A small student body, focus on the MBA, and access to a preeminent faculty—these make Tuck unique among the world’s top management programs. As a student at Tuck, you’ll profit from abundant resources and individual attention, all dedicated to helping you realize your career aspirations. Our graduates move out across the globe with the skills to transform organizations and the resolve to succeed.
I knew community would be something important to me at Tuck, but I didn’t realize how easy it would be to feel welcome. When I first arrived on campus, I immediately sensed I had a family and a support system. That gave me the confidence to try things I never would have done, because I knew people wouldn’t laugh. My classmates taught me to ski, and I became a captain on a hockey team, even though I never skated before I got to Tuck. The friends I’ve made here have also made it possible for me to take a job in Boston, a completely foreign city to me. When I move there after graduation, I know I’ll be able to tap into a support system of Tuck alumni in the area.

Delicia E. JONES
TUCK’12

Hometown: Houston, Texas
Prior Education: BA in computational and applied mathematics, Rice University, 2005
Summer Internships: YES Prep Public Schools, Houston, Education Pioneers summer graduate fellow
Honors and Achievements: Tuck Consortium Fellow, Tuck Centennial Award winner
At Tuck: Diversity Conference co-chair, Association of Christians at Tuck co-chair, women’s hockey co-captain, Tuck Admissions associate, Admitted Students Weekend registration co-lead, Tuck GIVES logistics lead, Education Leadership Club
Current Employment: Monitor Institute, Cambridge, Mass., senior consultant
Our community is our laboratory.

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.

Don’t come to Tuck if you want to be anonymous. 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 lives take them. This unbroken chain has been more than a century in the making, and its benefits cannot be overstated.
What I was looking for from Tuck was more knowledge of myself and how I tend to lead. Through the leadership curriculum, which included sending surveys to my former supervisors and clients, I learned that I’m able to manage several counter-parties at the same time, and lead teams without pressuring people, but the downside is that I lacked somewhat in assertiveness. This is something I wouldn’t have discovered on my own, and I’ve been able to work on it. There are endless opportunities for self-reflection and learning at Tuck, whether it’s in class, as part of a team in the First-Year Project, in a club, or just helping out the incoming students.


Sophie ROUX
TUCK’12

leadership
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 at the school. 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.

START WITH YOURSELF
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.
Select faculty

Kenneth R. FRENCH
The Carl E. and Catharine M. Heidt 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; governor, The Smile Team. 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, Dimensional Fund Advisors Course: Investments

Ella L.J. Edmondson BELL
Associate Professor of Business Administration

Sydney FINKELSTEIN
Associate Dean for Executive Education Steven Roth Professor of Management
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, Top Management Teams

Matthew J. SLAUGHTER
Associate Dean for the MBA Program Signal Companies’ Professor of Management

Kusum L. AILAWADI
Charles 1911, TU’12 Professor of Marketing
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 IMR/MSI Competition on Academic-Practitioner Collaborative Research, and Best Article Awards at the Journal of Marketing, Journal of Retailing, and Marketing Science Courses: Marketing Research, Managing the Marketing Channel

Katharina LEWELLEN
Associate Professor of Business Administration
Expertise: corporate finance, capital structure, corporate governance. Current research: CEO turnover, executive compensation, cashflow and investment Known for: research into how managers’ personal interests motivate their corporate financing choices. Course: Corporate Finance

Ron ADNER
Professor of Strategy and Entrepreneurship
Expertise: strategy, innovation, entrepreneurship. Current research: how the structure of technology interdependence shapes competitive strategy Known for: research on innovation ecosystems, disruptive technologies, and demand-based approaches to strategy. Courses: Entrepreneurship and Innovation Strategy, Strategy in Innovation Ecosystems (Research-to-Practice seminar)

Peter N. GOLDER
Professor of Marketing

Faculty | www.tuck.dartmouth.edu
Tuck opened its doors in 1900 as the first graduate school of management and has been consistently recognized as a leader ever since. Now, more than a century later, the school has emerged as a unique force in business education, one of a handful of schools that set the pace for others. Under the transformative leadership of Paul Danos, dean since 1995, Tuck has adapted to the demands of globalization and to a world in which organizations must be increasingly mindful of their impact on society. It does so by instilling in its graduates a broad, cross-disciplinary perspective, critical thinking skills, and an understanding of the human side of leadership.
When I was accepted at Tuck I realized I had this six-month period where I could try anything. So I quit my job and teamed up with a friend to start an app that enables grocery shopping through smart phones. When I got here it amazed me that every benefit you get from a small community applies to entrepreneurial tracks. Then there’s the curriculum. I’m not only learning how to be a leader of a business, but also getting the foundation of entrepreneurship, like how to test your idea, pitch it, raise money, and set up operations. It’s empowered me to think beyond my preconceptions of what’s possible.

Andres H. BILBAO OCAMPO
TUCK’13


not just how, why
A curriculum that encourages exploration

Tuck’s rigorous curriculum builds a comprehensive general management foundation and has the breadth and depth to encourage you to explore options and discover your own area of achievement.

1

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—essential competencies that will be indispensable throughout your career. Courses build on and complement each other in a carefully integrated program.

First year also presents your first leadership challenge: develop your study group into a cohesive, effective team. Your group—selected for its diversity of skill and experience—will help you understand your strengths, recognize your limitations, and manage your workload.

Your second year at Tuck is a time to realize your goals. Continue to build on previous experience or explore new areas. Choose from more than 90 elective courses that offer access to leading thinkers with specific expertise. 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.

2
Your first opportunity to try a new direction is the First-Year Project. As part of a small team organized around career interest, you’ll face the complex, unpredictable realities of business as you apply classroom learning to a client’s real-world business challenge, or as you develop an entrepreneurial business plan. Final presentations are judged by the client, your classmates, consultants, alumni, venture capitalists, and faculty.

Your personal objectives will determine your portfolio of elective courses during the second year. You’ll find multiple course offerings in finance, marketing, organizational behavior, and strategic management designed and taught by leading thinkers in their fields. In addition, we offer courses on entrepreneurship, cross-cultural communication, and the business of health care.

Tuck also offers the opportunity for independent study, a way to work with a faculty expert on a subject suited to your professional interests and talents.

There are no predetermined routes at Tuck, where we offer virtually unlimited ways to shape your education and chart your path to success. As in everything at Tuck, we focus on you and offer support and encouragement when you dare to explore.
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 enhance the MBA experience and focus on issues and topics that drive today’s economy—corporate governance, international business, corporate citizenship, digital strategies, leadership, health care, and private equity and entrepreneurship. They leverage faculty research, enrich the curriculum, and connect the school to corporations and top executives. Each organizes speakers, conferences, trips, and other co-curricular activities and interacts with MBA students participating as fellows, research associates, roundtable members, or participants in independent study projects. They provide a natural point of focus for students interested in a particular topic or field while expanding the knowledge and perspective of the entire community.

Broader vistas

Tuck focuses its resources on students in ways that many larger programs can’t. At Tuck, you can explore unique educational opportunities in depth.

Tuck 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 for students entering health care fields: MD/MBA, MPH/MBA, or PhD/MBA.

Dual degrees are available in law, international studies, and government, 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 19 institutions in 15 nations—opportunities to explore business on a global scale.

Through the Tuck Global Consultancy, hundreds of students have consulted with 103 companies on 163 projects in more than 54 countries around the world. The course offers second-year students the opportunity to discover firsthand how to operate in a global business environment.

Curriculum | www.tuck.dartmouth.edu
Robert E.L. TAYLOR IV
TUCK’12

For me, business school was a launch pad to a new career. Tuck was the best fit because it’s a small school with lots of opportunities to take on leadership roles in extracurricular activities, and a reputation for excellence in general management. Since I wanted to work in renewable energy, I joined a First-Year Project related to energy, helped lead the Dartmouth Energy Collaborative, and worked with classmates to persuade the school to offer a class on energy finance. All of that translated into skills, experience, and commitment I could show to recruiters, which has paid off.

Your career face to face

Global companies turn to Tuck.

Among global employers, Tuck graduates have a great reputation as versatile leaders with the skills to move organizations forward.

Tuck’s Career Development Office focuses personal attention on your career objectives—a benefit of our scale that places Tuck in the top ranks of career success. You’ll join a proven process that helps you explore your options, prepare for the challenges of recruitment, and access opportunities that will get you where you want to go.
Last year, Tuck students had access to approximately 1,800 job opportunities across a broad range of industries, functions, and geographic regions.

Tuck forms strong partnerships with recruiters through our staff of career-search specialists—MBAs with experience in the types of jobs you want. They offer insight based on real industry knowledge. Recruiters consistently tell us our students are the best prepared for career growth.

You’ll have better access to the companies you’re interested in, thanks to our open-interview system. Unique among top-tier schools, Tuck ensures that half of every recruiter’s on-campus interviews are allocated through a bid process. This is a real advantage, especially if you’re intent on changing your career.

There’s a powerful culture of career preparation at Tuck that links students, career development professionals, recruiters, and alumni in an accessible network that’s dedicated to your success. During your first year, you’ll learn about industry sectors and individual companies at sessions conducted primarily by our alumni. For many students, this is their introduction to our alumni network, one that’s famous for its devotion to the school.

An extraordinary number of Tuck alumni are involved with the futures of both the school and its graduates. For more than 20 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. You’ll have many opportunities to network with alumni at events throughout your time at Tuck.
Alumni profiles

David BREWSTER T'02 and Tim HEALY D'91, T'02
Founders, EnerNOC, Inc.

Within five years of receiving their Tuck MBAs, David Brewster and Tim Healy had moved EnerNOC from concept to IPO (Nasdaq: ENOC). The company, begun while both were students at Tuck, temporarily reduces nonessential electricity use at participating commercial and industrial sites in response to high prices or reliability issues on the electric power grid. It then shares the proceeds of this work with the companies. “Over 2 million people play games on Facebook every month,” she observes. “Those are some pretty astounding numbers.” Jhaveri and her team do more than just discover and launch such services; they also make sure that both the product and the partnership work. It’s a delicate balance, but Jhaveri comes with nimble skills. Some she learned at her previous job with Microsoft in London. Some she acquired in the MBA classroom at Tuck. “We have a mantra at Facebook: ‘Done is better than perfect.’ In balancing strategy and execution, a lot of times that makes perfect sense.”

Christina SHEA T’77
Senior Vice President, External Relations, General Mills, Inc.; President, General Mills Community Action and General Mills Foundation

Chris Shea was lucky enough to find the right professional fit during a summer internship, and her lifelong career at General Mills has been extraordinary. Previously president of both established and new-venture divisions, Shea oversees the company’s relationships with key constituencies, including policy makers, trade associations, and the media. In 2001, she assumed leadership of the company’s community action, including its foundation, which has received the prestigious Ron Brown Award for Corporate Leadership. “Tuck helped me to think strategically,” she says, “and the importance not only of leadership but of being part of a community.”

Mark GEALL T’05
Principal, Tanesay Development LLC

As an attorney at the EPA, Mark Geall spent a good part of his time examining abandoned industrial property written off as contaminated and beyond development. Today, he specializes in transforming these tainted “brownfields” into clean and green mixed-use developments, using sustainable practices in the process. Geall, who wrote the business plan for Tanesay during his second year at Tuck, is careful not to present himself as putting sustainability above all other concerns. “If we’re going to change the business community’s mind, it’s going to be because it’s more profitable to build sustainably,” he says.

Chris WILLIAMS T’84
Chairman and CEO, The Williams Capital Group LP

After post-Tuck work on Wall Street, Chris Williams started his own investment management company in 1992, eventually diversifying into broker-dealer, asset-manager, and underwriter. With clients such as IBM, GE, and Wal-Mart, Williams Capital led or co-managed more than $320 billion of debt and equity offerings in 2008, making it the only privately held investment bank among the 20 most-active underwriters. His prescient decision in June 2008 to put 100 percent of managed assets into government-money-market funds saved his shareholders from the abyss. And a year later, Goldman Sachs gave him a billion-dollar vote of confidence: an investment of Treasury and agency securities that doubled the funds Williams Capital manages.

Elyse ALLAN T’84
President and CEO, General Electric Canada

Elyse Allan is described as “passionate” about Canadian competitiveness in a global economy. “I’ve seen how Canadian businesses can improve society,” she says, “and as I work to advance GE’s leadership, I’m also helping to advance the nation’s innovation agenda and its competitive fiscal policy.” Allan joined GE immediately after Tuck and moved to GE Canada in 1988. Her appreciation for civic engagement increased dramatically while she led a national business association. Allan continues to shape public policy as a director of the Canadian Chamber of Commerce and the Council of Chief Executives, and as a member of the Alberta Premier’s Economic Council and the Federal Finance Minister’s Financing Advisory Committee.

Brian SCHMIDT T’06
Director, America Large Customer Sales, Google Inc.

“I was the classic liberal arts guy, and the traditional idea of business was something I had a hard time with,” says Brian Schmidt. But during a stint at Forrester Research, he discovered the excitement of web startups. While his first startup didn’t actually start up, it did steer him toward a Tuck MBA and, ultimately, a career at Google. “We operate in an environment that changes constantly,” Schmidt says, “and you have to be able to roll with it. Google is a culture steeped in the benefits of boldly trying new things—and learning from our failures.”
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.

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

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 2012-13 is $56,160. We estimate the usual first-year costs for housing, food, medical insurance, books, supplies, fees, and miscellaneous expenses at $32,240. Plan to use your personal resources to cover the living expenses—approximately $5,000 for each person—for your partner and children.

When to apply

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<tr>
<th>Round</th>
<th>Application due no later than</th>
<th>Applicant-interview complete by</th>
<th>Tuition Scholarship Application due on or before</th>
<th>Admissions decision no later than</th>
<th>Nonrefundable enrollment deposit due</th>
<th>Financial aid documentation due</th>
</tr>
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Admission in the Early Action round gives you an opportunity to explore other options until the January response deadline.