JANUARY

FEBRUARY

MARCH

APRIL

MAY

at company briefings

starting with second-years

Develop your story and your interviewing skills

Attend industry-specific interview workshops

Apply to on-campus opportunities

Use your network and Tuck's resources to create opportunities

Apply to off-campus opportunities as they become available

On-campus interviews  
(2nd rounds may require travel)

Off-campus interviews

Manage offers and accept the best fit

Keep in touch with other companies



## Tuck in MBA Program Rankings

Since 2000, there have been 64 rankings published in which Tuck has ranked #1 eight times and been in the top ten 86 percent of the time.

Each major MBA program ranking evaluates different criteria, and each tries to provide information that will help you, and other businesspeople, understand more about a school.

Tuck is often praised as a strong general-management program whose students are known for teamwork and leadership. And we continue to focus on making our MBA the best educational experience in the world, with great professors giving unprecedented access to outstanding students.

### **U.S. News & World Report**

*March 2014*

Tuck placed #9 in the annual *U.S. News & World Report* ranking of full-time MBA programs. Tuck also had the second-highest average combination of starting salary plus signing bonus among the business schools ranked. In the specialty rankings, Tuck was highlighted as a top school in the management and nonprofit categories.

### **The Economist**

*October 2013*

Tuck placed #2 in *The Economist's* ranking of the best full-time MBA programs worldwide. For the third year in a row, Tuck ranked #1 in terms of professional development and educational experience. In the category of opening new career opportunities, Tuck ranked #3. And students clearly felt that the Tuck alumni had a lot to do with their success as the Tuck network was rated #1 for its effectiveness.

### **Forbes**

*October 2013*

*Forbes* magazine placed Tuck #6 in its biennial ranking of the best business schools in the U.S., based on return on investment for its graduates.

### **Financial Times**

*January 2013*

Tuck placed #10 among U.S. schools and #16 worldwide in the FT's 2013 ranking of the 100 top full-time MBA programs.

### **Bloomberg BusinessWeek**

*November 2012*

Tuck placed #12 in the *Bloomberg BusinessWeek* biennial business-school ranking.

## Powerful preparation, powerful network.

Tuck graduates enjoy great career success, and employment levels and compensation rates for our recent graduates are among the highest worldwide.

Their success is a direct result of our personal approach to management education and our outstanding career services. Our experienced career coaches provide individual-focused attention, bringing their expertise in the industries they specialize in and extensive knowledge of recruiting best practices. They will get to know you personally, learn about your career goals, and help set you on the path to achieving them.

We have active recruiting relationships with more than 900 organizations across a breadth of industries worldwide and continually develop new and existing partnerships with leading companies; last year, Tuck students had access to approximately 2,000 job opportunities across

a broad range of industries, functions, and geographic regions.

This powerful culture of career preparation links students, career-development professionals, recruiters, and alumni in an accessible network that's dedicated to your success.

And the numbers back this up: 95 percent of 2013 graduates received job offers by graduation or within three months after graduating, and 87 percent reported that they got their job after Tuck with the help of the school and its alumni.

An extraordinary number of Tuck alumni are involved with the futures of both the school and its graduates. For 30 years, over 60 percent of Tuck alumni have participated in Tuck Annual Giving—more than double the average participation rate of other business schools. That's the kind of support that comes your way in the career-search process.

## Alumni profiles

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### Elyse ALLAN D'79, T'84

Vice President, GE, and President/CEO, GE Canada, Mississauga, Ontario

“ Two main takeaways from Tuck: (1) analytics matter, and (2) leadership and execution have much more to do with your network, relationships, and influence skills than position or title. ”

**Memberships:** Tuck School Board of Overseers, Canadian Council of Chief Executives Board of Directors and Executive Committee, C.D. Howe Institute Board of Directors and Executive Committee, The Conference Board of Canada Board of Directors, MaRS Discovery District Board of Directors, and Royal Ontario Museum Board of Governors **Favorite Tuck memories:** Diverse, fun classmates along with engaging, relevant, down-to-earth professors



### Louie CHENG T'03

Founder, PureLiving China, Shanghai, Beijing, and Suzhou, China  
Lieutenant Colonel, U.S. Army Reserves

“ Tuck helped give me the toolbox and mindset to start up a new business in a new market and not worry so much about failing. ”

**Membership:** Co-chair, Tuck China Alumni Club **Favorite Tuck memories:** In winter, Tuck hockey and skiing at the Dartmouth Skiway; in spring, kayaking on Lake Mascoma and golfing with Tuckies



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## Victoria LEVY T'98

Principal/Partner, Monitor Deloitte, Boston, Mass.

“Tuck gave me business foundations I still use today, including the effectiveness of teams and an understanding of who I am as a leader. It also underscored the value of long-term relationships and community—the core of the Tuck experience and of client advisory work and consulting.”

**Memberships:** Adviser, Jumpstart for Kids; adviser, Practically Green [T'98 Susan Hunt Stevens' startup]; Icla da Silva Foundation **Favorite Tuck memories:** Midnight hockey practices and the importance of blowing off steam—and meeting my husband and best friend at a Tuck wedding!



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## Eduardo POKORNY T'01

CFO, ESPN Latin America, Buenos Aires, Argentina

“Tuck has had a remarkably direct impact on both my career and life. I met my wife [Kerry Scott Pokorny T'01] and current boss [Russell Wolff D'89, T'94] during my two years in Hanover—not a bad testament to the strength of the Tuck network.”

**Membership:** Member, Tuck School Latin American Advisory Board **Favorite Tuck course:** The second-year Entrepreneurship course, because it allowed me to explore the media/entertainment industry and solidified my interest in it—a career change for me at that point



## Alumni profiles

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### Christopher Williams T'84

Chairman and CEO, The Williams Capital Group, L.P., New York, NY

“ Everything at Tuck—the teamwork, the broad perspective, the willingness to work hard and get the job done, the leadership skills without a sense of entitlement—that’s how I try to run my life and my organization. ”

**Memberships:** Chair, Tuck School Board of Overseers; director and audit committee chair, Caesars Entertainment Corporation; trustee, Mount Sinai Medical Center; board member, Cox Enterprises, Inc., Teachers College, World Presidents’ Organization, National Association of Securities Professionals, Lincoln Center for the Performing Arts, Partnership for NYC, BritishAmerican Business

**Favorite memory:** Cross-country skiing with classmates on a too-mild day and having one point out that the “wide open field” we were on was actually a lake—a lesson in observation



### Alexander SCHWÖRER T'02

Managing Director, Marketing and Sales, PERI GmbH, Weissenhorn, Germany

“ Tuck gave me tremendous preparation for my management career through excellent coursework but also through experiences outside the classroom, working with and learning from terrific people from all over the world. ”

**Membership:** Member, Tuck School Board of Overseers and European Advisory Board; board member, Association of Family Businesses (ASU), Germany **Favorite Tuck memories:** Outward Bound and hiking tours in New England—Tuck is a family-like experience that provided me with wonderful memories

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## Deirdre FINDLAY T'00

Director, Hardware Consumer Marketing, Google, Inc.,  
Mountain View, Calif.

“Tuck equipped me with all the skills I needed to quickly adapt to a fast-paced and always-evolving career in marketing and technology; it also enabled me to take on new career challenges with confidence.”

**Memberships:** Member, Tuck School MBA Advisory Board **Favorite Tuck memory:** Playing golf my second year—great bonding moments with my classmates and proof that Tuckies love to work hard while also making time for some fun too



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## Tim Healy D'91, T'02

CEO, Chairman, Co-Founder  
EnerNOC, Inc., Boston, Mass.

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## David BREWSTER T'02

President, Co-Founder

“Tuck taught us how essential it is to work with bright, relentless, good people—qualities that every Tuck grad possesses. It's no accident that our executive team includes four Tuck grads from three different classes.”

**Memberships:** David: member, Global Advisory Council, World Resources Institute; board member, Duke University's Nicholas School of the Environment, EnerNOC, Upper Amazon Conservancy; Tim: board member, New England Aquarium, Advanced Energy Economy, New England Clean Energy Council, EnerNOC, Genability, Harvest Power, GridCo Systems, Boundless Learning; executive committee member, TechNet **Favorite Tuck memories:** Performing John Mellencamp's "Small Town" for open-mic night (David on guitar, Tim on vocals), late nights spent putting EnerNOC together to change the way the world uses energy





transform  
yourself  
then the world

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## Erin MCINERNEY

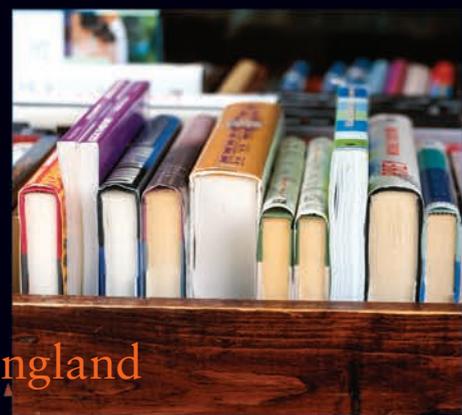
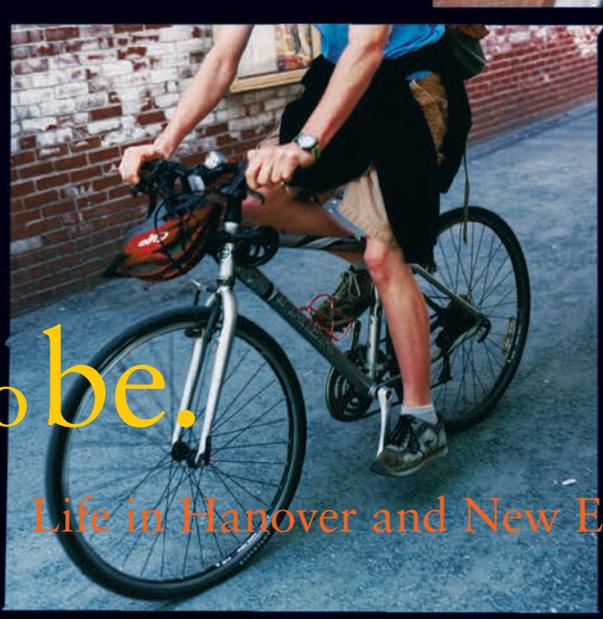
### TUCK'14

“ I came to Tuck looking to transition from business development as an adviser within a foreign government to a corporate strategy function inside a health care company. So I reached out to a lot of different people—professors, alumni, and visiting executives. Tuck’s health care network is intimate and strong and they were really helpful. I did my summer internship with the marketing team at Medtronic, a medical device manufacturer. After graduation, I’m going to Boston Scientific to work in corporate strategy. Tuck helped me achieve exactly what I said I wanted to do, and it also helped me realize it was the right path all along. ”

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**Hometown:** Scarsdale, N.Y. **Prior Education:** Tufts University, BS, mathematics, 2008 **Prior Employment:** State Street Corporation, Boston, Mass., client services associate, 2008-09; UK Trade & Investment, Cambridge, Mass., business development associate, 2009-12 **Summer Internship:** Medtronic, Mounds View, Minn., MBA summer associate **Activities:** Healthcare Club (co-chair), Tuck Women in Business, Tripod Hockey, Leadership fellow, study group fellow **Global Experiences:** Council on Business & Society fellow, International Forum, Yokohama, Japan **Key Tuck Encounters:** Career advice from visiting executives and alumni **Favorite Tuck Electives:** Investing and Deal Making in Healthcare (Professor Michael Zubkoff and practioners), Implementing Strategy (Professor Vijay Govindarajan) **After Tuck:** Boston Scientific Corp., Marlborough, Mass., marketing strategy and analysis manager

EXTRA PIZZA  
FIESTA PIZZA  
CHORIZO SAUS  
KATIKOKE HEARTS  
CHILI PEPPERS  
PEPPER CORN TUNA & SPINAC  
PACHO SALAD



A place to be.

Life in Hanover and New England



For two years, you will live in **one of America's most appealing places** and enjoy its distinctive social, cultural, and recreational opportunities.

Hanover is consistently named one of the best places to live in the United States. With good reason: it combines the scale and spirit of a New England town with the resources of a world-class destination. Hanover offers a cosmopolitan mix of cultures drawn to Dartmouth College, major teaching hospitals, and a burgeoning high-tech sector with global connections.

Dartmouth College is small enough to ensure a close community while large enough to provide the faculty, curriculum, and facilities of a research university. The college has a lively cultural and intellectual life as well as a sophisticated social scene. Tuck also offers activities for students and their families, many organized by students themselves.

The surrounding area offers year-round recreational opportunities, including Dartmouth's own ski area and golf course and its premier fitness facilities. A couple of hours' drive will bring you to the best skiing in the eastern United States, Atlantic Ocean beaches, and bright city lights.

The drive from Hanover to Boston is a short two hours, Montreal about three, and New York about five.

# You can't know us until you see us.

## Visiting and interviewing at Tuck

You can't know us until you see us, face to face. You are strongly encouraged to experience the Tuck community for yourself: tour the campus, attend classes, eat lunch with students. And most important: be interviewed. Tuck is one of only a few top-tier schools that have an open-interview policy, and we encourage you to take advantage of it.

While prospective students are interviewing, the Tuck Partners Club offers partners a chance to visit with a current partner.

## Families at Tuck

Tuck is a great place to be a kid. Or a spouse or partner. Everyone is encouraged to play an active role in Tuck life. Their involvement and visibility contribute to the substance and spirit of the school.

The Tuck community supports new families as they settle in and get connected. The Tuck Partners Club is ready with practical advice and help in finding housing, jobs, child care, and more. Club members organize educational, social, and recreational activities for both adults and children. They also offer the most valuable support of all: understanding friendships that grow into lifetime bonds.

## When to apply

Round	Application due no later than	Applicant-initiated interview complete by	Tuck Scholarship Application due on or before	Admissions decision no later than	Nonrefundable enrollment deposit due	Financial aid documentation due
Early Action	Oct. 8, 2014	Oct. 31, 2014	Oct. 15, 2014	Dec. 18, 2014	Jan. 15, 2015	Mar. 3, 2015
November Round	Nov. 5, 2014	Nov. 14, 2014	Nov. 12, 2014	Feb. 13, 2015	Apr. 30, 2015	Mar. 3, 2015
January Round	Jan. 6, 2015	Jan. 30, 2015	Jan. 13, 2015	Mar. 13, 2015	Apr. 30, 2015	Mar. 20, 2015
April Round	Apr. 1, 2015	Apr. 1, 2015	Apr. 8, 2015	May 15, 2015	June 5, 2015	May 29, 2015

Admission in the Early Action round gives you an opportunity to explore other options until the January response deadline.

## Applying to Tuck

Tuck regularly receives more than 10 applications per space. So it's to your advantage to apply early. We seek qualified students from all backgrounds and work to know the person behind the application. If you have been successful both academically and professionally, we encourage you to apply.

There is no formula for admission to Tuck. Our decision is based on

- intellectual curiosity and academic excellence
- leadership in a variety of settings
- accomplishment in attaining goals
- interpersonal skills essential to success
- diversity of background
- global perspective

## Receiving financial aid

Tuck offers admission to the most qualified applicants without regard to their financial situation, and we are committed to identifying financial resources for admitted students who require assistance.

Tuition for the Tuck MBA Program in 2014-15 is \$61,605. We estimate the typical first-year costs for housing, food, medical insurance, books, supplies, fees, and miscellaneous expenses at \$31,945. Plan to use your personal resources to cover the living expenses—approximately \$5,000 for each person—for your partner and children.



TUCK

#### Notice of Informational Accuracy

The information contained in this publication is accurate as of the date of publication; however, changes will undoubtedly occur. Dartmouth College and the Tuck School of Business at Dartmouth reserve the right to make changes in their regulations, operations, programs, policies, procedures, and other matters as may from time to time be deemed appropriate and in the best interests of the Dartmouth community. Students will receive or have access to information on any such changes via notices from the appropriate office.

#### Notice of Nondiscrimination

Dartmouth College is committed to the principle of equal opportunity for all its students, faculty, employees, and applicants for admission and employment. For that reason, Dartmouth does not discriminate on the basis of race, color, religion, sex, age, sexual orientation, gender identity or expression, national origin, disability, or military or veteran status in its programs, organizations, and conditions of employment, admission, or awarding of scholarships. (Dartmouth College refers to the entire institution, including the professional schools, graduate programs and auxiliary activities.) If you have any questions or concerns regarding this stated policy, please feel free to contact the Dartmouth Office of Institutional Diversity and Equity at 603-646-3197.

Any person may also contact the Assistant Secretary for Civil Rights, U.S. Department of Education, Washington, DC 20202, or the Director, U.S. Department of Education Office for Civil Rights, Region One, Boston, MA 02109, regarding the institution's compliance with the regulations implementing Title VI, 34 C.F.R. Part 100; Title IX, C.F.R. Part 106; Age Discrimination Act of 1975, 45 C.F.R. Part 90; or Section 504, 34 C.F.R. Part 104.

[www.tuck.dartmouth.edu](http://www.tuck.dartmouth.edu)



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