Dear Applicant,

As you embark on the MBA admissions process, you are preparing for one of the most significant decisions you will make in your life. A top MBA program presents unique opportunities and can pave the way for great success in your future endeavors. We hope this viewbook has been able to answer most of your questions and has strengthened your interest in the Stern MBA. Although a publication can convey only a small measure of the intellectual excitement of Stern and the tremendous energy of our community, it’s the best way to learn about the program short of visiting.

As for the application, give yourself plenty of time to fill it out. It’s not as daunting as it may appear, but does require time and effort. We know that the process of applying for an MBA is an involved one, filled with both excitement and anxiety. Self-assessment and self-discovery are inherent in the decision to pursue an MBA, and we have designed this application to reflect this decision-making process. This is your opportunity to present your unique experiences, qualifications, and objectives to the Stern community.

What are we looking for? While each part of the application focuses on a different aspect of your experience, when read in its entirety, it should present a clear picture of you as an individual. Certainly we are interested in the basics of admissions, such as your undergraduate work and your work experience, but we want more than that — we want to know how the choices you have made have contributed to who you are today, where you want to be a few years from now, and why a Stern MBA is what you need to get there.

We take great care in our evaluation of each application, and we appreciate the time and energy you dedicate to the application process. You have started getting to know us, and we look forward to reading your application and getting to know you in return.

Best Regards,

MBA Admissions
GENERAL INFORMATION

Please read this important information carefully before starting the application.

APPLICATION DEADLINES FOR STUDENTS ENTERING FALL 2003

<table>
<thead>
<tr>
<th>Application due:</th>
<th>December 1, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>January 15, 2003</td>
</tr>
<tr>
<td></td>
<td>March 15, 2003</td>
</tr>
<tr>
<td>For consideration for merit scholarships and/or off-site interviews</td>
<td>In order to complete the application and interview process in time to attend Stern's Pre-View Day in April</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Decision by:</th>
<th>February 15, 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>GMAT taken no later than:</td>
<td>December 1, 2002</td>
</tr>
<tr>
<td>GMAT not older than:</td>
<td>January 1998</td>
</tr>
<tr>
<td>TOEFL taken no later than:</td>
<td>December 1, 2002</td>
</tr>
<tr>
<td>TOEFL not older than:</td>
<td>January 2001</td>
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<tr>
<td></td>
<td>April 1, 2003</td>
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<tr>
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<td>January 15, 2003</td>
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<td>January 1998</td>
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<tr>
<td></td>
<td>January 15, 2003</td>
</tr>
<tr>
<td></td>
<td>January 2001</td>
</tr>
<tr>
<td></td>
<td>June 1, 2003</td>
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<tr>
<td></td>
<td>March 15, 2003</td>
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<tr>
<td></td>
<td>January 1998</td>
</tr>
<tr>
<td></td>
<td>March 15, 2003</td>
</tr>
<tr>
<td></td>
<td>January 2001</td>
</tr>
</tbody>
</table>

You must take your GMAT and TOEFL before submitting your application to Stern.

General Admissions Qualifications

Our Master of Business Administration (MBA) degree is open to qualified persons who hold a four-year bachelor’s degree from an accredited college or university in the United States or an equivalent degree in a foreign country.

Our admissions process is highly selective, and the Admissions Committee evaluates each piece of the application carefully, looking for excellence and potential in all areas. Information provided in your application allows us to evaluate the following in comparison to the overall applicant pool:

* Academic potential, as demonstrated by previous academic performance, including the level of success achieved and the quality of the program pursued. We do not require minimum cumulative grade point averages, and we do take into account the variance in grading systems around the world. No special undergraduate preparation is required for admission, but we highly recommend that students complete a semester of calculus, an introductory economics course, and an introductory accounting course before enrollment.

* General aptitude for business studies as measured by the Graduate Management Admission Test (GMAT). We do not require minimum GMAT scores.

* For international students whose first language is not English (or who have not received a degree from an English-speaking institution), mastery of written and spoken English as measured by the Test of English as a Foreign Language (TOEFL). We do not require minimum TOEFL scores.

* Personal and professional maturity, character, career performance, leadership ability, communication skills, and career potential as evidenced in your essays, résumé and work history, recommendations, and history of community and extracurricular involvement. Typical applicants come from a variety of professional backgrounds, and most have between one and ten years of work experience.
The Application Process

Stern uses a rolling admissions process, evaluating applications in order of their receipt and completion. Therefore, it is to your advantage to have your application processed and evaluated by the Admissions Committee as early as possible. For this reason, it is important that you:

- submit a complete application with all supporting materials in one package.
- submit your application prior to the deadline dates.

If for any reason your application is incomplete when submitted, we will try to inform you of any missing materials. Application packets that are received or completed after the deadline are evaluated on a space-available basis.

Electronic Application Completion and Submission

You can obtain, complete, and/or submit the NYU Stern application online using the methods listed below.

- NYU Stern Online Application System
  www.stern.nyu.edu/mba/admissions/fulltime/apply/
  You can complete your application online via the Stern Web site. Please use the checklist on page 10 as a guide for sending in the required supplementary materials.

- NYU Stern Downloadable Application
  www.stern.nyu.edu/mba/admissions/fulltime/apply/
  Application forms can be printed out and filled in manually.

- Embark.com
  www.embark.com
  You can complete and submit your application online using Embark.com. If you submit your application via Embark.com, you should print a copy of the completed application and retain it for your records. Please use the checklist on page 10 as a guide for sending in the required supplementary materials.

E-mail Contact

Please establish an e-mail account that allows us to contact you regarding your application. This is the best way for us to notify you of missing application items, to let you know about Stern events in your area, and to invite you to interview. To protect your privacy, admission decisions are available through our Web site but are not sent out via e-mail.

Checking the Status of Your Application

http://applicant.stern.nyu.edu/statuscheck
Within ten working days of receipt of your application, we will confirm via e-mail that we have received it. This e-mail will also contain the information and password you need in order to access the MBA Application Status Check page of the MBA Admissions Web site. This page is available 24 hours a day and reflects the current status of your application. It is updated continuously, but it may take up to ten working days for information to be posted once we receive it.

Application Review

The Admissions Committee begins reviewing full-time applications on December 1 (the first deadline date) and reviews them in the order in which they are received. Applications received for the January 15 and March 15 deadlines are reviewed beginning on the deadline dates for which they were submitted. If your application is complete on the deadline date, you will receive a response (see Decision Notification below) from Stern by the date specified in the chart on page 3. If your application packet is incomplete on the deadline date (e.g., missing GMAT, TOEFL, or other items), a decision will be made six to eight weeks after we have received the missing items.

Decision Notification

You will be notified via e-mail when your status has been updated on the application status page of the MBA Admissions Web site. The decision notification methods are as follows:

- Invitation to interview — If you are invited to interview, you will receive the invitation and scheduling information via e-mail.
- Offer of a place on the waitlist — You will be notified via e-mail that your status has been updated on the application status page of the MBA Admissions Web site. You will then need to go to the Web site to view your decision and to respond online.
- Denial of admission — You will be notified via e-mail that your status has been updated on the application status page of the MBA Admissions Web site. You will then need to go to the Web site to view your decision.

Only acceptance packets are sent via regular mail in addition to being posted on the Web site. To protect your privacy, we will not release decisions via e-mail, telephone, or fax.

Interviews

After reviewing your application, the Admissions Committee may request an interview. An interview is available by invitation only. The interview is evaluative and provides the Admissions Committee with more information on your qualifications and career goals. We recommend that applicants invited to interview do so at Stern, using the visit to learn more about Stern by attending a tour and information session, visiting a class, and meeting current students.

Stern conducts some off-site interviews at selected sites around the world. To be considered for off-site interviews, you should apply by December 1. If you are then invited to interview but are not able to come to Stern, you may ask to be considered for an off-site interview.
Change of Name and/or Address  
If your name, e-mail, or street address changes during the application and admissions process, please notify us immediately in writing so that you do not miss any important correspondence. You can update your address via the application status page on the MBA Admissions Web site or by sending a fax or letter to MBA Admissions.

Contacting the Chairperson of the Admissions Committee  
Correspondence directed to the Chairperson of the Admissions Committee can be sent to the following address:  
New York University  
Stern School of Business  
MBA Admissions  
Admissions Committee Chairperson  
44 West Fourth Street, Suite 10-160  
New York, NY 10012-1126  
Fax: (212) 995-4231  
E-mail: admchair@stern.nyu.edu

Joint Degree Programs  
If you are applying to a joint degree program offered between Stern and another division of New York University, please see the MBA Admissions Web site for specific qualifications for each program. Applicants must be granted admission to both programs separately.

Enrollment Information  
Admitted students must submit a non-refundable enrollment deposit of U.S. $1,000 by the deadline specified in your offer of admission to secure a place in the MBA program. Deposit extensions are not granted for any reason. An offer of admission is valid only for the term for which the offer is made.

Change in Status: Full-time or Part-time  
Because of the integrated nature of the MBA program, you should apply for the program (full-time or part-time) in which you plan to enroll. However, if circumstances require you to change your status, you should submit a written request to the Admissions Committee Chairperson. The Admissions Committee will consider your request on a space-available basis only. You may submit only one application per term, meaning that you cannot apply to both the full-time and part-time program for the same term.

Deferral of Admission  
The Stern School will not defer admission to the program, so please apply for the term in which you intend to begin the program.

Transfer Policy  
The Stern School does not accept transfer credits. If you have already earned an MBA from another college or university within the U.S., you are not eligible for admission to the MBA program at the Stern School. For students enrolled in another NYU division prior to admission to Stern, all 60 credits of the MBA program must be completed after admission to the Stern School. Unless enrolled in an official joint-degree program, students are not allowed to pursue two degrees at New York University simultaneously.

Information for Previous Applicants  
Previously Denied Applicants  
Stern keeps transcripts on file for one year, but you must submit all other application materials. Refer to the application deadlines on page 3 to determine if you must update your GMAT or TOEFL scores for the new application period.

Previously Admitted Applicants  
If you were offered admission to the Stern School within the last year but were unable to enter, you should contact the Admissions Committee Chairperson in writing to request an abbreviated application. Also, please refer to the application deadlines on page 3 to determine if you must update your GMAT or TOEFL scores for the new application period. If you were offered admission to the Stern School more than one year ago but were unable to enter, you must reapply using the standard application.

Formerly Enrolled Students  
Students who were previously enrolled in the Stern MBA program should contact:  
New York University  
Stern School of Business  
MBA Academic Advising  
44 West Fourth Street, Suite 10-160  
New York, NY 10012-1126  
Phone: (212) 998-0585  
Fax: (212) 995-4231  
E-mail: advising@stern.nyu.edu
Application Deadline
International applicants are encouraged to apply by the December 1 deadline in order to facilitate visa arrangements and to be considered for the limited number of off-site interviews. When planning the time needed to complete the application, you should take into consideration the amount of time needed to obtain the official documents from your undergraduate institution and the English translations (regardless of where you are living now). The Admissions Committee will not review your application without the official transcripts and English translations.

Accepted Degrees
Applicants to Stern should have the equivalent of a four-year U.S. bachelor’s degree from an accredited college or university. Specific degree information listed by country is available on the MBA Admissions Web site.

Diplomas/Degree Conferrals
All transcripts from institutions outside the U.S. must be accompanied by a photocopy of the diploma and/or degree conferral.

Transcripts from Institutions Outside the U.S.
All academic transcripts must be original documents bearing the institutional seal and the signature of the institution’s registrar. If an institution cannot issue a transcript to you, you must submit a letter (in a sealed envelope) from the institution stating its policy. If you cannot obtain transcripts directly from the institution and possess an original transcript, you may submit verified copies from the embassy or consulate of the institution’s country.

Certifications by a Notary Public are not acceptable. Please do not submit the original copy of an academic transcript that cannot be replaced. Each transcript should contain a list of courses taken, grades or marks earned, name of degree earned (if any), and date of degree conferral.

Non-English Transcripts
If your original transcript is not in English, you are required to submit both the official transcript and its English translation in the same sealed envelope. If the institution you attended does not provide an English translation with the official transcript, you must obtain a certified English translation through a translating service and submit it in a sealed envelope, endorsed across the seal. Stern does not recommend any translating services, and certifications by a Notary Public are not acceptable.

Funding
While limited scholarship money and private bank loans are available, in order to obtain a visa, international candidates must be prepared to pay the total cost of attending Stern, including tuition, fees, and room and board. The sources of your educational funding must be provided on Data Form 4. Documentation of these sources does not need to be provided until you have been admitted and are in the process of enrolling at Stern.

Interviews
Stern conducts a limited number of interviews at selected sites around the world. Interviews are available by invitation only and are limited in number. If you would like to be considered for an off-site interview, you should apply by December 1. If you are then invited to interview and are unable to come to New York, you may ask to be considered for an off-site interview. In rare cases, alumni interviews can be conducted in some locations.

TOEFL
All applicants whose native language is not English and who have not received a university degree in an English-speaking country must take the Test of English as a Foreign Language (TOEFL). For applicants from countries where English may not be the primary spoken language but is the primary language used in education, such as India and Singapore, the TOEFL is strongly recommended but not required.
Investing in Your Future

The NYU Stern MBA is a significant investment in your future and requires a serious commitment of time and funding. As our graduates will tell you, it is likely to be one of the best investments you ever make. The Stern School of Business offers a comprehensive financial aid program including scholarships, fellowships, graduate assistantships, and student loans to full-time applicants who qualify.

Scholarships and Fellowships

To be considered for scholarships and fellowships, full-time applicants must submit a completed application for admission by December 1. If you meet this deadline, we will automatically consider you for all available awards. The selection process is highly competitive, and several factors determine these awards, including merit relative to other applicants and financial resources available to Stern. Stern and private donors provide the funds for these awards, and individual awards vary. About thirty percent of all full-time students receive some form of this funding. Additional teaching fellowships and graduate assistantships are available during the second year of the MBA program.

Consortium for Graduate Study in Management

Stern is a member of the Consortium for Graduate Study in Management, a fourteen university alliance working to facilitate the entry of underrepresented minorities into managerial positions in business. The Consortium provides tuition fellowships as well as networking and career development opportunities to African American, Hispanic American, and Native American candidates pursuing an MBA full-time.

We strongly recommend that underrepresented minorities apply for admission to Stern and for Consortium Fellowship consideration using the Consortium’s application rather than the Stern application. Applicants who apply using the Consortium application follow the same evaluation process as applicants who apply directly to Stern. For more information, contact:

Consortium for Graduate Study in Management
www.cgsm.org
5585 Pershing Street, Suite 240
St. Louis, MO 63112-4621
(888) 658-6814

Student Loans

If you need assistance in financing your graduate school education, student loans are a primary source of aid. Federal and private loan programs are available to assist you.

Federal Loans

If you are a U.S. citizen or U.S. permanent resident, you should follow these instructions:

• You must complete the Free Application for Federal Student Aid (FAFSA) online at the Web site listed above. We recommend that you complete the FAFSA at the same time that you are submitting your application for admission. List Stern as New York University with Title IV code 002785.
• Once you are admitted to the program, Stern then receives your FAFSA information and reviews it for accuracy and completeness. We may request more information from you.

• Upon review of your FAFSA results and your admission to Stern, Stern Financial Aid sends you an award notice that lists your financial aid eligibility and includes the next steps you need to take to secure the loan funds.
• You must take the additional steps listed in your award notice to secure the loan funds.

Private Loans

If you are a U.S. citizen or U.S. permanent resident, you can apply for a private loan without a co-signer if you meet the lender’s credit criteria. Stern is pleased to offer two exciting loan programs to international students to assist in financing graduate work while at NYU. If you are an international student, you may need a U.S. citizen or U.S. permanent resident as a co-signer, and both you and your co-signer must meet the lender’s credit criteria.

Specific information on loan programs becomes available in December for the following academic year. For more information, contact:

MBA Financial Aid
www.stern.nyu.edu/mba/finaid/
Phone: (212) 998-0790
E-mail: fin-aid@stern.nyu.edu

Class of 2004 Student Budget
(for the nine-month academic year)

| Tuition & Fees | $33,016 |
| Living Expenses | $22,860 |

This budget is for students entering in the fall of 2002, so you should expect incremental increases in tuition and fees for each following year, typically 3-5%. Budgets are determined by New York University. The estimate is conservative; your actual costs will vary depending on your lifestyle.
General Information
Please read and follow all instructions carefully and type or clearly print your responses to all questions on the application forms. Answer all questions and put “none” or “N.A.” (Not Applicable) where appropriate. After you have gathered all materials and supporting documents, including transcripts and recommendations in sealed envelopes, submit the completed application in the large mailing envelope provided. All application credentials become part of the permanent records of the Stern School of Business and cannot be duplicated or returned for any reason. We suggest that you retain copies of all application forms and essays submitted.

Your application information should be submitted in the order listed on the appropriate checklist on page 10.

GMAT
Before submitting your application to Stern, you must take the Graduate Management Admission Test (GMAT) administered by the Educational Testing Service (ETS) and have the results sent to Stern. We encourage you to take the GMAT at your earliest possible convenience. If you have taken the test more than once, the Admissions Committee will consider the highest score. GMAT scores cannot be more than five years old. Refer to the deadlines indicated on page 3 for valid dates. You should ask ETS to send your score directly to the Stern School of Business when you register for the test. The ETS reporting code for the Stern School is 2582. Please include a photocopy of your test score report in your application packet.

You may obtain a test registration form and bulletin of information by contacting:

Graduate Management Admission Test  
www.gmac.com
Educational Testing Service  
P.O. Box 6103  
Princeton, NJ 08541-6103  
Phone: (609) 771-7330, (800) GMAT-NOW  
E-mail: gmat@ets.org

TOEFL
All applicants whose native language is not English and who have not received a university degree in an English-speaking country must take the Test of English as a Foreign Language (TOEFL) in addition to the GMAT. For applicants from countries where English is not the primary spoken language but is the primary language used in education, the TOEFL is strongly recommended but not required. TOEFL scores cannot be more than two years old. Refer to the deadlines indicated on page 3 for valid dates. You should ask ETS to send your score directly to the Stern School of Business when you register for the test. The ETS reporting code for the Stern School is 2582. Please include a photocopy of your test score report in your application packet.

You may obtain a test registration form and bulletin of information by contacting:

TOEFL  
www.toefl.org
Educational Testing Service  
P.O. Box 6151  
Princeton, NJ 08541-6151  
Phone: (609) 771-7100, (800) GO-TOEFL  
E-mail: toefl@ets.org

In place of the TOEFL, you may take the English Language Diagnostic Test from the American Language Institute at New York University. You may obtain more information about the test by contacting:

The American Language Institute  
www.scps.nyu.edu/ali  
48 Cooper Square  
New York, NY 10003  
Phone: (212) 998-7040  
E-mail: ali@nyu.edu
Data Forms 1 - 4

Social Security Number
The Social Security Number on the application becomes your Stern student identification number. Social Security Numbers should be submitted by U.S. citizens and U.S. permanent residents. An international student who has been assigned a Social Security Number while studying in the U.S. should also enter it here. Other applicants should leave this blank.

Intended Major
Your indication of an intended major is in no way binding and will not influence your application review in any way.

Racial/Ethnic Background
The U.S. Government requires New York University to report on the racial/ethnic composition of its student enrollment. To assist us, please indicate your background. Self-identification by race is entirely voluntary.

Telephone/Fax Numbers
We may need to contact you via telephone or fax. Please list these numbers only if we can contact you via these methods.

GMAT and TOEFL
Indicate the date you took the GMAT and TOEFL and the scores you received, including both numeric and percentile scores. Please remember to include a copy of your GMAT and TOEFL scores with your application materials.

Current Résumé
Provide a current résumé including educational and professional information.

Recommendation Forms
You are required to submit two recommendations from individuals who can comment on your management potential as well as your qualifications for successfully participating in Stern’s MBA program. One recommendation should be from your current supervisor. If you cannot provide one from your current supervisor, you must provide an explanation in Essay #4 and must still submit a total of two recommendations.

The application contains two recommendation forms and envelopes. If you would like to submit additional recommendations, you may photocopy the forms and use standard envelopes. The Admissions Committee will review your application when two recommendations are received unless you notify us in writing to wait for supplemental forms.

Please follow the instructions provided on the form. You are responsible for ensuring that the completed recommendations are returned to you in time for them to be submitted with your application packet and remain in their sealed envelopes.

Application Fee Form and Application Fee
Type or clearly print all necessary information. You must submit a check or money order or make a payment by credit card (Visa, MasterCard, American Express or Discover only) in the amount of U.S. $150 payable to New York University Stern School of Business. All checks and money orders must be drawn on a U.S. bank and paid in U.S. dollars. Print your name on the face of the check or money order and attach it to the form where indicated. When paying by credit card, please enter all information requested on the Application Fee Form. Fund transfers cannot be accepted. The application fee is non-refundable.
Your application information should be submitted in the order listed on the appropriate checklist.

**Paper Application Checklist**

- Data Forms 1-4, including signature
- Data Form 5 (optional)
- Current Résumé
- Employment History, (separate from Résumé) including title, dates held, salary, and responsibilities
- Transcripts in sealed envelopes (including translations and copies of diploma/degree conferral if necessary)
- 2 Recommendation Forms in sealed envelopes
- Copy of GMAT and TOEFL scores
- Essays
- Application Fee Form
- Application Fee of U.S. $150

**Electronic Application Checklist**

- Signature Page
- Transcripts in sealed envelopes (including translations and copies of diploma/degree conferral if necessary)
- 2 Recommendation Forms in sealed envelopes
- Copy of GMAT and TOEFL scores
- If applying online, submit payment electronically

**Common Problems that Delay the Processing of Your Application**

1. Forgetting to sign your application Data Form 4
2. Having transcripts and/or recommendations sent directly to the Stern School.
3. Submitting faxed or photocopied credentials.
4. Stapling or binding your application parts or inserting them in folders or plastic sheets.
5. Not including your name on each page of your essays and other supporting documentation.
6. Using other forms of your name other than your legal name. Your legal name appears on your passport, birth certificate, or other official documentation.
Biographical Information

Have you previously applied to Stern's MBA Program?  □ Yes  □ No
If yes, term and year:  Fall ___________ Spring ___________
Were you admitted?  □ Yes  □ No
Did you register?  □ Yes  □ No

Gender:  □ Male  □ Female
Date of Birth:  __________________ Month/Day/Year

Preferred Name: _______________________________________________________________________

Racial/Ethnic Background (optional – U.S. Citizens only):
□ Black (Non-Hispanic)  □ White (Non-Hispanic)  □ Asian or Pacific Islander
□ Hispanic  □ Alaskan or Native American  □ Other

Marital Status (optional):  □ Single  □ Married  □ Engaged  □ Other ______________________

Full name of Spouse/Domestic Partner: ____________________________________________________

Also applying to NYU?  □ Yes  □ No  If yes, which school/program? ________________________

Citizenship:  □ U.S. Citizen  □ Non-U.S. Citizen __________________ Primary Country of Citizenship
□ U.S. Permanent Resident  □ Dual Citizen __________________ Additional Country of Citizenship

High School Location: __________________________________________________________________

Your native language and other languages in which you are fluent: ____________________________

Address Information

Your Mailing Address: __________________________________________________________________

                                      __________________________________________________________________
                                      Number and Street

                                      __________________________________________________________________
                                      __________________________________________________________________
                                      City  State

                                      __________________________________________________________________
                                      __________________________________________________________________
                                      Country  Postal Code

E-mail: ____________________________________________________

Home Telephone: __________________  Work Telephone: __________________

Fax Number: ___________________________
Standardized Test Information

GMAT:

Date GMAT taken ___________________ Name used when registering ______________________ ______________________ _______________________________________

Verbal Score % Quant. Score % Total Score % AWA

TOEFL:

Date TOEFL taken ___________________ Name used when registering ______________________ ______________________ _______________________________________

Section 1 Section 2 Section 3 Total Score

Employment Information

Current Employer: ______________________________________________________________________
Name ______________________________________________________________________________________
City State ______________________________________________________________________________________
Country ______________________________________________________________________________________
Job Title: ________________________________________ Salary: _______________________________

Months of full-time work experience*: _____________________________________________________
*Calculate the months of full-time work between your graduation from undergraduate/graduate school and the anticipated beginning of your program at Stern. If you attended undergraduate/graduate school part-time and worked full-time, include that in your calculation.

Please submit the following items on separate sheets of paper:

1. Current Résumé
2. Work History (in the following format)

<table>
<thead>
<tr>
<th>Name of Employer</th>
<th>Dates of Employment</th>
<th>Title</th>
<th>Starting Salary/ Ending Salary/ Bonus</th>
<th>Responsibilities</th>
<th>Reason for Leaving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Address</td>
<td>City, State, Postal Code Country</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Recommendation Information

List below the names of those who will submit recommendations supporting your application.
The Admissions Committee expects a recommendation from your current employer.
If you are unable to provide an employer recommendation, please explain in Essay 4.

Please check the box next to the industry in which you are currently employed.

Accounting
Advertising
Architecture
Arts
Athletics
Building/Construction Trades
Chemicals
Consulting
Education - Administration
Education - Teaching
Energy/Utilities
Engineering
Entertainment
Financial Services - Commercial Banking
Financial Services - Investment Banking
Financial Services - Investments
Financial Services - Other
Government/Military
Health Care Services
High Tech - Hardware
High Tech - Internet Services
High Tech - Multimedia
High Tech - Software
Hospitality/Leisure
Human Resources
Import/Export/Trading
Insurance
Law
Manufacturing
Marketing
Media
Nonprofit Management
Pharmaceuticals/Biotechnology
Public Relations
Publishing
Real Estate
Retail
Telecommunications
Transportation Services
Other

Please check the box next to the best description of your current job function.

Accounting/Controller
Accounting/Public
Administration
Advertising
Architect
Consulting
Education
Engineering
Entrepreneur/Owner
Finance - Commercial Banking
Finance - Corporate Finance
Finance - Investment Banking
Finance - Sales & Trading
Finance - Other
General Management
Government
Health Care Provider
Human Resources/Personnel
Insurance
Legal Services
Marketing
Military
Operations/Production
Performing Arts
Public Relations
Publishing
Real Estate
Research & Development
Sales
Other
Mr.  Ms.  Other

**Academic Background**

List in **chronological order** any colleges and universities attended. Include graduate and professional schools and all undergraduate colleges. We require a separate transcript from each institution. Attach additional sheets if necessary.

<table>
<thead>
<tr>
<th>College Code</th>
<th>Name of Institution</th>
<th>Location (City, State, Country)</th>
<th>Dates of Attendance (Month/Year to Month/Year)</th>
<th>Major</th>
<th>Degree Received</th>
<th>GPA</th>
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**Activities & Achievements**

List any awards, scholarships, or other types of recognition you have received (academic – for example, Beta Gamma Sigma, Phi Beta Kappa, Summa Cum Laude, etc.; military; extracurricular; professional; community). Attach additional sheets if necessary.

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<tr>
<th>Activity</th>
<th>Dates of Involvement</th>
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List college extracurricular, community, or professional activities in the order of their importance to you. Attach additional sheets if necessary.

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Please list any other graduate schools to which you are applying, including other programs at Stern or New York University.
(Write “none” if appropriate.)
____________________________________________________________________________________________________________________________________________________________________________________
____________________________________________________________________________________________________________________________________________________________________________________
Have you ever been subject to academic discipline, placed on probation, suspended, or required to withdraw from any college or university?
☐ Yes  ☐ No
If yes, please explain fully on separate sheet.

Have you ever been convicted of a crime?
☐ Yes  ☐ No
If yes, please explain fully on separate sheet.

Statement of Certification and Signature
I certify that all the statements made in this application for admission to the Stern School of Business at New York University are correct, that the information supplied is complete and that the essays have been written by me. I agree to abide by all rules and regulations that are now, or may be in the future, in force at the University. I understand that any items submitted to New York University in conjunction with this application become the sole property of the Stern School of Business and will not be returned, duplicated, or transferred. I understand that withholding or giving false information will make me ineligible for admission to the Stern School of Business.

I also understand that the application fee is not refundable.

Signature: ___________________________________________ Date: __________________________

International Student Supplement
This section is to be completed by international students, i.e., all non-U.S. citizens, including nonresident aliens (those holding F or J visas or trainee visas), foreign government officials, etc.

Can you completely support your projected course of study at the Stern School, estimated at a total of $56,000 per academic year?  ☐ Yes    ☐ No

Indicate source(s) of your dollar support for tuition and living expenses:

☐ Self/Family

☐ Employer Scholarship/Sponsorship

☐ Other Funding Agency
(i.e., government scholarship)

If you are in the U.S., indicate the type of visa you currently hold: ___________________________ Sponsor: ___________________________
DATA FORM 5
(optional)

Please attach a photograph showing your full face

Please indicate the sources you have utilized for information on the Stern School of Business:
MBA Forums/MBA Fairs □
Off-Site Event (United States) □
Off-Site Event (International) □
On-Site Event (Please specify) □
Daily Information Session (At Stern) □
Class Visit (At Stern) □
Stern Viewbook (Publication) □
Other Publication (Please specify) □
Stern Web site □
Other Web site (Please specify) □
Current Students (Please specify) □
Stern Alumni (Please specify) □
Admissions Staff (Please specify) □
Other (Please specify) □
The following essay questions give you the opportunity to present yourself more fully to the Admissions Committee and to provide insight into your experiences, goals, and thought processes. Your essays should be written entirely by you. An offer of admission will be withdrawn if it is discovered that you received any assistance. Please note the following:

- Essays 1, 2, and 4 must be typed on standard 8 1/2” x 11” paper, double-spaced.
- Essay limits are provided for each question.
- Each page of each essay should be clearly labeled at the top with your name, Social Security Number, and the essay number.

1. Think about the decisions you have made in your life. Describe the following:
   (2 pages maximum, double-spaced)
   - PAST: What choices have you made that led you to your current position?
   - PRESENT: Why is a Stern MBA necessary at this point in your life?
   - FUTURE: What is your desired position upon graduation from the Stern School?

2. Please respond to one of the following questions, giving relevant reasons and/or examples from your personal experience to support your answer.
   (2 pages maximum, double-spaced)
   - Everyone thinks of changing the world, but no one thinks of changing himself.
     – Leo Tolstoy
     What was the most difficult constructive feedback you have received, and what did you do as a result of it?
   - The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.
     – Martin Luther King, Jr.
     In your professional experience, describe a situation where you demonstrated leadership, relating it to the quote above.

3. Creatively describe yourself to your MBA classmates. You may use any method to convey your message: words, illustrations, etc. All submissions become part of the permanent records at the Stern School of Business and cannot be returned for any reason. We do not recommend submitting anything that must be viewed or played electronically.
   (2 pages maximum, double-spaced)

4. (Optional) Please provide any additional information that you would like to bring to the attention of the Admissions Committee. If you are unable to submit a recommendation from a current employer, please give your reason here.
TO THE APPLICANT:

* Complete the above information.
* Address the Recommendation Form return envelope to yourself.
* If necessary, put postage on the Recommendation Form return envelope.
* Give this form and the return envelope to the recommender, specifying that the form must be enclosed in the envelope provided with the recommender's signature across the seal.
* Do not open the envelope when it is returned to you by the recommender.

In order to allow the recommender to provide an objective and candid impression, you are encouraged to sign the following statement. Please be assured that the signing of this statement is optional. Under law, refusal to sign the statement cannot be used negatively in the admissions process.

_I hereby waive my right of access, under the Family Educational Rights and Privacy Act of 1974, to this letter of recommendation._

Signature: ___________________________  Date: __________________________

TO THE RECOMMENDER:

Thank you for providing a recommendation for the person named above. We find that candid comments from those who can evaluate the applicant's performance and motivation through direct experience are extremely valuable, and we appreciate the time you are taking to provide this information. If the applicant has signed above, thus waiving right of access, this recommendation will be seen only by the Admissions Committee. If you have any questions about the recommendation or the application process, please feel free to contact us at the address listed above.

* Please complete the form on the reverse side of this page.
* On a separate piece of paper(s), please respond to the questions found at the top of the page.
* When you have completed both the form and the separate page(s), kindly enclose these items in the envelope provided by the applicant.
* Please seal the envelope and sign across the envelope seal to ensure confidentiality.
* Return the sealed envelope to the applicant, who will submit it unopened to MBA Admissions.
TO THE RECOMMENDER:

Please use a separate sheet(s) of paper to respond to the questions below. Kindly attach separate sheet(s) to this form.

1. How long have you known the applicant and in what capacity?
2. What do you consider the applicant’s outstanding talents?
3. In which areas could the applicant exhibit growth or improvement?
4. What impact has the applicant had on the organization in which he/she works?
5. What is your impression of the applicant’s capacity for graduate business education and his/her potential for a successful career in management?

Please use this scale to rate the applicant in relation to his or her peers.

- OUTSTANDING (Top 5%)
- EXCELLENT (Top 15%)
- GOOD (Top 1/3)
- AVERAGE (Middle 1/3)
- BELOW AVERAGE (Bottom 1/3)
- UNABLE TO JUDGE

Name
Address
Position/Title
City, State
Organization
Country, Postal Code
E-mail Address
Telephone Number
Signature of Evaluator
Date

Alumna/Alumnus of the Stern School?  ☐ Yes  ☐ No  Year _____ Degree _______

New York University is an affirmative action/equal opportunity institution.
TO THE APPLICANT:

* Complete the above information.

* Address the Recommendation Form return envelope to yourself.

* If necessary, put postage on the Recommendation Form return envelope.

* Give this form and the return envelope to the recommender, specifying that the form must be enclosed in the envelope provided with the recommender's signature across the seal.

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* Return the sealed envelope to the applicant, who will submit it unopened to MBA Admissions.
TO THE RECOMMENDER

Please use a separate sheet(s) of paper to respond to the questions below. Kindly attach separate sheet(s) to this form.

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2. What do you consider the applicant’s outstanding talents?

3. In which areas could the applicant exhibit growth or improvement?

4. What impact has the applicant had on the organization in which he/she works?

5. What is your impression of the applicant’s capacity for graduate business education and his/her potential for a successful career in management?

Please use this scale to rate the applicant in relation to his or her peers.

- Analytical ability
- Oral communication skills
- Written communication skills
- Initiative
- Integrity
- Intelligence
- Interpersonal relations
- Leadership
- Maturity
- Organizational ability
- Teamwork

Name

Position/Title

Organization

E-mail Address

Signature of Evaluator

Alumna/Alumnus of the Stern School? □ Yes □ No Year ______ Degree ______

New York University is an affirmative action/equal opportunity institution.
TO THE APPLICANT:

* Complete the above information.
* Address the Transcript Request Form return envelope to yourself.
* If necessary, put postage on the Transcript Request Form return envelope.
* Send this form and the transcript envelope provided to the registrar of the college or university that awarded or will award your undergraduate degree.
* If you attended other undergraduate or graduate schools, photocopy this form, complete the above data, and send copies to all schools attended.
* Do not open the envelope when it is returned to you by the registrar.

TO THE REGISTRAR:

* The person designated above is applying for admission to the Stern School of Business at New York University. Thank you for your assistance.
* Please attach an official copy of his or her transcript to this form and complete the form as indicated. The transcript should include the dates of attendance; a listing of classes taken and marks or grades earned; and, if completed, the name and date of the degree conferred.
* Please seal the envelope and sign across the envelope seal to ensure confidentiality.
* Return the sealed envelope to the applicant, who will submit it unopened to MBA Admissions with the application.

THIS SECTION TO BE COMPLETED BY THE REGISTRAR

Applicant's cumulative grade point average

Applicant's rank in class out of

Please describe your grading system (for example, A=4, B=3, etc.) or attach such a descriptive material if available.

Registrar's signature

Date

New York University is an affirmative action/equal opportunity institution.
Notice of Right to Change Information at Any Time

The policies, requirements, course offerings, schedules, activities, tuition, fees, and calendar of the school and its departments and programs set forth in this publication are subject to change without notice at any time at the sole discretion of the administration. Such changes may be of any nature, including, but not limited to, the elimination of the school, programs, classes, or activities, the relocation or modification of the content of any of the foregoing, and the cancellation of scheduled classes or other academic activities. Payment of tuition or attendance at any classes shall constitute a student's acceptance of the administration's rights set forth in the above paragraph.

Policy on Nondiscrimination

The University is committed to a policy of equal treatment and opportunity in every aspect of its relations with its faculty, students, and staff members, without regard to age, citizenship status, color, disability, marital or parental status, national origin, race, religion, gender, or sexual orientation.

Policy on Admissions Committee Decisions

The decision of the Admissions Committee is final. The Admissions Committee does not reconsider decisions.

MBA Admissions
www.stern.nyu.edu/mba/admissions/
New York University
Stern School of Business
Henry Kaufman Management Center
44 West Fourth Street, Suite 10-160
New York, NY 10012-1126
Hours: 9 a.m. – 6 p.m.,
Monday through Thursday
9 a.m. – 5 p.m., Friday
Phone: (212) 998-0600
Fax: (212) 995-4231
E-mail: sternmba@stern.nyu.edu

MBA Financial Aid
www.stern.nyu.edu/mba/finaid/
New York University
Stern School of Business
Henry Kaufman Management Center
44 West Fourth Street, Suite 10-160
New York, NY 10012-1126
Hours: 9 a.m. – 6 p.m.,
Monday through Thursday
9 a.m. – 5 p.m., Friday
Phone: (212) 998-0790
Fax: (212) 995-4231
E-mail: fin-aid@stern.nyu.edu

MBA Advising
www.stern.nyu.edu/mba/advising/
New York University
Stern School of Business
Henry Kaufman Management Center
44 West Fourth Street, Suite 10-160
New York, NY 10012-1126
Hours: 9 a.m. – 6 p.m.,
Monday through Thursday
9 a.m. – 5 p.m., Friday
Phone: (212) 998-0585
Fax: (212) 995-4231
E-mail: advising@stern.nyu.edu

Joint Degree Programs

MBA – JD Joint Degree Program
www.law.nyu.edu/
New York University
School of Law
40 Washington Square South
New York, NY 10012
Phone: (212) 998-6060
Fax: (212) 995-4257
E-mail: law.jdadmissions@nyu.edu

MBA – MA (French Studies)
MBA – MA (Politics)
MBA – MS (Biology)
www.nyu.edu/gsas/
New York University
Graduate School of Arts and Science
P.O. Box 907
Cooper Station
New York, NY 10276-0907
Phone: (212) 998-8050
Fax: (212) 995-4557
E-mail: gsas.admissions@nyu.edu

MBA – MPA
www.nyu.edu/wagner/
New York University
Robert F. Wagner Graduate School
of Public Service
Office of Admissions and Financial Aid
4 Washington Square North
New York, NY 10003-6671
Phone: (212) 998-7400
Fax: (212) 995-4164
E-mail: wagner.admissions@nyu.edu

Doctoral Office
www.stern.nyu.edu/phd/
New York University
Stern School of Business
Tisch Hall
40 West Fourth Street, Suite 811
New York, NY 10012
Phone: (212) 998-0740
Fax: (212) 995-4214
E-mail: phd@stern.nyu.edu