

Subject: Successful Princeton Applicant

Through all of my accomplishments and disappointments, I have always been especially proud of the dedication and fervor I possess for my personal beliefs and values. Unfortunately, it has often been difficult for me to remain outwardly firm and confident in a town where most people think alike and reject exceptions. Whenever I have expressed my position as a pro-life advocate, peers have badgered, accused, and ridiculed me for simply believing in something that they scorn. Despite all the pressure, I never waived from my belief, yet I became frustrated and began to lose the courage to publicly express my opinion on this controversial topic. To gain some insight and reassurance for myself, I attended the New Jersey Right to Life Convention in the spring of 1995. This experience uplifted me and offered great inspiration and enlightenment. At the convention I received an overwhelming amount of support and encouragement from wonderful people who advocate the very principles I believe in. This convention was so inspiring that the next day in school I was able to relate my experience to one of my biggest opponents on the subject. Also, the abundant information available at the convention enabled me to defend my position on abortion more effectively. Attending this convention accomplished two things. It proved my commitment to my belief, in that I took the initiative to strengthen and support my opinion, refusing to give up or lose heart. Unlike many others, I was eager and willing to gain new knowledge so I may successfully promote my belief to others. In addition, this convention invigorated my confidence to stand up for what I believe in and taught me to never lose the courage of my convictions

Subject: Successful Cornell Applicant

Tell us about opinion have you had to defend. How has this affected your belief system? I chuckle to myself every time I think about this. I am perceived as a mild-mannered, intelligent individual until I mention that I am involved in riflery. It is interesting to watch someone's expression change. It is as if I instantaneously grew a pair of horns and a sharp set of claws. Believe me this gets worst; I am a member of the NRA. I try to tell these folks

that I belong to the NRA to fire my rifle. "Oh my God! You fire real guns? with real bullets?!?" they remark with a perplexed look on their face. Besides having horns and claws, I now possess a tail and leathery wings. This is how it began five years ago. I had played on a soccer team for several years. As I grew older I began having difficulty playing soccer because of shortness of breath. I was diagnosed as having mild asthma which ended my soccer career and eliminated my participation in most physical sports. Shortly afterward, during a Boy Scout summer camp, I participated in riflery at their shooting range. This was the first time I had ever touched a firearm. To my amazement, I won the camp's first place award for marksmanship. I was more than eager when a friend of mine asked me if I would like to join a shooting club. My parents were wary when I asked to join the rifle club. My mother feared guns, but my father felt there was no problem with trying this sport. Gratefully, he gave me the opportunity to try rifle marksmanship, despite secretly hoping that I would quit. Both of my parents were afraid of what people would think about their son's involvement with guns. Like my parents a majority of people believe that all firearms are dangerous to our society. All they remember are the hysterical news releases of street violence and injured children. I am often asked how many deer I've shot. Frankly, I could never bring myself to injure another living creature and neither would most of the competitors I have met. Yet, I keep finding myself defending the sport from all of the misconceptions that surround it. Most people have developed a negative impression of the sport and I have found that these prejudices are difficult, if not impossible, to rectify. Because of this conflict, I have become an open minded individual. I express my opinions without reservation, and I have learned to accept opinions and viewpoints contrary to my own. I do not intend to alter what I enjoy because of the ignorance of friends and acquaintances. If people have a negative view of me simply because of the sport I am active in, then they must be so superficial that they cannot see the person who I really am. I am no longer apprehensive of being perceived as a gun toting, trigger happy fanatic, even though I still endeavor to educate my friends and relatives on the beauty of this sport.

Subject: East Asian Studies

It's not often that a kid growing up in small-town New Mexico strikes up a passion for Chinese civilization. Nevertheless, my interest in different cult

ures flourished during my childhood and adolescence in New Mexico. The beauty and breathtakingly scenic landscape of this state is enriched with the pronounced cultural diversity brought about by Pueblo, Hopi and Navajo nations and a large Hispanic population that represents close to 50% of state. When I was in kindergarten I attended a bilingual school in Lemitar, a small town in southern New Mexico. Most of the children at this school were Hispanic. This allowed me at a very early age to experience a language and culture different from mine. My father has always had a keen interest in people from other countries and cultural backgrounds. As a librarian, my father has always encouraged me to read not only Western Philosophy, but Eastern Philosophy as well. In addition, he inspired me to see life from a different perspective. To a large extent, and by most definitions, I have always been a non-traditional and unconventional student. I went to a high school with a curriculum that was as challenging for me as any course I have taken in college. This high school was unique because we studied everything from the origin of Western Civilization to modern-day Western thought. Another unique feature of this school was that at the end of our senior year we had to give an oral presentation in front of a host of panelists from St. John's College in Santa Fe, New Mexico. This experience helped me develop my ability to think critically and present a cogent thesis. It forced me to grow not only as a student, but more importantly, as an individual. When I graduated from high school I rebelled against traditional education and decided not to apply to college. This decision was to the great dismay of my parents, who had entered college immediately after high school. With much resistance, I enrolled at Santa Fe Community College. This was just to satisfy my parents' wishes, and I spent only one semester there. Although I wanted to study and continue to learn, I yearned to reach out to people and find a different mode of study -- one which would allow me to understand myself better so that I could relate better to the world around me. With this goal, I decided to attend the New Mexico Academy of Massage and Advanced Healing Arts. The school provided me with a unique mind/body balance that has helped me become a more well-rounded person. I studied subjects that ranged from Anatomy and Physiology to Yoga and Tai Chi. After graduating, I got a job at the Santa Fe Sport Medicine Institute as a Physical Therapy Assistant. I used Massage techniques to help people who were injured in auto accidents or sporting events. This type of work allowed me to directly help people -- the people I massaged told me that the pain they experienced prior to the massage had subsided. Relieving the pains of these people nurtured in me a sense of purpose. In addition, it increased my interest in Eastern Philosophy, making me want to learn more about Asia. I began to read many classical Chinese texts to further my knowledge about China.

se Philosophy. Soon I developed a profound interest in learning how to read and speak the Chinese language. The opportunities for studying Chinese were very limited, however. At 22, I had saved up some money and now decided to go live in Asia to experience a Chinese culture first-hand, and to learn how to speak Mandarin Chinese. My desire to go to Asia was spawned by a genuine interest in reconciling differences I found between Eastern and Western cultures. Similarly, I wanted to pursue this experience because it would provide me with a unique opportunity to broaden the perspective I had on the world as a whole. This is how I ended living in Taichung, Taiwan and visiting mainland China. When I arrived in Taiwan, I remember getting off the airplane and hearing everyone speaking Chinese. Everything I saw and heard was unfamiliar to me. Seeing a different world made a huge impact on me; I can still recall how exotic my environment was. In Taiwan, I went through an intensive Chinese language immersion program. Slowly I began to feel more comfortable living there, as I learned to communicate with people in Chinese. I was invited to teach English at a private school for children, but I told the school that I had no teaching experience. The school informed me that if I took a short teaching training class, I would be ready to teach. And they even offered to pay me for the training classes. However, I refused to be paid for the training. The school was so impressed by this that after I completed the training, they appointed me director of the English Language program. I was astounded by the generosity and honesty that I received from the people in Taiwan. This was a truly remarkable experience. In Taiwan, I lived with a Chinese family. This allowed me to assimilate my culture with the customs and habits of this particular Chinese family. We had long conversations about fundamental aspects of Chinese culture and philosophy. The family also brought me to all the Chinese festivals and celebrations. It was in Taiwan that I realized I must return to college in the United States, and earn a degree in East Asian Studies. After spending a year in Taiwan, I returned to the United States to complete my degree. My time in Taiwan taught me so much about myself, and it gave me the perspective to see things from both a Western and Eastern point of view. Since my return to the United States, my life has seen some exciting changes. I got married about a year after I returned from Taiwan. My wife is originally from Venezuela, and she has introduced a new host of cultural norms that I am learning about. During my free time I teach my mother-in-law English. She, of course, insists that I need to attain fluency in both Spanish and Chinese. And that is exactly what I am doing. My wife and I are both students at Rutgers University, and we share our ambitions, hopes and expectation of attending graduate school. Currently I am a senior, majoring in East Asian Studies with a minor in Political Science. The growing importance

of Asia as a determining factor in global economy and the increasing interaction and commerce of the U. S. with China, suggests to me that pursuing a career in law would be pertinent and appealing. My knowledge of Chinese culture and mastery of the Chinese language would be a very strong asset, and it would let me make a significant contribution to the political, commercial and cultural exchange between the U. S. and Asia.

Subject: UMass. Amherst Anthropology

As a double major in Anthropology and Psychology at the University of Rhode Island, I have gained a strong background in both fields. My background is especially strong in physical anthropology, my primary field of interest. Physical anthropology consumes my life; I do not study it because I find it somewhat interesting but because I am devoted to it; I want to make it my life. In addition to maintaining a high GPA throughout my college career, and making the Dean's list several times, I have also worked hard as a supervisor at Brooks Pharmacy for the past five years. Working my own way through college not only demonstrates my determination to gaining a high quality education and the seriousness with which I treat academics, but also attests to my leadership ability, maturity, and responsibility, both as a supervisor and as a student at the University of Rhode Island. My primary goal in applying to your graduate program is to prepare myself for a career in forensic anthropology. Interested in furthering the current body of research and in improving techniques used in the identification of human remains, I am very committed to pursuing forensic anthropology and believe your graduate program in anthropology will provide me with an excellent foundation in the area of physical and forensic anthropology. With a Masters and Ph.D., I will be well prepared to lead a very promising career. While I have no doubt the program will push me to my limits, I am confident that I can face the rigorous challenges posed by graduate study and thrive under the demanding environment that advanced studies entail. From my transcripts, you will see that not only am I a well-balanced student, I actually thrive in rigorous, upper level courses, courses akin to graduate-level courses. Armed with the confidence that I can excel at difficult courses, I believe I can achieve the highest level of success and satisfaction by taking the most demanding graduate program available. In addition to my ability to excel in the classroom, I have demonstrate

d a proficiency in all aspects of conducting research. Research has become a fundamental part of my college career, and I hope it will become the primary component of my future. As a sophomore at the University of Rhode Island, I designed a research project entitled "Grooming and Affiliative Behavior in Three Species of Non-Human Primates" under the guidance of Dr. Su Boatright-Horowitz in the Psychology Department at URI. My research proposal gained approval from the Institutional Care and Use Committee at URI and at the Roger William Park and Zoo where the three species of non-human primates (Gibbon, Sakis, and Lemurs) included in my study are kept. In addition to writing a successful research proposal, I also wrote and received a small funds grant from the University of Rhode Island in order to conduct my research. By being intimately involved in every aspect of research, from proposal and grant writing to data collection and analysis, I have learned what it takes to be a researcher, but more than that, I have learned how fulfilling and interesting research can be. In the spring of 2005, I will be presenting my results at a poster presentation at the University of Rhode Island, and am planning to eventually publish my findings. Not only has this experience shown me that I am capable of excelling in conducting research, but it has also allowed me to develop a love for the hands on learning that is so crucial to successful research. In my final semester at URI, I will be participating in an ongoing research project concerning brain function and attention span under the direction of Dr. Dominic Valentino, a professor in the psychology department at URI. This project will undoubtedly further advance my academic skills and reinforce my passion for research. Physical anthropology is more than just my primary area of education; it has also become my hobby and lifestyle. The questions posed and answered via the study of physical anthropology have fascinated me for a very long time and have stimulated me to ask and seek to answer further questions. With my mind set on the very specific goal of preparing myself as excellently as possible for a future in the field of forensic anthropology, I am fully confident that, with the ability to pursue my education at the University of Massachusetts Amherst, I will not only be able to fulfill my dream, but to contribute substantially to the university as well.

Subject: San Jose State - Environmental Studies

Since the release of Rachel Carson's Silent Spring in the 1960s, mankind has

s expanded its quest to come to grips with the competing virtues of human economic entropy and of maintaining the integrity and diversity of the natural environment. As awareness of environmental degradation has increased, so has the realization of the complexity of interconnected webs of relationships among organisms and the physical and chemical environment. With this awareness, we have also come to realize that environmental problems are not easily fixed by simply focusing on a single problem with no analysis of other issues. This tendency to blindly solve environmental problems without understanding the full complexity of the problem was evident in the Environmental Protection Agency (EPA) recent mandate that Methyl Tertiary Butyl Ether (MTBE) be a required ingredient in gasoline formulas with the goal of increasing combustion efficiency. A fuel oxygenate, MTBE enhances the octane in gasoline and decreases carbon monoxide emission by increasing burning efficiencies. In its haste to declare MTBE as a required ingredient in gasoline, the EPA failed to consider a basic chemical property of MTBE and its long-term effects upon the environment. Because MTBE is highly water-soluble, it dissolves in water, leading to higher concentrations of MTBE in many lakes in the California Sierra Nevada mountains and in many groundwater supplies. Hence, by addressing only one component of a system separately, the EPA failed to see the ramifications of our apparent solution. This myopic approach to environmental remediation commonly subverts our good intentions to solve environmental problems and demonstrates a lack of understanding of how inter-related systems work. It is my goal to aid in our understanding of environmental pollution on a global scale by not only researching the fate and transport of contaminants, but also by analyzing how our current philosophies and policies affect these problems. By applying an interdisciplinary approach to both the specific scientific and technical aspects of a problem and by thoroughly analyzing social and cultural factors, I believe I can more effectively analyze the true extent of our pollution problem and help to determine an appropriate response. In preparation for this work, my undergraduate degree in environmental studies has provided me with a solid foundation in both the sciences and state and federal environmental policy. My undergraduate emphasis in hazardous materials has given me a broad knowledge of the types of chemical releases common in both developed and undeveloped countries and their chemical and physical effects upon the environment. Through graduate and post-graduate research, I hope to further enhance this knowledge by studying the effects of chemicals commonly used in industry cycles on specific environmental compartments such as bay wetlands and partitioning to other compartments such as XXXX. In my graduate study, I would also like to expand my undergraduate study of environmental law by increasing my knowledge of the law to the area

of land use and its relationship to contaminant fate and transport. In addition to my academic background, I believe that my work experience will also play a key role in helping me find success in my graduate and post-graduate studies. For the last ten years I have held a number of management positions in business. While these positions have not specifically related to environmental work, the experience has provided me with invaluable insight into how both large and small companies operate. The perspective of business management is badly needed in the environmental field where time and again we discover that environmental compliance can best be achieved by understanding business practices and tailoring compliance measures so that companies can remain profitable and be environmentally responsible. In addition to understanding the perspectives of business management, my work experience has provided me with other skills that will contribute to my success in the graduate program. In 1986, I founded a retail product/services company, Bay Area Audio, which specialized in commercial media center design and installation. As the company president over a six-year period, I was responsible for managing all aspects of operations, including marketing and customer relations. This experience provided me with the opportunity to conduct market research to cultivate new customers, engage in media relations, grow profitability while maintaining budget accountability, and manage large groups of people. As a result of the marketing campaigns that I developed, revenues increased from \$100,000 in 1986 to over \$2 million in 1991. I believe the experience in market research and media relations will be particularly helpful in the environmental field since many environmental issues involve public participation. In 1991, I sold my interest in Bay Area Audio to gain experience in the high-technology sector. Since 1991, I have held a number of management positions for computer hardware and software companies. This experience has been invaluable in providing me the opportunity to be involved in leading edge Internet software technology. As the main purpose of the Internet and internet-related software is to enhance communications, I have played a key role in developing products that provide people with one of today's most valuable resources - information. Working in this market has also given me the opportunity to manage large software projects involving dozens of people. Of particular relevance to my pursuit of post-graduate environmental studies, is my experience developing global scale corporate websites for companies such as Silicon Graphics, UltraTech Stepper, and Philips Semiconductors. These projects involved working closely with the particular company's environmental, health, and safety departments to effectively communicate health and safety information to thousands of employees. I believe that the Internet will be an invaluable tool in both the research and implementation of environmental solutions and that

my experience in the computer field will prove invaluable towards this end. In conclusion, I believe that I have much to offer San Jose State's graduate environmental studies program. To successfully come to grips with environmental contamination, we must understand how a specific problem fits within a larger framework from both an ecological and social perspective. I believe that the combination of my educational background with my work experience will provide me with the essential tools to substantially contribute to workable and successful solutions. Given the opportunity to pursue graduate work in environmental studies, I will contribute to effectively bringing new information to light on environmental problems and their solutions, accounting for all related cultural, industrial and environmental factors. Overall, I believe that San Jose State can help me achieve my goals by providing the advanced tools and knowledge necessary to focus on environmental problems utilizing an interdisciplinary approach so as to have an overall positive net impact on protecting the environment for generations to come.

--

Subject: Columbia Film Studies

East of Omaha I left a secure job and a lifestyle that would have catapulted me into the upper middle class by age 30. I disappointed my family and shocked my friends, but the applause from the packed auditorium vindicated my decision to pursue my passion. At great expense, I decided to follow my dreams, to refuse to be disappointed or discouraged by life. As I reflected on all the difficulties I persevered through in reaching that point in my life, I felt a hand patting me on my shoulder praising my work. I was born in Omaha, Nebraska on August 28, 1972 because my mother slipped on an onion peel while shopping at the local Hinky Dinky Supermarket; the fall induced her labor and out I popped. In this rather unsophisticated environment, where on Saturday the second largest city is a packed college football stadium, I somehow developed artistic aspirations, but did not have the opportunity to make cultural pursuits a major part of my life. At the age of twelve, my father accepted a job with Levi Strauss and moved the family to Kansas City. At this crucial stage in my development, I found the arts fascinating, especially while studying literature in junior high. Unlike the other students who flocked to the hundreds of early eighties Spring Break movies, I developed a discriminating taste and longed for the quality I would find in a Stanley Kubrick film.

m. At night, tackling Crime and Punishment or watching Dr. Strangelove took precedence over arcades and football. I carried my love for literature with me when I attended the University of Kansas. I also studied economics, which combined my interests in philosophy, history and mathematics. However, while I studied economics for somewhat practical reasons and never thought of the discipline as compelling enough to devote my entire life to, my interests in film and music began to mature. Exposed to the unconventional films of Hal Hartley, Mike Leigh, and John Sayles and to the poetic music of Tom Waits and Leonard Cohen, I prized their works?brilliant storytelling, and this feature inspired my own work and my eventual pursuit of filmmaking. Facing high college loans and a desire to be economically secure, I chose not to pursue my dreams immediately out of college. I fooled myself into thinking my passion for filmmaking was just a hobby and that I would be better off pursuing a more 撈 erious?career, one with respect and a high salary. As a result, I took a secure, comfortable job as a financial analyst just two weeks out of college. My family was proud of me, but I was not proud of myself. I quickly became restless and began to think seriously about film. After much deliberation, I knew what I had to do; I may have known it all along, but I needed time to work up the courage, to make myself determined to succeed. I informed my mother and father of my decision to move to New York and pursue film, and I saw disappointment in their eyes. Despite my mother 掙 crying and pleading and my father 掙 clear dissatisfaction, I quit my job, rented a U-Haul, and headed east. In New York, I took out a loan and signed up for the New York Film Academy's two-month intensive program. Not applying any of the risk management skills I learned as a financial analyst, I was going for broke, either I would make it, or I would go down in flames. The first day I had my hands on a camera and by the end of the program, I had written, directed, edited and produced four films. Both thrilled and humbled by my experience, I got a glimpse of exactly how difficult the craft of filmmaking is. After two months of dedicated hard work, I had not even scratched the surface of what encompasses becoming a filmmaker, but I had reinforced my love for filmmaking. At this point, I knew I needed additional education to accomplish my goals; I needed to truly push my creative and intellectual limits if I ever were to master the craft of filmmaking. After seeing the quality, diversity, and professionalism of NYU graduate student films at a screening last spring, I knew NYU could provide me with exactly the skills I need. I find the idea of packing 100 strangers in a dark room to watch a piece of film pass through a projector to be an incredibly peculiar idea. But in this peculiarity of the art lies the miracle, for humans are willing to suspend disbelief and be moved by a character on a screen. The audience can somehow feel what that charac

ter feels and learn from that character's experience. More than just this, fiction also gives the audience the ability to examine different facets of the human condition. Trust, resentment, affection, flirtation, love, disappointment are issues that every human must deal with every day of their lives. They are issues that everyone deals with differently. Fiction allows one to experiment with putting people in different situations and seeing how they respond. Writing and directing my own films is my ultimate ambition. I know, however, that I am much further along in my development in the art of editing. Sitting in the editing room watching every single frame, is one of my passions. Every single frame is important, each could change an entire film. Like a mad scientist, with my hair sticking straight up, I work frantically with dozens of sections of film lined up around me. Still, I know where every single section is, every single frame. I spent many hours in the editing room piecing together my last film until I had created something I could be proud of. As the lights turned on and the audience's applause died down, I turned to see who had put his hand on my shoulder. It was Jeanyves, my actor sitting next to his admiring and grinning father. He said, "that was beautiful." At that moment, I felt like a filmmaker. I want to feel that way again.

Subject: Speech Therapy

While my friends are off vacationing, I have other plans for the summer. As someone who sees life as one long learning experience, I believe the most sensible and exciting way I could spend my summer would be by attending Northern Arizona University. This would give me the opportunity to seek my master's degree and maintain my position as a speech therapist during the school year. My background is as diverse as the state I call home. I lived for seven years in the deep south of rural Alabama, where life was very laid-back. Living in Alabama gave me a caring and appreciative outlook on life which would enhance my personality. Those formative years, especially when viewed in contrast with my time in Florida, have given me a well-rounded perspective on the world. I am a blend of two opposing lifestyles, and my thoughts, ideas and actions reflect this blend. As someone who appreciates geographical diversity, NAU's location appeals to me immensely. Having lived at sea level in Florida for a long time, I look forward to the elevated timberland scenery of Pines and Aspen surrounding Flagstaff. My interest in speech therapy stems from my interest in people. I am a "people" person -- I have always enjoyed interacting with my peers and supervisors both in and out of the educational environment. Because of my strong desire to help others as much as I possibly can, I have looked into various ways I could better serve the speech impaired. This is exemplified through my diverse volunteer experiences within the field. Following graduation from high school, I began volunteering on a weekly basis at Morton Pla

nt Hospital. I observed group and individual therapies such as swallowing, traumatic brain injury and several other therapy techniques ranging from childhood through geriatrics. While attending University of South Florida in Tampa, I volunteered on a weekly basis with Dr. Carolyn Ford, a professor of Speech Pathology. My duties included creating and maintaining a research database which housed pertinent participant information. Through this experience I became more fascinated with the many language disorders in children, and I realized this was an area I wanted to study further. While attending USF, I also performed over 150 hours of volunteer work at Deer Park Elementary School. The interaction between the speech pathologist and her students was impressive; it was then I realized I would like to work in such a setting. Today, I work as a Speech Therapist for the Pasco County School District at Bayonet Point Middle School. My responsibilities include co-teaching three language arts classes for the Language Learning Delayed. Additionally, I work with the Educable Mentally Handicapped population through co-teach and itinerant therapy. I also perform pull-out therapy for voice, fluency, and articulation. I am responsible for all Individual Education Plans for Speech-Language students. I organize and perform seventh grade mandatory hearing screenings and referrals, as well as screening and evaluating all speech-language impaired students. Through NAU's program, I hope to apply the creative and innovative strategies of my clinical experience to the public school setting. Implementing these strategies will be crucial in getting our students on equal footing, since I believe that cookie cutter programs are no longer sufficient to address America's diverse population. Indeed, the order is rapidly changing. NAU's emphasis on the communicative and learning needs of a culturally and linguistically diverse region would greatly supplement my knowledge on how to identify and implement strategies to enhance and assist this growing population. In summation, I am a good match for NAU because I am a self-motivated, caring person who wants to further my knowledge so that I may enable my students to be the best that they can be.

Subject: Sloan Doctoral Program

I have an excellent job with tremendous advancement opportunities. At my well-paid job at a prestigious investment bank on Wall Street, my computer science and analytical skills are recognized and lauded. Moreover, I enjoy intellectual interactions with my Ph.D. colleagues, have many friends, and am app

reciated by my managers. **Still, I feel a void in my life.** While my friends and colleagues do not understand my decision to leave my rewarding career, I know that I have no choice if I am to pursue my long-term goal and my childhood dream: to teach and publish research. While my friends think I am sacrificing certain career advancement for unnecessary training, I do not act impulsively, and I am certain that I have made the correct decision. What they do not understand is that I will derive even greater satisfaction by pursuing a doctoral degree than by earning a higher salary and advancing in my present career. By pursuing a doctorate, I will have the priceless opportunity to **realize my dream.** Learning gives me a world of satisfaction and a sense of accomplishment. The more I learn, the more fulfilled I feel. I do not learn solely to apply my knowledge in a practical setting; instead, it is the quest for knowledge and the challenge of learning that motivates me. Originally, I took my current job since I saw it as an invaluable opportunity to further my learning experience. Over the past two years, I have accumulated a good knowledge of Finance. I was introduced to Bayesian Statistics, GARCH processes, and other topics of time series analysis. I also learned how to price volatility swaps and categorize different optimization tasks. While I never intended to focus solely on the practical side of finance, nearly all of my work revolves around it. For example, I have done research that forecasted assets' expected returns as well as research on a better way to execute a trade. These research opportunities were all results-oriented. I rarely have had the opportunity to look at the theoretical aspect of finance, like deriving closed-form solutions to evaluate financial instruments, which I sometimes find interesting. Although I try hard to broaden my knowledge of theoretical finance by reading finance and econometrics books on my leisure time, I am not able to test those theories empirically. I long for an environment where I can conduct research merely for the sake of curiosity. A doctoral program will definitely provide me with such an environment and allow me to continue my quest for knowledge unconfined by the boundaries of practicality. My desire to attend the Ph.D. program also stems from a realization that my undergraduate education was only a starting point in learning the necessary finance skills. While my Computer Science and Finance degrees supplied the foundation of knowledge for each field and my employment background has allowed me to understand and utilize technical aspects of finance, I have not yet learned the critical skills to improvise when applying finance theories. Specialization through the Ph.D. program is crucial, as I have noticed how my colleagues apply their specific area of knowledge to the understanding of disciplines. For example, one of my colleagues has used his mathematical knowledge to solve a portfolio optimization problem while others have done the contrary,

using their finance expertise to help them understand mathematical problems. I seek this level of knowledge in finance, so that I can handle many different problems that might defy the application of standard rules. Perhaps most importantly, a Wall Street career is not in line with my long-term career objective of teaching, conducting research, and producing research publications that would add value and contribute to my field of specialization. I am driven by more than money and the prestige of an excellent career. I also hope to contribute to society; as a professor, I would have the ability to do this. An inspired teacher can bring out talents, encourage innovation and nurture a new generation of scientists and philosophers. I always want to inspire others in the teaching process in addition to conveying a knowledge of the curriculum. At Sloan, I intend to concentrate in Finance. Finance is the explanation of rational human behavior reflected in the financial markets. The idea of maximizing expected return and minimizing risk is simple but breathtakingly powerful in explaining how assets are valued. I enjoy learning about the interaction of economic variables like inflation or interest rates, how the economy works, and how changes of factors like currency return or oil price affects market movement. One of the aspects of finance that I find most interesting is its application of knowledge from other areas of discipline. For example, Brownian motion is used to model and evaluate options while eigenvalues and eigenvectors are used to decompose and analyze covariance matrices. These examples show that finance researchers are able to take advantage of the established knowledge of other fields like Mathematics and Statistics and apply them to assist in their research. I also believe that my excellent quantitative background makes me well suited to handle finance's demanding level of mathematical rigor. MIT could contribute tremendously to my achieving my long-term objective. Needless to say, it has an impressive faculty and a strong academic reputation. But I am most impressed with its quantitative approach to finance. MIT combines its strength in engineering and economics to develop an expertise in finance that focuses on the quantitative aspect. In particular, I am interested in the work of Dr. Andrew Lo, who is a prominent figure in the area of neural networks and derivative pricing. I am also attracted to MIT's small class sizes since it would enable me to work closely, share experiences, and exchange ideas with my professors and peers. One line of research I hope to pursue is of the financial market development of emerging market countries. I have always wondered whether established finance theory applies to the behavior of developing countries or whether there are alternative models to explain such market behavior. What should be the appropriate strategy to ensure stable development in these countries? financial markets? Can the lack of pension funds to support the market be the reason

for the huge volatility and low liquidity of the financial markets in the developing countries? Are there any common factors driving their market variations? Through the Ph.D. program, I hope to find answers to the above questions and to conduct extensive research on similar financial market topics. I believe there is still much to be explored and studied in finance academia, and I believe the Sloan doctoral program would provide me with the knowledge necessary to understand and apply finance theories, which I could in turn bring to my teaching and research career. I am committed and determined to succeeding at the Ph.D. program, and I am confident I will be able to contribute to the MIT community in my area of interest.

Subject: Generic Social Work Essay

I am applying to (Name of School) for the Masters of Social Work program. My career goal is to work with underprivileged adolescents, especially those with a history of behavioral and emotional problems. I have significant background in this area; in addition to a full-time position with a recruitment firm, I am a relief counselor for this target group in a residential treatment setting. I want to complement this practical experience with specialized training in order to best serve these individuals. My desire for this profession springs from the troubles of my childhood. In my youth, I was a ward of the Commonwealth of Massachusetts--in essence, a foster child. Both of my birth parents abused me physically and emotionally, prompting the courts to permanently remove me from their power. I subsequently moved through a succession of foster homes and adolescent shelters. My high school years were therefore highly traumatic; I could not have survived them without the aid of the counselors and social workers that were so kind to me. Yet my problems did not end at the emotional level. I constantly battled financial difficulties in order to graduate high school and embark on a college career. I was essentially paying my way through college on minimum wage--a monumental task. My first two years of college proved quite difficult because of this. But I persevered, and achieved an overall G.P.A. of 3.5 during my final two years at school. I also dedicated much time to campus activities, in which I held a number of leadership positions. Today, I work with an international recruitment firm that allows me to travel through the United States and Europe. This has given me a sense of accomplishment and maturity, yet I feel a deep void in my life. I need to give back to the community that helped me so much. I k

now what it is like to be on the receiving end of social work--I was the one who stayed with foster families after the social workers had gone home. I am thus in a unique position to understand the conflicts within the hearts of troubled adolescents. I comprehend, for instance, the importance of such issues as trust. And a child in this setting would be naturally more inclined to trust someone who has already experienced the system firsthand. My background, my ambition, and my resourcefulness are ample demonstration of the valuable addition I would be to your social work program. I share close bonds of understanding with my target community, and feel that I can make a significant difference in their lives with the aid of a Master's Degree in Social Work from your institution.

Subject: Teaching Masters

I want to be a teacher because I appreciate the great value of education. Throughout high school, education was never a top priority for me. Only during the past two years, at college, have I realized the importance of education. Instead of letting hard subjects discourage me, as they used to, I have learned to turn my frustrations into hard work and determination. As a teenager, my social activities consumed my life. My friends were not motivated to do well in school. Unfortunately, I followed their lead. My grades were very low, and I did not even care. As I grew older and lost touch with my old friends, I decided to focus on my education. I enrolled in Burlington County College. There, I chose to associate with people who worked hard. My peers at Burlington have influenced me to strive to do the best I can academically. Math has always been a very difficult subject for me. I would often get frustrated doing problems, and would end up throwing down the book and giving up. When I got to college, I realized that math would inevitably be a part of my life and that I would have to find a way to get through it. The motivating environment at college has enabled me to relax and work through the problems. I now find math to be one of my easier subjects and I even enjoy its challenging aspects. My own roller-coaster ride with school has made me want to be a teacher. I have reflected on the factors that made me fail in my early years of education, and I think one major factor was my teachers. My disinterest in grades was obvious in high school, and all my teachers seemed content with it. I feel that if someone had sat me down and explained the importance of school, or even just attempted to make learning more interesting, I might have become more

re motivated. As an elementary school teacher, I hope to make learning fun for my students. It is my goal to ease the students' frustrations as best I can. I would like my students to see me as not only their teacher, but someone they can talk to and feel comfortable with. My experience at college has proved to me that I am capable of doing well. Not only do I have the ability to succeed, but I also now have the confidence. I know how important education is in all aspects of one's life, and I want to share that knowledge with others.

subject: Duke Biotechnology

Excited by the idea of becoming a scientist since I was a small child, my interests in pursuing graduate studies intensified during my undergraduate education and my research experience. Rather than discouraging me with the tremendous amount of work and demands for creativity, my college years motivated me to earn a Ph.D. and to continue pursuing a career as a research scientist. Although my exact research goals have yet to be refined, my interests include studying the genetic basis of disease and the genetic mechanisms that govern various cellular processes, such as the cell cycle, apoptosis, and tumor formation. Although I entered college without a clear research direction, the Biotechnology Program at Rochester Institute of Technology helped develop my interest in the field of Genetics. I found much of my laboratory training at RIT to be extremely rewarding. For example, one experience that early on convinced me to seriously consider genetics was a project involving the construction and characterization of a recombinant plasmid. Since I worked independently for the most part, the project played a key role in increasing my confidence and helping me to understand various concepts pertaining to genetic analysis. It was this experience that motivated me to seek a position as a teacher's assistant for a course in Microbial and Viral Genetics. As a TA, I learned how demanding the teaching situation is and how much teaching a course can contribute to my own learning. By this time, after discovering my passion for research and the joy of teaching, I began to seriously contemplate graduate schools. To excel in graduate school, I decided I would not limit my experience to my formal education at RIT. Instead, I wanted the opportunity to explore my career options to make a well-informed decision as to the area of my future research. With these goals in mind, I chose to take adva

ntage of RIT 担 Cooperative Education Program, which meant earning my Bachelor 担 degree in five years instead of four. In December of 1997,Astra Arcus USA Pharmaceuticals hired me as a research assistant in the Electrophysiology department.At Astra, I learned research techniques not taught by RIT. For the past year, I have been working with a subset of neuronal glutamate receptors via voltage clamping on Xenopus oocytes. The research of our lab is geared toward the study of central nervous system diseases. Working with Astra and earning an education in biotechnology from RIT sparked my interest in learning more about the genetic basis of disease.On a personal level, I 掘 e gained quite a bit from my cooperative experience. Confident in my ability to adapt to new environments and learn techniques that I have never encountered, I have also learned a great deal about the nature of private-sector research and the lifestyle of the researchers. Familiar with the amount of dedication and hard work essential to project advancement, I am more focused on my goal of becoming an excellent researcher than I ever have been. No stranger to the frustration and disappointment inherent in research work, I am spurred on by the thrill of discovery. I find a great deal of enjoyment working in research and plan to stay at Astra through the summer of 2005.I feel that my course work as a Biotechnology major at RIT and my research experience at Astra have adequately prepared me for graduate study. Eager to continue my education and improve upon my weaknesses, I am particularly interested in becoming more familiar with emerging technologies relating to genetics and in gaining more exposure in working with eukaryotic genomes. Most importantly, I want to gain the knowledge and skills necessary to design and perform research according to my interests in genetics and disease. With these broad interests and specific goals, I am very attracted to the Graduate Program in Genetics at Duke University. With great flexibility in choosing a degree, the program would suit me well. At Duke, I would welcome the opportunity to explore my interests in Cell Biology, Neurobiology, Pharmacology, and Cancer Biology . I am also interested in learning more about possible involvement with the Duke Center for Human Genetics. My motivation to succeed is reflected in both my academic standing and my dedication to research. I feel that these attributes, combined with a profound interest in the Biological Sciences, will ensure me success as a graduate student at Duke University.

Subject: Stanford Engineering Masters2

Ever since I can remember, I have heard older people complain about being tired of this thing or that thing. With the increasing complexity of technology and career skills, they have to do more and learn more with every passing day. Until now, technology has perpetuated itself not by giving the average person more time to pursue humane concerns, but by increasing efficiency. People can turn out more widgets in an hour now than they ever could, but they also work more than ever learning new things. For example, the average employee spends an hour a day writing and receiving email, but still must accomplish everything else she used to do. There is now more to do in less time, and adults are right to complain that they wished they had more hands or more time to accomplish their daily chores. From this simple observation, I became interested in robotics and in Stanford. Early on in my education, I started reading and learning about software and hardware engineering. An Engineering Institute in Madras yielded the first but almost incredible qualification in hardware engineering. It has been my objective since then to identify with an institution that shares my vision and ambition to lead the global march towards environment induced solutions to day to day living. Stanford is this institution, and now is the time for me to follow my vision. Certain that this is the ideal time to pursue college education in computer engineering, I see technology becoming increasingly pervasive and important and wish to now make the next important step to helping technology make life easier, rather than harder. With my demonstrated aptitude for computer hardware engineering, I am confident that Stanford will hone my skills and turn me into a world class researcher / inventor. With my interests and a Stanford background in computer engineering, I will be able to pursue research in robotics and realize my career goals. I am certain that modern-day technology can alleviate, rather than add to, the tasks of the average person. In the foreseeable future, I envision affordable robots that can do all the tiresome day to day chores in our households and free us to focus on the humane aspects of life. With dedicated input from the curriculum developed at Stanford, we will invent robots that can understand the human moods from tonal variances and for application in the industrial and medical world. By employing technology to save time rather than to absorb it, people will have more time for love and relationships and children. Rather than humans becoming the robots in an increasingly mechanical, technological world, we will regain our humanity. Stanford is important to me because I cannot find a better place to work with world class faculty; Stanford will provide me the tools for creating time-saving advancements.

2. Write about a book/idea that is intellectually exciting.

(175 words) "The 7 Habits of Highly Effective People" written by Stephen R. Covey is an interesting and thought provoking book. Covey identifies these

e habits as the qualities of personal vision, personal leadership, personal management, interpersonal leadership, empathic communication, creative cooperation and balanced self-renewal. Covey believes that with these qualities, the reader can also become a highly effective person. I found the book intellectually exciting because the principles would give us the security to adapt to change and the wisdom and power to take advantage of the opportunities that change creates. The author emphasizes that the principle of interdependence has a higher value than independence, and uses "paradigms" to explain his theories. I found this approach to problem solving interesting, and something I hope to use at college. By centering our lives on correct principles and creating a balanced focus between doing and increasing our ability to do, we become empowered in the task of creating effective, useful and peaceful lives for ourselves and for our posterity. Since I am constantly striving to improve my own personal effectiveness, I found this book intellectually exciting and would recommend it to everyone.

3. Write a letter to your future room mate telling him about a persona; I experience revealing something about you. (150 words)

Dear John

While I don't want to worry you into thinking I'm some sort of single-minded engineering student who never discusses anything other than engineering, I like to tell a story about the time that I made a useful and inexpensive gadget by applying some simple classroom knowledge. My mother often used to complain that whenever it rained, all the clothes got wet before she could retrieve them from the cloth line fixed in our garden. To solve this problem, I made a rain alarm using water's property of electrical conductivity. My project had two metal plates placed very close together and was connected to a battery, buzzer, and a switch. It also had two transistors forming a high gain direct amplifier along with two resistors, a relay and a diode. Whenever the first drop of rain fell on the sensor plates of my gadget, the buzzer would raise a shrill alarm, and my mother would hurry to collect the clothes. A hobby of mine is to apply engineering knowledge to solving everyday problems and helping to put people at ease.

Subject: Dentistry School

Ever since childhood I have enjoyed working with my hands. Whether as an eight year-old gluing together a model car or an adolescent assembling a bookshelf in woodworking class, I thrived on the challenges of precise and meticulous tasks. Throughout high school I have been intrigued by the sciences, but it was not until I read about late-breaking discoveries and research in

he field of genetics that my interests in science intensified. When I entered the University of British Columbia (UBC), I naturally chose to specialize in Cell Biology and Genetics. In my sophomore year at UBC, I first began to seriously consider dentistry as a career. At that time, I began to appreciate the important role that dentistry played in my life. Four years earlier, I began an orthodontic treatment program with Dr. Junni Wang to correct a severe crowding problem with my teeth. Both before and during the treatment, I was a most reluctant participant; not many teenagers look forward to braces filling their mouth during their last two years of high school, and I was no different. However, at every monthly check-up for three-and-a-half years the office staff had nothing but kind words of encouragement and optimism. Now after the completion of the treatment I had reason to smile. Dr. Wang helped turn me from a shy adolescent who feared smiling into a confident, outgoing young man. His skills not only brought back my smile, but also my sense of confidence in all aspects of my life. Whereas once I feared drawing attention to myself and thus shied away from leadership posts and debates, now I am a completely different person. Hoping to feel as satisfied and gratified as Dr. Wang must have felt in improving not only my smile but my entire way of life, I look forward to improving the oral health of patients on a daily basis and participating in dentistry 摺 friendly, team-oriented work environment. After this preliminary 摺 patient-doctor exposure to dentistry, I substantially increased my involvement in the field to determine if dentistry really was for me. My participation with the UBC Pre-Dental Society allowed me to communicate with various professionals in the field. I also investigated opportunities to volunteer in the University Dental Clinic or participate in research work. After speaking to a couple of professors in the UBC Faculty of Dentistry asking them about research opportunities, I found a topic that interested me. Dr. Putnins, of the Division of Periodontics, offered me a position in his lab to conduct a semi-quantitative analysis to determine the levels of endotoxin in dental unit water lines. After taking many water samples from the University Dental Clinic and quantifying the amounts of endotoxin (lipopolysaccharide) in those samples with an Limulus Amebocyte Lysate test, I prepared to publish dentistry 摺 first account of this type of experiment. I conducted the study over a 16-week span (Jan.-Apr. 98), and the research work counted as 3.0 credits towards my undergraduate degree. Because the vast majority of my work was self-directed, I submitted my findings for evaluation by the faculty in a 32-page report with 46 references, and I also defended my methods before a panel of professors. Impressed by the findings and results, Dr. Putnins will use my study as a key component of a journal article he is currently preparing for the Journal of Dental Research (JDR). The school

also submitted an abstract of my findings for presentation at the upcoming 77th General Session of the International Association of Dental Research (IDAR) to be held at Vancouver, Canada. I am keenly looking forward to this unique opportunity to have my work appear before distinguished members of the dental research community. My positive research experience definitely helped reinforce my goal of becoming a dentist. In addition, my employment as a Canada Customs Inspector has helped me improve my level of social awareness and helped me develop qualities I can usefully apply to dentistry. As a Customs Inspector, I had the opportunity to communicate effectively with many different types of people in various situations. I have also developed the ability to resolve conflicts, defuse difficult situations, and show empathy even during cases of enforcement. In addition, my experience with team sports has provided me with leadership skills that can not be taught in any textbook. As the captain of my hockey team and the coach of a children's team, I have developed excellent communication skills and the ability to identify and work effectively with kids. All of these qualities will prove very important to my future career in dentistry. Attracted by the dental profession's ability to positively impact people's lives, just like my orthodontist, and by the profession's financially rewarding and stable lifestyle, I look forward to one day opening my own practice and becoming a well-respected member of both the community of dentists and the community of patients. While my GPA may not be as high as some applicants, my academic record shows a consistent positive. I know I have the intelligence, ability, and determination to achieve success in dentistry; I only need the opportunity. My dental research experience combined with my academic background, personal qualities, and leadership abilities makes me well suited to accept the challenges in the field of dentistry. I look forward to an interview and the chance to discuss my qualifications in person.

--

Subject: Arizona State Health Administration2

While growing up, I played softball constantly both for school and for a summer traveling team. As a member of the traveling team for nine years, I enjoyed the opportunity of every weekend traveling to a new place and of meeting people from all over the country. Much more than just honing my softball skills, my membership in a traveling team helped me grow as a person by challenging

enging me to compete against hundreds of other girls. Because of my commitment to the game, softball consumed most of my time since I spent most of my summers on the road and not with my friends and family at home. Despite the stress, my perseverance and passion for the sport kept me involved. I knew I had softball talent, and I did not want to waste it. All I could hope is that my hard work and sacrifice would one day pay off. Finally, that day came. South Suburban College in Illinois gave me a full softball scholarship and for two years paid for full tuition, books, and room and board. While there, I made certain not to waste the resources being offered me. While putting 40 hours a week into softball, I also took classes full time to prepare for nursing school and on weekends I helped coach youth camps. During my sophomore year, my coach and teammates nominated me team captain and gave me more responsibilities. I was in charge of developing team goals, preparing practice schedules, and developing motivational strategies for the team. During this time, my grades began to drop since I was overloaded with responsibilities. Not prioritizing my time well, I spent too little time on my studies compared with my time in softball and in youth camps. Exhausted from my demanding schedule, I allowed my personal aspirations to fall too easily. Meanwhile, my time in softball began to become a job to me and lost its fun. I decided I needed to reprioritize my life and place more time on academics. I gave up the youth camps and spent more time studying. I learned to balance my time properly and started to once again do well in school. While the transition from home life to school life was particularly difficult for me, I overcame the obstacles I faced and am a stronger person because of it. Also, I believe that the experience I went through will help me rise above difficult in the future and help to make me more self-reliant and responsible. My interest in the health field began in middle school and continued through college. During my freshman year in college, I began taking courses to prepare for nursing school. However, by the end of my second year in college, my interests shifted away from nursing, and I sought the advice of my counselor. I transferred to Indianapolis my junior year and began exploring my options. My background in team leadership led me to consider a career in management. Growing up, on almost every team I played on I served as team captain and carried the additional responsibilities that come with the position. I also much prefer team sports to individual sports, and I began to realize I would like to work in a team-based environment. In my conversations with my counselor, I first considered merging health and management into a career. My abiding interest in the health field and my constant position of team leader played a very important part in my education, and I hoped to make them play an even more important part in my future. Even though I pursued other interests for a few years

ars, I never swayed from the health field altogether. In preparation for my future, I have developed a strong background in mathematics and science in addition to my coursework in health. Unfortunately, I did not come to enjoy the challenges of the intellectual life until my junior year. In that year, I decided that I wanted to expand my knowledge and attend graduate school. As I entered my senior year I switched to a General Studies major to graduate a year earlier. My number one concern in choosing a graduate school is to select a program that offers many opportunities for my career and will prepare me to manage effectively in the health care environment. I believe ASU offers a program that can not only utilize all the skills and experiences that I have accumulated until this point but also grow them to the next level. I also believe that ASU can provide me with the knowledge and credentials to successfully tackle the challenges in the healthcare field. After completing my graduate work, I plan to seek employment as a hospital administrator. While I understand competition for these positions is keen and will only grow more intense in the future, I believe I will be well equipped to excel as a hospital administrator if given the chance to explore the educational and research opportunities offered by ASU School of Health Administration and Policy. With ASU MHA program preparing me for future challenges, I will successfully work towards my goal of becoming a hospital administrator. Since I realize that success is often rooted in a good education, I know ASU, as one of the most respected schools in the US, can give me the credentials necessary to overcome barriers in the field. I will then draw on my natural leadership ability and my strong education in health care to excel in my position. Currently, I work for Champps Americana, a sports restaurant in Indianapolis, and I believe my experience with Champps is preparing me well for a job in management. I am the server manager and have the responsibility of managing over sixty servers. My responsibilities include preparing the server schedule, development of training programs, and sales growth through promotions and contests. Having learned a great deal from my coworkers and having expanded my leadership role outside the softball field, I believe the skills I have acquired through my job will help me succeed in graduate school and as a health care administrator. In my final two years at Indiana University, I asserted myself academically and proved my resolve to succeed. While working full time and taking a full load of classes, I earned a 3.4 G.P.A. and received a certificate for high academic achievement from the School of Continuing Studies. In short, I believe I have developed the skills and maturity that I will need to be successful in graduate school, and I believe my record and work experience supports this. All I need now to usefully combine my personal qualities and skills is to continue on the educational path by learning about

ut health administration at ASU. I believe that my struggles, perseverance, and commitment to my undergraduate studies qualify me as an excellent candidate for your program. I thank you for your consideration.

Subject: Stanford Engineering Masters

During my senior year at Purdue University, I made a decision that has impacted the entire course of my education. While my classmates were making definite decisions about their career paths, I chose to implement a five-year plan of development and growth for myself. I designed this plan in order to examine various careers that I thought might interest me, as well as to expand upon my abilities at the time. As I was attaining a BS degree in Electrical Engineering, I decided to focus primarily on fields related to the VLSI (Very Large-Scale Integrated) circuits area. My main goals were either to gain work experience or to further my education by pursuing an MS degree in Electrical Engineering (MSEE). I saw an opportunity to both work and learn through employment at Xilinx Inc. Operating as a product engineer at a successful, high-tech semiconductor company has enabled me to utilize my technical and interpersonal skills in new and challenging ways. The position has also allowed me to interact with a multitude of departments including marketing, integrated circuit (IC) design, software/CAD development, manufacturing, reliability, accounting, and sales. I thus have gained an array of experience that extended beyond the parameters of my own responsibilities. In the workplace, I rely heavily upon the interpersonal techniques I developed as a counselor in a Purdue residence hall, as well as the organizational skills I had acquired through holding various leadership positions in cultural and engineering societies. I have also cultivated an interest in high-technology marketing that has continued to grow throughout my career. My experiences with Xilinx have heightened my hunger for knowledge in the VLSI field. Two months after joining the corporation, I applied to several part-time programs in the vicinity that would allow me to acquire an MSEE degree within two to three years. San Jose State seemed an ideal choice, for its evening MSEE courses would allow me to pursue two independent, full-time positions concurrently. The San Jose program has complimented my Xilinx duties well; both demand large levels of energy and enthusiasm while guiding me to my ultimate goal a high deg

ree of education in VLSI sciences. The resources that I poured into both endeavors have reaped many gains. I have been promoted to a Product-Yield Engineering position within Xilinx's Coarse Grain Static Memory (CGSM) Product Engineering division. My extensive coursework plays a key role in my continued success at Xilinx. Relevant classes in advanced digital and analog VLSI design, as well as sub-micron ULSI technology, have allowed me to understand more completely the workings of Xilinx, a fab-less semiconductor company that also functions as a software and hardware design, testing, and marketing center. The gains in knowledge I have made through the combination of work experience and education have indeed been exponential. The academic records of my senior year at Purdue, coupled with my MSEE coursework, are ample proof of my dedication to learning. I feel I have overcome through hard work and dedication the brief "dry phase" I underwent at Purdue during the close of my sophomore and the first semester of my junior years. My performance at that time is in no way indicative of my usual achievements; they are instead the result of urgent family difficulties that required much foreign travel and serious attention to resolve. In May, I shall graduate with an MSEE degree from San Jose well ahead of my original estimates. This early graduation with Dean's Honors is the result of my firm belief in the value of diligence, as well as my renewed determination to strive for perfection in both work and school. I am now embarking on another five-year plan, during which I hope to fulfill several specific career goals. For instance, being part of a very dynamic and results-oriented Yield team at Xilinx calls for continuous development of computational and statistical techniques. The Yield team is divided to focus on specific process/fabrication issues and process (manufacturing) optimization. My own position is an integral part of the optimization group. Speed and cost issues continue to press high technology atmospheres towards optimization, probability and stochastic processes and systems, and rigorous simulations of mathematical models. The MS in EES&OR offered at your university will grant me the statistical knowledge that is crucial for process and production optimization in a fab-less environment. In addition, product engineering requires fundamental research on mathematical models for linear and non-linear programming, as well as the utilization of efficient computer software. I continuously employ the knowledge I gained at Purdue in Operations Research and advanced mathematics courses. Yet despite the value of these classes and my high performance in them, I now require further education to best fulfill my duties. An MS in the EES&OR field, will give me knowledge that is invaluable to a career in product development, project management and strategic planning. The program will allow me to improve decision-making skills in operations, strategy, and policy issues. I will strengthen my theory and

d application in countless areas: continuous, discrete, numerical optimization; probabilistic and stochastic processes; dynamic systems and simulation; economics, finance, and investment; decision analysis; dynamic programming and planning under uncertainty; operations and service; corporate and individual strategy; and private and public policy issues. Thus, the EES&OR program will not only help me to excel at Xilinx but will also further any future career. My commitment to work and education over the last three years proves that I will pursue this MS with enthusiasm and zeal. The technical edge that the MS would provide is incomparable. Since I will be working while attending Stanford, I shall mingle education with practical application, and bring to the table interesting problems from my experience and past education. Technical challenges encountered through projects in the EES&OR program will provide motivation and opportunity for methodological innovation. The data collection, processing and presentation issues presented are integral to my future goals, and the management challenges raised will provide invaluable experience for professional practice. This will in turn build a solid foundation for a life-long career that can overcome any problem in decision-making. In addition, taking courses in economics, finance, and investment analysis will allow much growth of knowledge in investment issues in different industries. The EES&OR program thus appeals not only to my engineering, economics, science and mathematical background, but will compliment my technical abilities with the conceptual frameworks needed to analyze problems in operations, production, strategic planning, and marketing in the realm of semiconductor/IC/engineering systems. I feel that I am prepared to meet the challenges of the curriculum. My coursework in intermediate microeconomics and macroeconomics, international trade, operations research, linear algebra, and probabilistic methods, along with my extensive calculus background, will allow me to function well within the program. My long-term career goals include a move into marketing and product management. I believe that attaining this MS degree is the cornerstone to achieving my goals. It will give me the academic background necessary to succeed in product development, project management, and strategic planning. It will improve decision-making skills necessary for optimizing performance. The integration of two excellent programs in Economics Systems and Operations Research thus suits my current position and ties in with future goals perfectly by improving decision making in operations, strategy and policy. At present I desire to continue at Xilinx; attending a program that provides the flexibility and convenience of the SITN, is therefore imperative. Hence, being at Stanford as an HCP student also attracts me. I believe that Stanford is the best environment for me to achieve my goals while gaining exposure to and experience with a diverse student body and faculty. It is my be

belief that one continues to learn throughout one's life, and the most effective method of learning is through interaction with others. Stanford's diversity offers an environment for learning, both inside and outside the classroom. I hope to share my varied knowledge with my classmates and to take from them a new understanding of topics that are foreign to me. I believe that no other school provides students with the combination of education and environment offered by Stanford. Its outstanding academic reputation, mingled with its diverse environment and thriving Bay Area location, creates an opportunity for growth that is second to none. I have many ambitions for myself as I embark on this stage of my life. I believe that an education from Stanford will provide invaluable experiences and skills that will allow me to become a successful and innovative business leader in the new millennium.

Subject: Boston University Social Masters

The rapidly growing elderly population is becoming a serious social problem in many countries. Some countries have been successful at finding solutions for this problem but others have not. Japan is one of the latter countries. Although Japan has one of the highest life expectancy rates and a reputation for good quality of life for its elderly population, it has been unsuccessful at addressing this problem. Compared to other industrialized countries, Japan lags behind in programs for elders who are physically disabled, bedridden or in need of long term care. The current economic crisis is exacerbating this situation as the government is cutting funding for elder programs. This problem resonates deeply with me, and I hope to someday work on finding a solution. It is for this reason that I am applying to the graduate program in social work at Boston University: I seek the skills and knowledge I need to return to Japan and work for a social work service. My interest in the elderly dates back to my childhood. Growing up with my grandparents greatly influenced my values and personality: they taught me to be self-motivated and disciplined. Their resilience and support has helped me to persevere even when confronted with seemingly insurmountable obstacles. Because of their kindness toward me I have a deep respect for them and for elderly people in general. This is what motivates me to become involved in the field of social work. Traditionally in Japanese society, the care of one's parents is believed to be the children's duty. After World War II, such traditions have evolved due to changes in family structure. No longer is the eldest child the only one to inherit his parent's property, and two-income families have become the norm.

rm. These changes have left Japanese people at a loss as to how to care for their aging parents. The current response to this problem seems to be hospitalization. Families increasingly hospitalize their elders who are physically disabled, bedridden or in need of long-term care. These individuals are usually transferred to nursing homes, but because of sparse accommodations and a one to two year wait list, they end up staying with family members who are often ill equipped to care for them. As a result, there are a number of incidences of elder abuse by family members and elder suicide. Also, there are many other elderly people who live alone -- every year, many of them die with no one, not even their family members, having knowledge of their death. Currently there is no social welfare program in Japan that offers assistance to these elders and their families. In the light of these terrible problems, the need for such a program is obvious. My interest in social work is to find ways to develop and improve the types of services available to the elderly in Japan at a systematic level. I want to be involved in the organizing, managing, developing, shaping and planning of social policies related to the elderly. I believe the social work program at Boston University will allow me to do that. By studying macro social work at Boston University, I will learn about established social systems, assessment and intervention strategies. In addition, Boston University's emphasis on urban issues appeals to me immensely. As I will be returning to work in Osaka, the second largest city in Japan, graduate work in this area will better equip me for the challenges I will be facing. To me, an urban mission is a commitment to identify and find solutions to issues faced by urban areas. I believe I am well prepared for graduate work. During my undergraduate study, I acquired the necessary background knowledge by taking advanced courses in the areas of psychology and sociology, including sociological research methods, social theory, statistics, psychological research, and psychotherapy. Along with these courses, I had an internship at the Asian Task Force Against Domestic Violence, a non-profit organization. I also volunteered at Sawayaka-en, a nursing service, and Asunaro Children's Mental Hospital in Japan. From this internship and my volunteer work, I have gained practical experience which I feel will contribute to my academic and professional success. I expect the graduate work at Boston University to be demanding, challenging, and ultimately rewarding. I look forward to the experience from an intellectual as well as social point of view - I hope to learn and grow as an individual and a macro social worker. I hope that I will be allowed to do so at Boston University.

Subject: Boston University Social

The rapidly growing elderly population is becoming a serious social problem

in many countries. Some countries have been successful at finding solutions for this problem but others have not. Japan is one of the latter countries. Although Japan has one of the highest life expectancy rates and a reputation for good quality of life for its elderly population, it has been unsuccessful at addressing this problem. Compared to other industrialized countries, Japan lags behind in programs for elders who are physically disabled, bedridden or in need of long term care. The current economic crisis is exacerbating this situation as the government is cutting funding for elder programs. This problem resonates deeply with me, and I hope to someday work on finding a solution. It is for this reason that I am applying to the graduate program in social work at Boston University: I seek the skills and knowledge I need to return to Japan and work for a social work service. My interest in the elderly dates back to my childhood. Growing up with my grandparents greatly influenced my values and personality: they taught me to be self-motivated and disciplined. Their resilience and support has helped me to persevere even when confronted with seemingly insurmountable obstacles. Because of their kindness toward me I have a deep respect for them and for elderly people in general. This is what motivates me to become involved in the field of social work. Traditionally in Japanese society, the care of one's parents is believed to be the children's duty. After World War II, such traditions have evolved due to changes in family structure. No longer is the eldest child the only one to inherit his parent's property, and two-income families have become the norm. These changes have left Japanese people at a loss as to how to care for their aging parents. The current response to this problem seems to be hospitalization. Families increasingly hospitalize their elders who are physically disabled, bedridden or in need of long-term care. These individuals are usually transferred to nursing homes, but because of sparse accommodations and a one to two year wait list, they end up staying with family members who are often ill equipped to care for them. As a result, there are a number of incidences of elder abuse by family members and elder suicide. Also, there are many other elderly people who live alone -- every year, many of them die with no one, not even their family members, having knowledge of their death. Currently there is no social welfare program in Japan that offers assistance to these elders and their families. In the light of these terrible problems, the need for such a program is obvious. My interest in social work is to find ways to develop and improve the types of services available to the elderly in Japan at a systematic level. I want to be involved in the organizing, managing, developing, shaping and planning of social policies related to the elderly. I believe the social work program at Boston University will allow me to do that. By studying macro social work at Boston University, I will learn

about established social systems, assessment and intervention strategies. In addition, Boston University's emphasis on urban issues appeals to me immensely. As I will be returning to work in Osaka, the second largest city in Japan, graduate work in this area will better equip me for the challenges I will be facing. To me, an urban mission is a commitment to identify and find solutions to issues faced by urban areas. I believe I am well prepared for graduate work. During my undergraduate study, I acquired the necessary background knowledge by taking advanced courses in the areas of psychology and sociology, including sociological research methods, social theory, statistics, psychological research, and psychotherapy. Along with these courses, I had an internship at the Asian Task Force Against Domestic Violence, a non-profit organization. I also volunteered at Sawayaka-en, a nursing service, and Asunaro Children's Mental Hospital in Japan. From this internship and my volunteer work, I have gained practical experience which I feel will contribute to my academic and professional success. I expect the graduate work at Boston University to be demanding, challenging, and ultimately rewarding. I look forward to the experience from an intellectual as well as social point of view -

Subject: Arizona State Health Administration Essay

While growing up, I played softball constantly both for school and for a summer traveling team. As a member of the traveling team for nine years, I enjoyed the opportunity of every weekend traveling to a new place and of meeting people from all over the country. Much more than just honing my softball skills, my membership in a traveling team helped me grow as a person by challenging me to compete against hundreds of other girls. Because of my commitment to the game, softball consumed most of my time since I spent most of my summers on the road and not with my friends and family at home. Despite the stress, my perseverance and passion for the sport kept me involved. I knew I had softball talent, and I did not want to waste it. All I could hope is that my hard work and sacrifice would one day pay off. Finally, that day came. South Suburban College in Illinois gave me a full softball scholarship and for two years paid for full tuition, books, and room and board. While there, I made certain not to waste the resources being offered me. While putting 40 hours a week into softball, I also took classes full time to prepare for nursing school and on weekends I helped coach youth camps. During my sophomore year, my coach and teammates nominated me team captain and gave me more resp

responsibilities. I was in charge of developing team goals, preparing practice schedules, and developing motivational strategies for the team. During this time, my grades began to drop since I was overloaded with responsibilities. Not prioritizing my time well, I spent too little time on my studies compared with my time in softball and in youth camps. Exhausted from my demanding schedule, I allowed my personal aspirations to fall too easily. Meanwhile, my time in softball began to become a job to me and lost its fun. I decided I needed to reprioritize my life and place more time on academics. I gave up the youth camps and spent more time studying. I learned to balance my time properly and started to once again do well in school. While the transition from home life to school life was particularly difficult for me, I overcame the obstacles I faced and am a stronger person because of it. Also, I believe that the experience I went through will help me rise above difficult in the future and help to make me more self-reliant and responsible. My interest in the health field began in middle school and continued through college. During my freshman year in college, I began taking courses to prepare for nursing school. However, by the end of my second year in college, my interests shifted away from nursing, and I sought the advice of my counselor. I transferred to Indianapolis my junior year and began exploring my options. My background in team leadership led me to consider a career in management. Growing up, on almost every team I played on I served as team captain and carried the additional responsibilities that come with the position. I also much prefer team sports to individual sports, and I began to realize I would like to work in a team-based environment. In my conversations with my counselor, I first considered merging health and management into a career. My abiding interest in the health field and my constant position of team leader played a very important part in my education, and I hoped to make them play an even more important part in my future. Even though I pursued other interests for a few years, I never swayed from the health field altogether. In preparation for my future, I have developed a strong background in mathematics and science in addition to my coursework in health. Unfortunately, I did not come to enjoy the challenges of the intellectual life until my junior year. In that year, I decided that I wanted to expand my knowledge and attend graduate school. As I entered my senior year I switched to a General Studies major to graduate a year earlier. My number one concern in choosing a graduate school is to select a program that offers many opportunities for my career and will prepare me to manage effectively in the health care environment. I believe ASU offers a program that can not only utilize all the skills and experiences that I have accumulated until this point but also grow them to the next level. I also believe that ASU can provide me with the knowledge and credentials to su

ccessfully tackle the challenges in the healthcare field. After completing my graduate work, I plan to seek employment as a hospital administrator. While I understand competition for these positions is keen and will only grow more intense in the future, I believe I will be well equipped to excel as a hospital administrator if given the chance to explore the educational and research opportunities offered by ASU School of Health Administration and Policy. With ASU MHA program preparing me for future challenges, I will successfully work towards my goal of becoming a hospital administrator. Since I realize that success is often rooted in a good education, I know ASU, as one of the most respected schools in the US, can give me the credentials necessary to overcome barriers in the field. I will then draw on my natural leadership ability and my strong education in health care to excel in my position. Currently, I work for Champps Americana, a sports restaurant in Indianapolis, and I believe my experience with Champps is preparing me well for a job in management. I am the server manager and have the responsibility of managing over sixty servers. My responsibilities include preparing the server schedule, development of training programs, and sales growth through promotions and contests. Having learned a great deal from my coworkers and having expanded my leadership role outside the softball field, I believe the skills I have acquired through my job will help me succeed in graduate school and as a health care administrator. In my final two years at Indiana University, I asserted myself academically and proved my resolve to succeed. While working full time and taking a full load of classes, I earned a 3.4 G.P.A. and received a certificate for high academic achievement from the School of Continuing Studies. In short, I believe I have developed the skills and maturity that I will need to be successful in graduate school, and I believe my record and work experience supports this. All I need now to usefully combine my personal qualities and skills is to continue on the educational path by learning about health administration at ASU. I believe that my struggles, perseverance, and commitment to my undergraduate studies qualify me as an excellent candidate for your program. I thank you for your consideration.

--

Subject: Medical School Applicant2

How will your life experience thus far add a unique dimension to our entering medical school class? What will a medical degree mean to you or your family

"Lastly, I would like to acknowledge the assistance of my colleagues and our industrial partners at Siemens and Radionics who were instrumental in the completion of this research project," I said concluding my presentation at the annual fall meeting of the Biomedical Engineering Society last month in October. Although I felt nervous before my first oral presentation at a professional conference, afterwards I felt an overwhelming sense of joy and accomplishment. All the hard work and late nights in the lab had finally paid off. In my research, I am involved with the interventional MRI project at [major hospital] where MR images are used to guide and monitor minimally invasive therapies such as localized biopsy and thermal ablation of cancerous tumors. My research topic is on the spatial calibration procedure and the interactive scan plane localization for device tracking in a low-field open MR imager. In the course of my research, I developed a unique and accurate method of defining spatial coordinates inside the imaging volume of the open MR imager, which led to the publication and presentation of two separate abstracts at two different professional conferences in Sydney, Australia and Cleveland, Ohio. My strong scientific research background and my clear understanding of the basic concepts of scientific inquiry and method will help me become a good physician. Having learned the technical aspects of biomedical science for the last six years, I am anxious to start learning about the clinical aspects of biomedical science. To me, a medical degree does not merely mean that I have survived four rigorous years of medical school and have something tangible to show my family. To me a medical degree has much more significance. A medical degree means that I can make a daily contribution to society by utilizing my education to help others in need. Perhaps even more important to my academic accomplishments are my experiences outside the classroom. Being a minority student, I understand the importance of diversity. As an active member of the Asian-American Student Association at [major university], I helped to promote ethnic diversity and cultural awareness on campus. Our Chinese Cultural Committee sponsored the Chinese New Year event on campus to promote cultural awareness at the school's international fair. Our group featured not only traditional Chinese food but also a Chinese fashion show and a demonstration of Chinese kung fu. Furthermore, our association organized several volunteering trips to serve food to the homeless at a local soup kitchen in Nashville. In graduate school at [major university], I continued with my involvement in diversity-related issues by serving as a student representative on the Faculty Senate Minority Affairs Committee as a part of my duty as a senator in the Graduate Student Senate. I was involved in organizing a special event on "Strategies for Success in Graduate School" for minority students. The keynote speaker of the event was Dr. Howard Adams, founder and

director of the National Institute on Mentoring and a recipient of the Presidential Award for Excellence in Science, Mathematics, and Engineering Mentoring. I also engaged in a discussion of diversity content in the curriculum of Arts and Sciences and helped with the planning of a student-faculty round table discussion of how diverse students learn. Moreover, our committee cosponsored a special dialogue on race as part of the President's Initiative on Race entitled "[major university] Talks About Race." If given the opportunity, I will bring my experience and enthusiasm in promoting diversity to the Rush community. Moreover, I sincerely believe my work ethic and considerable research experience will help make me an outstanding medical student and will enable me to contribute to the educational experience of other students at Rush Medical School.

Subject: Generic Business School Essay4

1. Outside of your career, what accomplishment brings you the most personal satisfaction? 2. Discuss the most significant personal or professional risk you have taken. What was the outcome? How did this change you as a person? 1. My first significant personal accomplishment came when I won first prize in a notable musical competition. Music is an important part of my life; as a child, I studied in a specialized musical school. My teachers were celebrated artists, and they planned to mold me into a prominent musician. At the age of twelve, I won the aforementioned competition, which granted me the right to be a student in an eminent conservatory. The mental energy required to succeed in such an endeavor is great, especially among children. Strong self-discipline and control are crucial. As a youth, I performed on countless stages throughout the country; this experience enabled me to build a strong steadiness and concentration, even in extreme situations. Through the psychological drains of performance, I developed internal resources that have served me in every aspect of my life. A second area of personal satisfaction is community service and the impact it has had on my life. No one can be truly successful unless he is willing to work for the betterment of others. A notable instance of my involvement is the time I spent in Armenian hospitals during the country's time of need. In December of 1988, a devastating earthquake struck Armenia, killing 25,000 people and injuring more than 30,000. At the time, I was a first-year physics student at Yerevan State University in Armenia. The earthquake pained me deeply, and I instantly volunteered my se

services to one of the local hospitals. My work at the hospital lasted for over two months, and was one of the most rewarding times of my life. I felt great pleasure at the recovery of each patient in the hospital. The experience changed my perspective in countless ways, and developed within me a deep appreciation for medicine. For the next three years, I took evening classes at a nursing school in addition to my courses at Yerevan State University. Despite the difficulty of balancing such a heavy workload, I gained an immeasurable asset: the ability to be of real help to others in emergency situations.

2. Any professional or personal risk is an opportunity for great growth. Even if the risk does not turn out well, the lessons to be learned from mistakes are more valuable than any textbook. I constantly analyze situations, trying to understand the nature and cause of mistakes in order to avoid repeating a similar outcome in the future. Living and working in Russia provides ample grounds for professional risk, especially in the financial industry. My most significant professional risk arose when I invested the assets of my company's funds in Russian fixed income and equities. Last year, the Russian government defaulted on its payment of bills. This, along with the Russian currency collapse of over 300%, led to widespread panic on many levels. The financial crisis triggered immediate political turmoil, with spillovers into the real economy. As confidence in the government deteriorated, business and individuals became reluctant to invest or even to spend money in Russia. To understand the magnitude of the crisis, one must realize that the Russian capital market was one of the most dynamic markets during the two years that preceded the collapse. Multitudes of investors, captivated by the possibility of quick increase of assets, poured hundreds of millions into Russia, ignoring the risk of default and devaluation that existed in the country. The funds I was managing lost hundreds of millions in assets as a result of the crisis. The situation was indeed grim, yet it taught me a valuable lesson that has been ingrained in my mind. I learned that a country cannot prosper when it borrows money but does not produce substantial competitive goods and services. It must also take an interest in shareholders' rights. In the future, I will pay marked attention to government policy and its orientation toward economic reforms. I am confident that the experience I gained from this seemingly hopeless situation will have extremely beneficial results on my future as an investor.

Subject: Anderson UCLA Business School Essay2

What do you consider to be your most important personal and professional accomplishments to date? (Please limit to three.) With no money, no direction, and no goals, I graduated from high school in 1987 not knowing if I would ever be a man, if I would ever know what life means. Unable to afford college tuition, I worked odd jobs for a few months before deciding to join the United States Marine Corps. A scrappy kid who needed structure and support, I entered the Marines unprepared for the next thirteen weeks of extraordinary physical and mental challenges. Arriving at the recruit-training depot in Parris Island South Carolina on February 3, 1988 not knowing what to expect, I watched my hair fall off my head, had vaccinations for every disease ever discovered, and learned to live with sixty other young men in close quarters. The days were long. I would wake up at 4 a.m. and work nonstop for 18 hours until I could collapse on my bed. Exposed to individuals from many different cultural and economic backgrounds, I learned the value of teamwork and the work ethic essential to leadership. When we first arrived on the island, my platoon was a jumbled mess of disobedient, out of shape, undisciplined boys. After three months of exhausting training we were molded into a group of highly motivated, physically fit men. On the proudest day of my life, I marched in the graduation parade to become a United States Marine. After being discharged from the United States Marine Corps, I became determined to attain an electrical engineering degree from Florida State University. I wisely invested in the GI Bill early on in my Marine Corps career in order to go to college. Although a substantial amount of money, the GI Bill only covered my tuition; to pay for food and rent, I took a full time job with the VA work-study program. In the beginning I had difficulty adjusting to working full time while maintaining a full course load, and I began to feel hindered by my years outside the classroom. However, determined to succeed, I learned to manage my time well, and I established good study habits, which have continued to the present. In the spring of 1997 I obtained a Bachelors degree in Electrical Engineering, a full year ahead of schedule. I take pride in the fact that I am the first person in my family to obtain a college degree. I moved to Los Angeles after graduating from college and accepted a position at an aerospace company as a design engineer. Although I had multiple offers, I chose to work at my particular company to further my education. Putting in long hours at work while devoting most of my personal time to obtaining a Masters degree in electrical engineering, I felt like I was in college again with my full time job and academic responsibilities. To keep some sense of sanity and maintain good spirits, I decided to learn how to snowboard. Although at first

t snowboarding seemed a most impossible mission given the long drive to the resort and my inexperience with cold weather, I persevered and by the end of my first day could navigate my way down the mountain. I have since become an accomplished snowboarder, but nothing matches the exhilaration I felt at the end of that first day when I completed my first run without falling. Why have you decided to enter the Fully Employed MBA program? Why is it the appropriate time for you to begin? With the drive, determination, and discipline to both work at my career and attend an MBA program, I am excited to pursue a high quality MBA at UCLA. Interested in acquiring the skill set and technical knowledge necessary to become a hi-tech consultant, the UCLA program will prove central to my future success. As an engineering major in college, I developed excellent analytical skills and improved my problem-solving ability, but I never had the opportunity to take courses exploring business strategy, finance, or market forces. To realize my career goal, I clearly must enhance my abilities in these as well as other areas of business. I believe that the management core at Anderson will provide me with the necessary knowledge to enhance and develop my capabilities. Also, in order to become a successful consultant, it is imperative that I gain a more thorough education in foreign markets, business technology, and competition. As a hi-tech consultant in the twenty-first century, the ability to understand business on a global scale will be highly prized. The International Field Study at Anderson would suit my needs well by allowing students to learn about business by working with foreign companies. Moreover, I look forward to interacting with the highly qualified, diverse students of the Anderson FEMBA program. With only 132 students forming numerous study groups, the program ensures the intimacy necessary to learn from each other's varying perspectives and backgrounds. I know I could both contribute and grow in this unique environment where all students are fully employed. From my time as an officer in US Marine Corps and as an employee at a high-tech aerospace company, I have both developed strong team abilities and have seen the value and synergies of combining people with different backgrounds, knowledge, and experience levels. The dynamics created by these teams help produce the most innovative and creative ideas, whether in the Marines or an Anderson classroom. While I will never regret joining the Marine Corps, the five years I spent serving my country led me off the beaten path for achieving my career goals. Although I developed a strong work ethic and a goal-oriented nature, I have not followed the standard path. The FEMBA program will be the great equalizer, ensuring future employers that I have both the personal qualities and rigorous academic training necessary for success. By working full time and working on my masters degree in engineering from the University of Southern California, I have shown that I

have what it takes to manage my work schedule while attending a prestigious institution. Now, I seek only the opportunity to prove this again by being admitted to the Fully Employed MBA program. AT UCLA, I will start my way down the path that will lead me to career success and fulfillment as a hi-tech consultant.

Subject: Generic Law School Essay2

Many college students know exactly what field to enter after graduation and have been preparing for that field over the course of their entire college career. However, I had difficulty discovering a career field rewarding enough to devote my entire life to, a career field worthy of education. While I had always considered pursuing the law and majored in public policy as an undergraduate, I was never passionate about it. I didn't have clear goals, and it seemed to me as if my degree and my circumstances were pushing me into studying the law; I needed to rediscover why I fell in love with the law in the first place. As a college senior, I took the LSAT because all of my classmates were taking it. I did not prepare, and I really did not want to attend law school after college; thankfully, my low LSAT score guaranteed this. I needed to understand more about life before I could give myself to a career. After being in school for about two decades, I felt completely out of touch with reality and did not think I would ever find career direction by attending more schooling. With these thoughts in mind, I determined I needed real-world experience to help me find the direction I so desperately sought. I accepted an investor relations position in New York that tested both my intelligence and my work ethic. The first few months moved at a hectic pace as I attempted to acquire knowledge of my new pursuit and to control the responsibilities assigned to me. However, I quickly adjusted and maintained a schedule of seventy-hour workweeks. Because of my hard work and growing expertise, my colleagues began to acknowledge me as an important member of the organization and my opinion became respected and sought out. This respect provided me with a great deal of confidence, and I began to realize that I had unlimited potential. I had finally regained the attitude necessary for success, and my recent LSAT score is a testament of this self-awakening. While I may not have taken the direct route to law school, I took the course that suited me well. I needed to find goals that would drive me through all-nighters and exam periods. Over the course of the past few years, I have transformed from an inexperienced college graduate to a respected professional. My departure from

m classroom study has helped me grow into a more confident, independent individual who has developed the ability to set goals and focus on the path to achieving them. I believe I am now prepared to make the most of my future educational experiences, and I hope for the opportunity to do this at _____.

Subject: Anderson Business School Essay3

Please give a brief evaluation of yourself as a leader By serving as a noncommissioned officer in the United States Marine Corps, I learned and developed valuable leadership skills that would prove crucial to my success as a leader and to my ability to gain the respect of my subordinates. The Marine Corps places great emphasis on leadership characteristics, believing that great leaders are not born, they are properly trained. I submitted to grueling training on my way to becoming an officer in the Marines, and believe this training gives me the foundation of strong leadership skills that I will need in every day corporate America. Leadership in the Marine Corps is more complicated than the simple management of employees. I learned this lesson the hard way, being thrust into a management position as my unit was being shipped overseas during the Persian Gulf War. As a newly promoted Corporal, I was given the job of night crew supervisor in charge of 15 other marines. In the Marine Corps, leaders are not only held accountable for the work getting done but also for the performance and conduct of their marines. At the age of 21, I had the responsibility not only to carry out my orders but also to safeguard the personal lives and protect the general welfare of my men. This being my second time overseas, I understood many of the difficulties that a young marine can have on their first extended trip away from their family. I enjoyed helping my marines overcome their problems, and learned that the benefits were well worth the time that I invested. I discovered that employees who have the support of their management tend to be more focused on the tasks at hand, gaining levels of trust and loyalty that can only benefit the organization. Related to this issue of gaining trust and loyalty through management supportiveness is that the Marine Corps requires creative means to motivate subordinates. It can be very difficult at times to be in charge of individuals, yet have no direct control over their salaries or advancement in the organization. The government decides military salaries, and promotions are controlled by boards with the primary means of measurement being time in serv

ice. For this reason, I learned to manage through mutual respect. I believe it is much more important to gain the trust and confidence of your employees than to use direct compensation to motivate them. Throughout my Marine Corps career and beyond I developed many strong leadership skills, but most of all I learned that to be effective as a manager one must remain focused on the human aspect of leadership. By concentrating too much on the goal and not on the people needed to meet it, leaders risk alienating their employees and thus failure in achieving the goal itself. By leveraging the lessons and qualities I gained while serving as an officer in the Marine Corps, I hope to meaningfully contribute to the academic environment at the Anderson School of Business.

Subject: Generic Business School Essay3

Describe two events in your life to date that demonstrate your ability to do well in business (300-500 words) My ability to excel in business rests firmly upon two of my major talents: creative adaptability and leadership. These qualities are essential to any endeavor, but are most useful in solving the problems that must arise in any business setting. Success relies upon the ability to turn potential failures into accomplishments. Two years ago, I took a Commerce course that required group presentations. Many teams were competing, and mine was determined to stand out among them. We decided to use PowerPoint, animation, and sound to enhance our project, and held endless meetings to discuss strategy and design. All was proceeding smoothly until the morning of the presentation, when a group member discovered that our disk had a virus and could not be used. We were in shock, for losing the disk limited us to the most simple presentation methods. Our grade would surely suffer. I decided to take bold measures, and suggested we change our presentation to the style of a skit. Although no one agreed with me, we had no real alternative. I spent the rest of the day preparing the skit, drawing upon my high school drama experience for creative flair. When we met for a last-minute rehearsal, my team members were wary of the project, but I encouraged them to put aside their doubts and focus on the task. My efforts were rewarded; we received a respectable grade, and the professor commended us for our inventiveness. This experience taught me that creativity and flexibility are essential to any endeavor; and that one should always have a back-up plan. I have also worked to devel

op firm leadership skills. While enrolled in an ESL program in Canada, I joined the Culture Club as Special Event Director. I managed a group of six in organizing various functions. As I was the most advanced ESL student among the group, I assumed myself to be the most capable. I quickly learned my mistake. In preparing our first function, I was strict with my team members and often rejected their ideas in favor of my own. I performed most of their tasks myself, allowing them to assist me only in minor details. As a result, the function was not successful. Few people attended, and we had problems with decorations and presentation. This setback disheartened me, and I spoke of it to the Club's supervisor. She responded that she had trust in my ability to succeed in the future. That comment filled me with surprise, for I realized I had never trusted my own team members. Although they were weak English speakers, they had many valuable talents. I immediately changed my policy, allowing team members to choose the tasks they desired and complete them on their own. Meetings evolved into group brainstorming sessions, which yielded many good ideas. Most importantly, the atmosphere among us improved dramatically. We were happier and eager to devote time to the program. I learned what true leadership is, and this experience will undoubtedly be of use to me in any business situation.

--

Subject: NYU Stern Business School Essay

Think about the decisions you have made that led to your current position. Past: What choices have you made that led 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 I have always desired a career that requires innovation, educated risk, and foresight. I learned to respect these qualities from my father, a Lebanese immigrant who worked for years to create his own business. Through his example, I have seen firsthand the advantages and challenges of self-employment--the rewards to be gained and the total commitment required. My goal is to create a business based on my own ideas and efforts, and have made decisions aimed at bringing this dream into fruition. After graduating from college, I accepted a position as the manager of an established German restaurant in San Francisco. I had been the evening manager there for nearly two years while attending college, and I knew that the restaurant was struggling. For several years, high overhead costs and poor marketing had brought revenue to a minimum. I saw the position

n as an intriguing challenge; I knew I could dramatically increase the restaurant's profitability. Immediately after accepting the position in July of 1995, I addressed the most significant problem: high overhead from over staffing, food waste, and unnecessary purchases of supplies. I lowered each of these expenses while maintaining the restaurant's quality and efficiency. My next target was marketing. Inexpensive advertisement in local newspapers, attractive signage, and Internet postings brought in many new customers. In the meantime, I took control of the accounting, eliminating the need for independent help. The increased revenue and decreased spending had an immediate effect. At the end of 1996, the restaurant reported a profit for the first time in six years. I remained with the business until it was sold in 1997, monitoring these changes in order to provide lasting improvement. Although the position made me realize that the restaurant business did not appeal to me, those two years reaffirmed my desire to operate my own business. I had not abandoned my education during that time; while working at the restaurant, I had taken real estate courses in the evening and passed the California State Broker exam in 1996. My brother and I launched our own property management company in April of 1996, and it quickly grew. We currently have seven commercial properties under management. Our responsibilities include leasing, accounting, and property maintenance. In 1997, I began working as a broker with a commercial real estate company, largely to gain the knowledge of retail to improve the leasing and sales division of my company. I am currently employed in a sales position with a private business bank in San Francisco. I was hired to bring business into the bank, which rarely advertises, preferring to attract business primarily from referrals. My responsibilities include interacting with potential clients, selling loans and deposits, and account maintenance. This job has given me better understanding of sales and finance, which is crucial to the success of any business. Although my ultimate goal is to grow our property management company into a full time business, these positions in other industries have been invaluable learning aids. Property management requires an extensive knowledge of real estate, banking, accounting and sales. I now feel confident that I have gained valuable experience with my work. However, I know that earning a graduate degree will further enhance the skills I need to develop a viable company. The Leonard N. Stern School of Business at New York University will allow me to learn from the finest teachers, interact with the brightest students, and experience one of the top graduate programs in the United States. I can only anticipate the invaluable knowledge and training I will gain from being a part of this program. Although my work experience has been extremely important, the NYU Stern School of Business will be equally as educational. It will allow me to incorpor

ate my experiences with other equally ambitious students, and to broaden my goals, ideas and perspectives. A graduate degree in Management and Organizational Behavior is a significant asset to any business owner. The first year curriculum of accounting, management, finance, marketing, and economics will enhance my knowledge of the basic foundations of business and management. During my second semester, I will enroll in the track courses of Entrepreneurial Studies. These classes will teach me advanced business techniques and their successful implementation. In addition, Stern-sponsored, non-academic entrepreneurial organizations will be both educational and enjoyable. I view these as an opportunity to meet students who share similar goals. They will expand my awareness of new business concepts within our quickly evolving economy--which I hope to incorporate into my own company. The experiences available at NYU are myriad, and a degree from the Stern School will propel me toward the realization of my professional goals.

--

Subject: Generic Business School Essay2

1. Why, at this time in your career, are you seeking an MBA degree? What do you hope to gain from an MBA program and degree? I embarked on a journey toward an MBA over eleven years ago, when I earned an undergraduate degree in Business Administration-Finance at the University of Kentucky. My decision to follow this path, however, has its roots in my pre-teen days of selling anything from fresh vegetables to newspapers to Christmas cards. I cultivated this inclination in college, where I chose to pursue a career in information technology. The field beckoned to me with the promise of tremendous opportunities for personal and intellectual growth--and was far more glamorous than flinging newspapers from the passenger seat of my father's car! Moreover, its practical applications in the corporate world provided me with a chance to make a positive contribution to society; my actions could have a dramatic impact on business processes and productivity. Looking through the "scrapbook" of my life affords me both amusement and wonder. I envision myself at my first interview--nervous, excited, and wearing a truly horrible suit! Next comes an image of my first undergraduate position, in which boundless enthusiasm compensated for a lack of experience. Over the following two years, I evolved into a "tough as nails" team leader, dedicated to my work and driven by perfectionism. I strove to provide excellent client ser

vice, but lacked the humor and friendliness that create a pleasant team environment. The years, however, have been both educational and formative. When I look in the mirror today, I marvel at the changes. I see before me a recognized and respected leader in the area of large, complex, process-improvement information-technology implementations within my firm. Quite a mouthful—and quite an accomplishment. When I envision the "scrapbook pages" that the next few years will fill, I see an image of myself as a partner with PricewaterhouseCoopers. Such a position, however, requires both the experience I already possess and the education I hope to gain with an MBA degree. The complex and diverse challenges that attaining an MBA would present are perfectly suited for the constant improvement required for a successful business career. I have spent the past seven years focusing on the development of project management and leadership skills, yet I feel a distinct need for continued growth. An MBA will provide the impetus and setting for honing my skills in the areas of negotiation, persuasion, inspiration, and professional articulation. I also see the MBA as a rare opportunity to gain heightened insight into other lifestyles. To run a business, I need to better understand the executive's viewpoint in today's corporate environment. I have already gained exposure to many aspects of the business "organism" and understand how important it is to align strategic decisions at the executive level with tactical execution at the business unit level. The MBA will strengthen my understanding of this dynamic and provide me with broadened exposure to the intricacies of decision-making. In addition, the MBA will leave me with an appreciation for and understanding of the historical and predicted future evolution of the business community. Attaining the degree is a major step in preparing for a bright, successful future in the business world. Yet this is hardly the end. These are only a few of the many skills which, when executed professionally and proficiently, can strengthen and refine leadership. Harvey MacKay recently wrote a book entitled *Dig Your Well Before You're Thirsty*. Although Mr. MacKay's work is an entertaining and highly useful guide to establishing personal networks, I find its title to be a healthy maxim for life in general. I want to approach my career with the best possible qualifications, and an MBA is essential to such development. My vision of the future is constantly evolving, but the importance of proper education remains constant, making an MBA degree the most urgent priority at this point in my career.

Subject: Generic Law School Essay

In Japan, international flight attendants are known as "flowers of the sky." They are considered intelligent and attractive, and celebrities and famous athletes have been known to take stewardesses as their wives. As you can imagine,

e, this reputation has made stewardessing one of the most popular jobs among young Japanese women. When I was in Japan, I too had imagined growing up to be a stewardess: I would speak English fluently, fly all over the world, marry someone after 5 or 6 years of my work, and eventually quit the job to take care of home and children. After spending three years in South Korea and seven years in the United States, however, I changed my goals quite a bit. The things I've seen and the people I've talked to have reshaped my perspective on life: No longer will I be content with a job that has little social impact. Instead, I plan on attending law school so I can pursue a career in international business law. What caused such a dramatic shift in my future plans? Part of it was my first-hand exposure to foreign relations. The three years I spent living, studying, and teaching in Korea enabled me to view my country from a new outside perspective. Korea had been occupied by Japan for 36 years, and the people had strong feelings of hostility and distrust toward Japan. At first, I thought the negative feelings were because of Japan's aggressions during its colonial rule of Korea. But my job as a Japanese instructor gave me the opportunity to discuss this issue with my Korean students, and I soon learned the real reason behind their feelings: Koreans resented Japan not just for past grievances, but more importantly, because Japan still refused to admit any wrongdoing. Coming to this realization, I aspired to have a career which would enable me to solve problems between Japan and other countries. My desire to explore the complex relationships between groups or countries did not stop once I left Korea. At Dartmouth College, I majored in both Sociology and Asian Studies, which allowed me to do comparative studies on different societies of the East and the West. During my senior year at Dartmouth, my honors thesis explored the Japanese religious cult which was responsible for the 1995 Tokyo subway gas attack. I found the project to be one of the most valuable educational experiences I'd ever had. The subject intrigued me because the explanation provided by the media--that all the terrorist acts committed by the group had been masterminded by the leader--did not satisfy my desire to understand roots of the attack. However, I was limited by what I found in newspapers, and I found it difficult to collect other materials since few academic articles on the event existed at that time. So I turned to other sources of research, including my correspondence with Professor Helen Hardacre at Harvard University and Professor Manabu Watanabe at Nanzan University, Japan. With their help, I was able to examine the terrorist group from a different perspective. After nine months of studying Aum publications, newspapers and reports, and other "cult" literature, I found that complex relationships between the group and society outside -- the media, families of the members, anti-cult movements, and the government -- contributed to Aum's violence and, finally, led to the

attack. My paper demonstrated that it was difficult for a "deviant" religious group to exist peacefully in a disapproving society, and religious institutions would have to be regulated to prevent conflict. After my graduation, I had two internships in Washington, D.C. At Consumers for World Trade, a nonprofit organization dedicated to promoting free trade and open market through advocacy and education, I attended trade-related seminars and Congressional hearings on trade legislation, wrote articles for CWT's weekly and monthly newsletters, and conducted research for a database of U.S. regulations and restrictions on imports. This first-hand experience with issues related to trade policy enabled me to examine the benefits of free trade and liberalization of market while, at the same time, learning more about the xenophobic Japanese market. I became particularly interested in exploring this issue and chose to intern at the Economic Strategy Institute, which was known for its research on the economic and trade issues between the United States and Japan. At the Economic Strategy Institute, I have been involved in two major projects. One is a study on a WTO competition policy agreement and U.S.-Japan trade relations, which was sponsored by the Japan-U.S. Friendship Commission, and the other project involves research on U.S. influence on the development of Japanese anti-trust law. I examined the origin and prominent characteristics of Japanese anti-trust laws or competition policies. Through these projects and others in the future, I aim not only to understand how Japanese competition policies have contributed to Japanese market structures and patterns of business organizations, but also to examine possible changes to the current economic structure of Japan. These questions fascinate me, because I think it's time for Japan to open up its markets to foreign competition, to develop stronger and more democratic economic structures. Some might be surprised that a young Japanese girl whose only ambition was to be a stewardess would have such lofty ambitions only ten years after leaving her country. But now that I have been exposed to the bigger picture of international trade and economic issues, and now that I know I am capable of one day influencing relations between Japan and other countries, how can I demand less of myself? My current ambition is to study international business law, which is crucial in solving trade frictions and other trade barrier related problems between Japan and other nations, especially the United States. With the excellence of its legal instruction and its strength in international business law and comparative law, I believe _____ Law School would provide me with an unparalleled opportunity to pursue that goal.

--

Subject: Chicago Medical School Essay

As a potential medical student, I will strive to be a tremendous asset to The Chicago Medical School by devoting all my time and life to becoming an excellent physician. I believe that I am obligated to use my talents in a constructive manner, in a manner that benefits society. The medical career gives me the unique opportunity to express my many talents while benefiting human life. B. Berston M.D. once said: "... a funny thing happens to medical students on their way to becoming physicians: they forget how to hold a conversation." I believe that my ability to communicate makes me well suited to pursue a medical career. While I possess the strong science background necessary for success in the profession, I also consider myself a "people" person. As a waiter and bartender, I dramatically improved and expanded my communication skills since I was constantly meeting new people and discussing different topics. Because people constantly disclosed their personal issues to me as a bartender, I learned to become not only a good conversationalist, but also an excellent listener. In medical school, I also plan to pursue side work educating students and serving as a resource to the public. One of my most rewarding experiences has been tutoring high school students in math, physics, and biology, and helping people in my choir learn Byzantine music. Always able to develop a good rapport with students, I believe I possess a talent for teaching others in a friendly manner and in a manner that helps them to grasp difficult concepts easily. As part of my medical career, I will aim to continue teaching and to provide information to the public on the prevention and treatment of ailments and diseases. Undoubtedly my cultural diversity will be a great contribution to The Chicago Medical School. Being raised in a Greek family in Canada, visiting different countries, and now living in the United States, I have experienced the similarities and differences among many diverse cultural groups and geographical areas. This allowed me to relate to different types of people by understanding their ways and beliefs, a quality that will help me work well with other medical students and help me serve my patients better in the future. Highly motivated to succeed, I dramatically improved my grades following a time of confusion and immaturity in 1990 and 1991, which was brought on by family illness and turmoil. Once I realized what goal I wanted to pursue in life, I worked hard to succeed, and my remaining five years of schooling are truly indicative of my intellectual capacity and motivation for success. My strength as a candidate to The Chicago Medical School lies mostly in the objectives that I plan

to fulfill upon becoming a physician. They are, in no particular order of importance, as follows: 1) To provide excellence in comprehensive care by using my acquired skills as both a competent professional and also as a compassionate human being. 2) To cultivate my leadership role both in the community of my practice and in the nation to formulate and maintain health care principles and advancements. 3) To employ the latest knowledge and techniques in detection and prevention of disease, and the restoration of health. 4) To develop and employ methods to take care of an aging population. 5) To show reverence for human beings by giving excellent care to all. 6) To forever expand my knowledge through experience, continuing education courses, and research. I have been diligent in my pursuit of medicine as a career because I am convinced that medicine offers me the opportunity to live a fulfilling, rewarding life dedicated to helping others. I will enter medicine eager to learn and thirsting for the knowledge to help my fellow human beings. Attending The Chicago Medical School would be one of the greatest rewards for my motivation and persistence for success. I swear to uphold and exceed all that is expected of a future physician while promoting the progress of medicine and humanity.

--

Subject: UCLA Business School Essay

1. Please give a brief evaluation of yourself as a leader. 2. What do you consider to be your most important personal and professional accomplishments to date? 3. Why have you decided to enter the Fully Employed MBA Program? Why is this the appropriate time for you to begin? 1. Becoming a leader in the business world has been my goal since high school. In order to succeed at any goal, one must first find a path to reach the goal, and then embark on that path. My path to becoming a leader began in high school. While studying in high school, I demonstrated great dedication, a trait necessary for a leader. I mastered several different disciplines. I passed Advanced Placement tests in Art History, Chemistry and Physics, and graduated in the top 5% of my class. I also had the opportunity to exercise actual leadership skills as President of both the Science Club and the Business Club. At the State University of California at Los Angeles, I continued to serve leadership positions while remaining committed to my studies. I won first place in the Phi Beta Lambda 31st State Leadership Conference in Management and Information Management. Although

I worked 36 hours a week at two part-time jobs, in addition to participating in this conference, I was able to maintain my grades. I joined the General Education Honors Program. Upon entering the working world, I found that the value of leadership is priceless. The climate has changed drastically, from a cooperative, serene learning environment to a place where only the fittest survive. Luckily, my leadership training from high school and college has paid off. I was quickly promoted from purchasing agent to procurement supervisor. As a further step in becoming a business leader, I recently accepted an offer from Rain Bird to be a buyer/planner. In this role, I am in total control of two product lines that make about \$15 million in sales each year. Although I have learned new ways to manage labor and products, in this new position I have finally found my leadership qualities to be inadequate. I need to discover how engineering changes, climate changes, and marketing promotions of Rain Bird and its competitors affect my product lines. I want to learn how information systems enhance and ease business transactions, and how to be more productive and efficient in this global economy. After consulting several fellow co-workers who have studied in UCLA's FEMBA Program, I think studying there would help me continue on my path of success.

2. I have made my most important personal and professional accomplishments as a member of APICS, the Educational Society for Resource Management. A co-worker introduced me to this organization. At first, I was reluctant to join because I thought, "I already have a degree in operations management; why do I need to join an association in which I would learn nothing new?" As time went on I found out more and more about this prestigious organization and gradually discovered that by contributing to it I could improve my managing abilities. I quickly became certified in Production and Inventory Management (CPIM). After about a year, I was appointed director of the San Gabriel Valley Chapter of APICS, which is the most cherished accomplishment I have to date. Running a chapter is like running a small business. There is a national body, like a government, which establishes by-laws and rules to which we have to adhere. We have to market ourselves, capture customers (members) and make them happy by offering our products and services. We book classrooms and sponsor workshops on different aspects of manufacturing for members and non-members. Every month we have a joint meeting with the Anaheim chapter which features a renowned speaker. We also create and publish a newsletter every month to update our members about APICS and the latest manufacturing trends. Sometimes we solicit companies in the San Gabriel Valley about the possibility of offering APICS classes onsite. The greatest challenge in directing an APICS chapter is in financing all of the chapter's activities. The most valuable benefit I have gained from being an APICS director has been the ties I have developed with fellow directors and members. In API

CS, I continually meet new colleagues. They come from large and small companies, and in positions from receiving clerks to vice presidents. We all meet to discuss the latest trends in manufacturing and job opportunities around the area. By learning from each other, we can improve our companies' bottom lines. As an APICS director, I have learned a lot about marketing and finance. I would not have been able to gain such valuable knowledge without hands-on experience. The entrepreneurial abilities I have developed in this position will prove useful as I move further along my path to business success. 3. There are many reasons why I believe this is the perfect time for me to start the Fully Employed MBA Program at UCLA. With regard to gaining knowledge, I have been learning continuously since high school. During high school summer breaks, I took SAT workshops, and in college, I took classes even in summer quarters. When I graduated and started working, I studied to become CPIM-certified for APICS. Starting the MBA program now is the next most logical step in my career. In terms of career advancements, I am also pushing myself to the limit. I was quickly promoted to a supervisory level at RainBird and to a directing position at APICS. I want to keep my pace on this fast career track. Starting the MBA program now will surely open doors to upper management positions within RainBird. With regard to personal goals, I have wanted to go to UCLA since high school. I got accepted by the undergraduate school but financial difficulties forced me to choose a state university. Getting my MBA at UCLA will be a childhood dream come true. Last but not least in making this the ideal time for me to pursue an MBA is the great support from people around me. My wife believes getting an MBA will improve the quality of our lives; my parents think that with an MBA I can be an exemplary model for my brother and sister; co-workers that are already in the FEMBA program told me the program is excellent and the experience worthwhile; and my plant manager, who is a FEMBA alumna, told me it was the best two and a half years she ever spent in school. With my high expectations and support from others, I am confident that I can succeed at UCLA. I am ready to start the FEMBA program this fall.

Subject: Business School Essay__

1) Discuss the factors that influenced your career decisions to date. Also discuss your career plans and why you want to obtain an MBA. (300-500 words) 2) Describe two events in your life to date that demonstrate your ability to do well in business (300-500 words) 1) When I was four years old, my father mo

ved from Hong Kong to Indonesia to start a textile company, leaving me with my mother. In order to alleviate the pressures of separation, I developed the computer skills needed for electronic communication at an early age--my eighth school year. The Internet caught my attention immediately, and became an enjoyable tool. In the summer of 1992, I utilized my computing skills by volunteering at a library, where I helped with computer and Internet related questions. During that time, my father's business had launched many technological changes that led to automation of its production line. These improvements had saved his company from bankruptcy. Visiting him and seeing how the new system had increased his profits heightened my interest in Information Technology (IT). I now live in Canada, where computers continue to play a large role in my daily affairs. I use electronic mail and Internet chats to communicate with both parents, and have chosen MIS as my course of study. Information Technology fascinates me not only because it makes companies more competitive, but also because it can bridge great distances to bring people together. I have much respect for and interest in the IT industry. Personal satisfaction also plays a key role in my career decision. While monetary rewards are of practical importance, true job satisfaction springs from the opportunity to grow and learn within an industry. I enjoy acquiring new skills and information, which help me adapt to the fast-changing world as well as piquing my interest. In addition, a career with open prospects would give me constant incentive to improve myself and gain more knowledge. I currently volunteer for an on-campus organization, Job Link, in which I am responsible for posting employment opportunities on the World Wide Web, answering questions, and preparing informative handouts. This position has broadened my computing abilities and has improved my interpersonal skills, which are crucial to any business endeavor. I enjoy the sense of productivity and usefulness I gain from the work, and feel it is a valuable experience for future employment. In short, my goal is to obtain a Masters degree, and then work in an IT-related industry, either with a consulting firm or as a system analyst with a financial institution. In addition to this, I plan to use my private time to attend computer-programming courses in order to maintain a competitive knowledge of technology. When I have gathered enough experience and skills, I hope to launch a consulting company of my own. Attending a Masters of Science program will definitely smooth the path to these goals. The program will deepen my expertise and broaden my perspectives. Moreover, the MIS option will help me to hone my skills in IT areas that I have not yet encountered. As I have attended UBC for four years, I am familiar with and have confidence in the faculty professors whom I believe can help me become an IT professional.

I. 2) During my six years in primary school, my classmates referred to me as

the alien, maintaining a definite distance from me. Their reasons were clear; I was born with severe dermatitis, which filled my limbs with ulcers and scars. My life was one of pain and isolation. Doctors predicted I would never fully recover, but my parents refused to believe this. They encouraged me to hope for the future, teaching me that any obstacle could be overcome. I therefore took an active role in my health, trying many medications and herbs. I learned to approach my loneliness with bravery, viewing it as a challenge to rise above. The summer after I graduated from primary school, my disease improved dramatically. Although my body remained riddled with scars, the ulcers dwindled to a handful. The self-confidence this gave me was profound; I realized that my personal will had led to this improvement. I began to seek out friendships at school, and took part in activities like volleyball, Girl Guide, and Art Club. Through it all, my attitude toward challenges remained the same. In every examination or competition, I told myself that I could easily excel; nothing could be more difficult than the pain I had already overcome. By the time I moved to Canada, I had fully recovered both socially and physically. Moreover, I had learned to be confident and never fear failure. This credo echoes through my personal life, and gives me the inner resources to succeed at any endeavor, including my professional pursuits. I have also developed a firm foundation of leadership skills. While enrolled in an ESL program in Canada, I joined the Culture Club as a Special Event Director. I managed a group of six in organizing various functions. I was the most advanced ESL student among the group, and thus assumed myself to be the most capable. I quickly learned my mistake. In preparing our first function, I was strict with my team members and often rejected their ideas in favor of my own. I performed most of their tasks myself, allowing them to assist me only in minor details. As a result, the function was not very successful. Few people attended, and we had problems with decorations and presentation. The setback disheartened me, and I spoke of it to the Club's supervisor. She responded that she had trust in my ability to succeed in the future. That comment filled me with surprise, for I realized I had never trusted my own team members. Although they were weak in the English language, they had many valuable talents. I immediately changed my policy, allowing team members to choose the tasks they desired and complete them on their own. Meetings evolved into group brainstorming sessions, which yielded many good ideas. Most importantly, the atmosphere among us improved dramatically. We were happier and eager to devote time to the program. I learned what true leadership is, and this experience will undoubtedly be of use to me in any business situation.

Subject: University of Toronto Business School Essay1

I have accomplished much in the last five years, and need an MBA for the skills and credentials necessary for corporate advancement. Expending vast amounts of energy and working tirelessly for the last five years, I now seek a new level of career growth that only a professional degree will permit. While I can continue to advance in my career without a professional degree, I need a degree so that the pace of my career advancement can quicken and so that I can begin my rise to managerial prominence. I began my professional career as a teaching assistant with the "Politehnica" University in Bucharest in the Computer Engineering and Control Systems Faculty. Over the period of more than two years I worked with students and professors and learned the art of both listening and explaining ideas. As a teacher, I stayed attuned to the latest theories in the industry and helped develop in-depth analytical and communicational skills. Deciding that I needed deeper involvement with the nuts and bolts of the computer engineering world I decided to start in 1994 what later became a fruitful collaboration with one of the first Systems Integrators and Value Added Resellers in Romania: Fiatest Ltd. For more than one and a half years, I worked with an excellent team of specialists in this small but dynamic company and became educated in project management from the early stages of gathering specifications to the follow up stage of final implementation. These skills proved very useful to me when I accepted my first job after arriving in Canada in September 1995. As a Technical Consultant with ONYX Computers between September 1995 and December 1997, I worked

on many projects for clients in the financial industry. Because of the importance of the accounts that the team and I dealt with, my experience at ONYX raised the quality of my work and improved my dedication to the task at hand. I have learned that a key to career success is to stay informed of the latest developments of the industry and to continually acquire more and more career skills. The ability to deal with complex technical issues in an analytical yet professional approach has helped me in the process of interacting with customers and solving their problems. In this team-oriented environment, I also had the opportunity to forge fruitful relationships with my colleagues and my managers, and I learned the importance and relative rarity of a well-functioning team. In December 1997, I jumped at the opportunity to join the renowned company The Toronto Star Newspapers Ltd. as a Senior Systems Analyst Managerial Staff Position. The publisher of the biggest daily newspaper

er and an important player in new multimedia technologies for the Internet and television, The Toronto Star and its Corporate Systems Department has proved to be a very challenging 7 by 24 environment. Due to the specifics of the newspaper publishing industry and the competitive environment of the Greater Toronto Area, all precautions are taken when dealing with a new project to ensure that the outcome will further bolster the dominant position of The Toronto Star from all aspects: content, graphics, quality of newsprint and circulation. Building my skill set to include managerial technical skills, in my capacity as a Senior Systems Analyst, I provide support for various departments in The Toronto Star and its subsidiaries by managing and working on technical projects related to the various informational systems and the underlying networking infrastructure. While working intensively in IT and dealing with all aspects of project implementation, I began to realize my need for formal education in business administration. Such a business administration program will help me gain valuable managerial skills: the ability to better analyze and integrate all the aspects of project management and the needed resource management skills. In addition, added credentials will make it possible for me to reach rungs of the corporate ladder that I would otherwise never reach. By successfully completing the highly regarded MBA program at the University of Toronto, I will build further on my existing set of skills and gain the knowledge and needed qualities to move into project management and mid-level managerial positions. I feel that my background, determination and willingness to succeed will be my strong allies in this endeavor. Please give an example of an instance or challenge in your professional or personal situation in which you failed. How did you deal with this failure and what lessons, if any, did you learn from this experience?(500 words)

Essay #2: Dealing with a failure

Sometimes one simply has to have the courage to take a bold stance and express fearlessly their opinions and beliefs, even if the results of such a statement are not completely known. One such situation happened to me almost five years ago during the second month of employment with Fiat test Ltd.. The Technical Department held an internal meeting to discuss the status of a project to implement a Novell-based networking system for their headquarters and two of their branch offices. There were two separate opinions on what would be the best technical approach for the team involved in this project. My colleagues expressed their opinion and detailed what would be the pros and cons of each of them: the majority of them were in favor of the first approach, a by-the-book approach frequently used in the industry. However, the first approach, in my opinion would not provide the best results in terms of customer satisfaction and implementation time. The second approach, a non-conformist approach, would have been more time and cost-effective, b

ut I did not know how to clearly make a point of the numerous advantages that I saw. Moreover, as a new hire, I did not want to seem insubordinate to the other systems engineers who had much more implementation experience than I did. I also feared that even if I expressed my opinion on this subject, no one would really listen to someone without practical exposure to this type of implementation. Three weeks down the road, we received a customer report chastising our company for implementation failure on two counts: timeliness and effectiveness, and we then realized the shortcomings of the team decision at the first meeting. In between the two meetings I had made my opinion known to the members of the team and suggested a deviation from the first fruitless approach towards the second approach. Eventually everything fell into place and the project was completed to the client's satisfaction but Finance's team had to put in extra resources and time to finish the project. I have learned from this experience that whenever the topics on a meeting's agenda are well within my competency that I should prepare a fact-based opinion that expresses as concise as possible the best solution to the topics raised. I now make sure that my opinion is heard, and I am prepared to defend it with detailed documentation. If a better solution were agreed upon, I would embrace it: my goal like everyone else's in the team is to maximize efficiency and customer satisfaction, and nothing is gained from withholding my opinion.

Subject: Carroll Business School Essay1

Essay 2: Why have you selected the Master's or Ph.D. program in the Carroll School of Management at Boston College? No MBA program can be truly exceptional unless it fulfills three crucial criteria. First, it must pursue constant innovation and improvement in its business education. Additionally, it must also address international issues that will prepare students for the challenges of working in a global economy. Lastly, it must combine theoretical training with practical business skills, thereby allowing students to keep abreast of current trends and to master every nuance of management. The Carroll School not only meets these criteria, but also adds to them the strengths of creativity and flexibility. For years, its MBA program has given students the cutting-edge experience needed to succeed, as well as superior preparation for handling the most complicated of business operations. Yet the Carroll School's education is not confined to the classroom. In addition to exceptional instruction on campus, each student receives the opportunity to develop a real-world understanding of the inner workings of a business environment. The Carroll School's extensive list of business associations and its alumni network provide ample scope for gaining invaluable hands-on experience. It is therefore no wonder that its MBA program is renowned

for molding trailblazers in business and financial management. Furthermore, the Carroll School is truly committed to building global managerial skills. Its dedication to international education extends beyond its highly rated focus on international issues to the actual atmosphere of the school. The diversity of cultures and backgrounds in the student body is a constant source of experience in the habits and attitudes of other peoples. This both strengthens global thinking and lays the foundation for an effective future as a manager in an international economy. I feel confident that the Carroll School's MBA program will prepare me for a successful career in financial consulting, and look forward to the opportunities it will afford me in the years to come.

--

Subject: Sloan Business School Essay2

Essay 1: Discuss the effect that an increasingly global economy may have on your future responsibilities as a manager, both generally and as regards your chosen field, and what you hope to learn at MIT to enable you to meet this challenge? The globalization of the 1990s has had a profound impact on every facet of the business world. Companies in every nation can now reach customers around the world and cut operation costs through global scales of production and distribution. Today, Gillette Co. is manufacturing razor in Russia, Fidelity Investment is selling its funds in Germany, addition is serving millions of customers from Asia to America. Meanwhile, international markets undergo constant change, intense competition, and heightened customer expectation, which makes it increasingly difficult for a company to gain and maintain its competitive edge. Managers must therefore take on a broader range of responsibilities. A successful manager will monitor the competitive landscape and decide if his organization has the strategies, structures, and personnel to be viable on a global level. In spite of the different approaches he may take, one thing remains constant--a manager must instill a commitment to globalization throughout his company. Simple exposure to an expanded economy does not make a corporation international. Rather, there needs to be a widespread adjustment of attitude, as well as sweeping changes in operation, to ensure the company's profitability. The initial steps a manager must take are twofold: to clearly outline the challenges and opportunities of an international market, and to address the individual talents of

f each employee. A successful manager will tailor his company's global strategies to suit its resources and capacities. This involves setting realistic goals without losing sight of more elevated ones. Not every corporation, for instance, has the size and reach of Citigroup, which will have one billion customers by the year 2010. While a manager should take the limitations of his corporation into account, he must also remember that quality of products and services can achieve goals that mere size cannot. Instead of being "all things to all people," a smaller company can take a more specialized approach to the global market by focusing on a certain sector in which it can excel. To achieve this, it is critical to match the talents and experience of each employee to the task best suited to him. For instance, a salesman who excels in the United States may not possess the cultural knowledge needed to succeed in China or Brazil. Different cultures, laws, and market conditions make international operation a complicated process of system engineering. A manager must develop working teams that have the skills necessary to interact with people throughout the world. It is therefore the duty of the manager to establish which strategies work best, and then follow with appropriate policies in international marketing, finance, and human resources. This is an ongoing task that requires continual monitoring of new advances in the business world. A manager must shape his company into a flexible organization that can learn from and respond to fast-changing environments. Another critical aspect of success is the proper placement of technological developments within the corporation. Technology enables a manager to direct and control operations in a multitude of business environments. And with the growing availability of technology to all competitors, a manager must properly implement technological initiatives to give his company a market advantage. In a world fraught with intense competition, ideas are the ultimate tool of a successful corporation. In order to be recognized and chosen by customers, a company must be both creative and unique. A manager's responsibility thus includes stimulating new ideas and innovations that will push the company forward in the marketplace. In the field of finance, globalization compels managers to make decisions in the shadow of uncertainty. Numerous forces affect international capital markets. As the markets become more and more integrated, changes in one region will initiate chain reactions that can eventually affect all others. One such example is the Asian currency crisis of 1997, which is still affecting the world's economy today. However, as the world moves toward common standards of financial governance and market valuation, new opportunities have arisen for international financial operations. Financial managers must therefore look for innovative ways to manage risk. Every global corporation will have to address the cultural and legal

l differences among countries to protect corporate assets and earnings. This requires that the financial manager play a larger role in the company's decision-making process to develop strategies that address these concerns. He must keep abreast of new resources for international financing that arise from improvements in the financial service industry. Globalization has also triggered new operation standards. Citigroup, for instance, is a one-stop destination for finance services that include commercial banking, investment banking, insurance, and retail brokerage. Much like traditional industries where returns to scale are critical to achieving maximum profitability, Citigroup demonstrates that providing such a variety of options to customers ensures a continued revenue stream. Tackling the global economy is a task every manager must be prepared to meet. In addition to knowledge of international business, he must have such skills as leadership, communication and organization, as well as the ability to guide his company through any form of change. As the leader in global management education, Sloan is uniquely positioned to equip its students with cutting-edge business knowledge and skills. In addition, the school's international environment grants first-hand exposure to how people of different cultures think, act and communicate. Acquiring these crucial skills is the key to any future that involves globalization

Subject: Owen Business School Essay1

What are your career goals? What skills and interest have you developed up to this point that will help you achieve those goals? What obstacle do you anticipate encountering along the way and how do you see an Owen MBA assisting you in overcoming those obstacles. In the past several years, my career goals have been defined and refined as my professional responsibilities have changed. I have gained managerial experience and have learned to work within a team environment in the investment banking industry. While I have excelled in my work, I have also begun to understand the value of an MBA at this time in my career. My career thus far has been very educational -- I have learned different things in my positions as an analyst, associate and vice president. This knowledge base has helped me establish professional goals for myself within the investment banking industry and strengthened my desire to obtain an MBA. One of the greatest aspects of working for Van Kasper & Company has been my exposure to emerging and middle market companies. During presentations, however, I often find myself envious of the people on the other side of the table. At

some point in the future, I envision myself leaving investment banking and joining the management team of a middle market company, perhaps even one with which I have worked. Struggling to raise a small company to a position of prominence within its industry would be an exciting way to earn a living. Before something like that happens, though, I would like to continue my education in financial studies by remaining in the investment banking community. I have enjoyed working in the capital markets division of a regional investment bank and, if given the chance, would like to continue to work at the vice president level. Adding value to middle market companies that depend on our services is both rewarding and educational. At Van Kasper & Company, like most regional investment banks, becoming a principal requires an MBA. Obtaining an MBA is therefore necessary if I wish to pursue my career goals. To this end, I have used my work experience to help me prepare for the academic rigors of Owen School of Management. In my current position at work, I am now required to evaluate issues related to portfolio and corporate valuation. This has given me a solid understanding of the various quantitative tools used in valuation modeling utilized by investment bankers. In the process, I have sharpened my quantitative skills and critical thinking abilities -- not to mention the all-important ability to work efficiently with very few hours of sleep. Gaining the title of MBA is not the only reason I want to attend the Owen School of Management. I do anticipate some obstacles along the way. Much of what I know about the financial industry comes from hands-on experience as an investment banker. Although I am very proud of my team, we operate in a somewhat dysfunctional manner: people are often promoted on the basis of their alma maters or the sectors they work in. If your supervisor is on the executive committee, you have a better chance of being promoted. Owen School of Management will better equip me to run a management team. I need to learn about marketing, operations management and human resources, areas in which I have little experience. Besides giving me theoretical and financial training, an MBA education will strengthen the foundation of financial knowledge that I have been building over the last several years. Also, as businesses in this industry downsize, a greater emphasis is being placed on cross-functional abilities of executives. Though I have encountered many ideas through my studies as an undergraduate and my experiences in investment banking, I have had little contact with the operations side of business. An MBA education would expose me to management and operating concepts with which I am unfamiliar. In short, I desire the holistic view of the business and financial community that an MBA education would provide. As I have stated, my experience in both college and at Van Kasper & Company has been rewarding to me both educationally and professionally. Yet I realize I have only scratched the surface, and I would like to continue my

education at the Owen School of Management's MBA program. An MBA will advance my career in business and finance, with the ultimate goal of becoming an invaluable asset to an investment bank or management team. I have the tools, and now I just need the resources of the Owen School Management MBA to jump-start my career.

List one of your most significant professional or organizational accomplishments. Describe your precise role in this event and how it has helped to shape you as a manager. Please limit your response to two double-spaced typed pages.

Essay #1

During my first year of employment with Van Kasper & Company, I had a unique opportunity to initiate change within my department. My supervisors asked me if I was interested in organizing the recruiting process for the financial analyst program. Given the vital role analysts play in the capital markets department, I was surprised to learn that little emphasis was placed on the formal process of recruiting. Having been on the other side of the recruiting process five years ago, I was in a good position to improve this deficiency. Van Kasper & Company saw me as someone who could either implement change or suggest what some of those changes might be. My attempt to change the recruiting process at Van Kasper & Company had barely begun when I realized the task would be more difficult than I had originally thought. Unlike other investment banks with which I had interviewed five years earlier, Van Kasper & Company had made almost no effort to market itself -- and gathering information on the company was next to impossible. It was apparent that dramatic improvements were needed in this area. The first thing I did was suggest we make it easier for students to find out about our firm and our analyst program. To increase student awareness of our program, the Senior Research Editor and I created an information package about Van Kasper & Company that we sent to each school. These packages contained some newspaper and magazine articles about our firm and a brochure about the company as a whole. The response to the literature was great, especially from the Managing Directors of the firm, and now we are developing another brochure devoted solely to our analyst program. Our belief is that this package of information will give students a clearer understanding of the advantages associated with our company and our analyst program. Relying on my own experiences again, I decided that our company should host receptions at the schools we visited. This would help us reach out to all the qualified students who might be interested in our program but were unaware of the opportunity -- I remembered how such presentations increased my awareness of the various companies that visited my campus. I presented my case, and my superiors agreed it was a good idea. I proceeded to schedule receptions at each school for the night before our interviews. To my delight, the receptions proved to be mutually beneficial: they not only increased students' awareness of Van Kasper & Company, but they also gave us the opportunity to

to interact with prospective employees in an informal setting. I take pride in the fact that receptions are now a fundamental part of the analyst recruiting process. Another change I proposed was to increase the number of schools we visited during our recruiting process. Given the number of good schools located in California and the campuses we normally visited, it would be easy to add one or two to our schedule. For example, we already spent a lot of time and money to interview students at Stanford, but we neglected the Berkeley students only a few miles away. After some discussion of my idea, we added Berkeley to our schedule. The change resulted in an immediate benefit, as we hired a student from Berkeley during our first year of recruiting there. Also, the increase in quality candidates that resulted from the addition of Berkeley prompted Van Kasper & Company to once again increase the number of schools we visited during our recruiting process. As evidenced by the continuing changes being made this year and my reemployment as recruiting coordinator, people at Van Kasper & Company have become more and more excited about the new possibilities of the recruiting process. My contributions have been more than incremental changes -- I have altered the way my company views recruiting. What used to be an afterthought is now a priority. The recruiting process will continue to reap significant rewards for the capital markets department in the future as it has in the past. A growing commitment to this area means we will be able to consistently hire the best analysts possible.

--

Subject: Columbia Business School Essay1

As far back as I can remember, I have had a passion for organizing business enterprises. My entrepreneurial spirit first manifested itself in grade school when a friend and I opened a "haunted house" during the Halloween season. A one-dollar admission charge did not discourage our customers. After a few more successful business ventures in Middle School, I decided to found Lyons Blacktop, a company that resurfaced asphalt driveways. This business supported me throughout college and paid for many of my expenses. While in college, I spent a semester abroad sponsored by the Institute for Shipboard Education, during which I visited eleven countries. This experience, which enabled me to observe businesses in Brazil, South Africa, India, Taiwan and others, helped me develop a global view of business and was invaluable both educationally and culturally. Since then, I have assumed leadership roles in a variety of pr

objects, business and non-business alike. Several years ago some concerned residents of my town formed Friends of OHEKA, a non-profit group dedicated to the preservation of a local landmark. I joined this organization and was voted onto the Board of Directors. Through our efforts, we garnered support for a historic overlay application and saved OHEKA castle. This application has become a model for the restoration of non-publicly funded landmarks around the United States. My professional career has been even more dynamic. Two weeks after graduating from Fordham University, my career at MCI began. At MCI I was promoted three times within fourteen months and led my sales unit in performance. As a leader on my sales team, I trained new sales representatives and assessed sales candidates. After MCI, I joined an entrepreneurial unit of another telecommunications company, which later became AT&T. I quickly established myself as that unit's leader in sales revenues. In four years, I have consistently been a top performer, both as an Account Executive and as a Sales Manager. I have been promoted three times and have surpassed my annual objectives each year. Two of my most memorable accomplishments at AT&T were developing a national marketing campaign and beginning a new region for the Company. In 1996, my company wanted to focus on small business customers. To this end, I helped the company develop an advertising campaign with sales collateral to support the new initiative. Several colleagues and I developed a national media campaign and a marketing brochure which increased brand awareness and provided our sales associates with presentation material to discuss with prospective clients. In 1996, I was asked to start an office on Long Island. This task included securing office space, equipment, and hiring and training a sales staff. Despite a modest budget, I was able to open the office and produce a return for the Company the very next month. This experience provided me with a variety of new skills: I became adept at managing expenses, marketing, training and managing a sales force, and overseeing all administrative functions. The success of this office led to the opening of a ten thousand square foot Long Island office. While I am proud of my professional success, I can honestly say that my greatest personal accomplishment is my marriage to my high school sweetheart Danielle, and our two children, Kevin and Kristlyn. Marriage and parenting have required great effort and present many challenges. In order to be there for my children and be a good husband, I constantly work to maintain a good balance between my personal and professional life. By always placing an emphasis on personal time with my family, I have been successful in maintaining this balance. The accomplishments I have discussed above demonstrate a proactive approach to business and personal challenges, a consistent pursuit of excellence and the ability to handle tremendous responsibility. These attributes fit in well with those which the Columbia MBA program requires and

osters. The strong emphasis on finance and the program's global perspective will help me broaden my skills and become a more well-rounded manager. My experience in sales, marketing and technology will complement the other strengths that students will bring to the classroom. At this point in my career, I am developing business skills which will serve me well into the future. The program at Columbia, however, will provide me with an expertise that will broaden my vision and sharpen my skills. This in turn will make me a better business man both professionally and personally. It is precisely for these reasons that I am anxious to join the program at Columbia. I am a strong believer that past results can be predictors of future success. The success achieved by graduates of the Columbia Business School is proof that your program prepares students for success. I would like to join those elite ranks and help AT&T remain the leader in telecommunications. If I can affect my organization by having just a fraction of the impact that Columbia graduates have had on business, AT&T will be a stronger company. In closing, I pledge that I would be a grateful and loyal alumnus and would make Columbia proud to have me as an ambassador of their EMBA program.

--

Subject: Sloan Business School Essay1

This cover letter serves as a sort of executive summary for your application. It is also the written equivalent of the first impression which you make when meeting someone for the first time. As such, it should reflect a great deal of time, thought, and energy. Ideally, we will finish reading your cover letter eagerly anticipating reading the rest of the application. The cover letter should conform to the standards of business correspondence and be addressed to the Admissions Committee. It should point out the features of your resume that you believe to be of interest to the Admissions Committee, both in your education and in your work history. Further, please comment on your career goals and those factors which influenced you to pursue an MBA education at Sloan. Additionally, discuss which management track appeals to you and how it fits your professional aspirations. We are also interested in what you believe you can contribute to the Sloan School and your fellow students, and we encourage you to describe your most substantial accomplishment. I am a business consultant at Corporate Directions, Inc., the first Japan-based strategy consulting firm, as well as a part-time board member at AYA Network Inc., a venture

e company providing outsourcing services in the telecommunications industry. My long-term goal is to establish a venture company in the multimedia field. In order to pursue this goal, I would like to enroll in a business school that emphasizes entrepreneurship in the high-tech industry. My career goals were shaped by my experience at the Tokyo Institute of Technology. At the Institute, I developed a breakthrough communications protocol for information security. I consider this to be my most significant personal accomplishment. My research paper on the protocol was accepted by one of the most prestigious international conferences on cryptography (ASIA CRYPT). I presented the paper for hundreds of top researchers from all over the world. I was the only master course student speaker among many professors and PhDs. To my surprise, after the conference, I felt empty, when I should have been filled with happiness. I tried hard to discover the source of my displeasure. Finally, I realized that my project would have little meaning to me until it was actually used in new products and services that improve daily life. I concluded that I would never be happy working solely for money, fame, and status, and that I wanted a future career in which I could directly help people. My experience creating the protocol did not only influence my career goals, but it also increased my self-confidence. Before I began working on the protocol, I did not expect that I would be able to concentrate for so long on one project. I always thought I would easily give up when faced with a difficult situation. However, in order to produce a successful protocol, I had to learn many new mathematical and scientific concepts. Although I sometimes felt frustrated with my abilities, especially when reading research papers written by exceptional scientists, I did not give up. I forced myself to continue trying by continually thinking of my goals. My success in the project gave me confidence in my ability to work hard and excel at challenging tasks. I learned that accomplishment comes from believing in oneself, having a clear view of a goal, and pursuing that goal aggressively. Whenever I face a difficult situation, I think about my success at the Institute and gain confidence. Another experience that has shaped my desire to go to business school is the time I have spent consulting. From hundreds of university students I was selected to intern at several different consulting firms: McKinsey & Company, Boston Consulting Group and CDI. I immediately found consulting to be rewarding. The strategy-implementation projects of the firms enabled the consultants to clearly perceive their influence on their clients' lives and to share their pleasure in their work's results with their co-workers. I was greatly impressed by CDI's philosophy that a "consultant must become an agent of real change who brings actual innovation to the client's organization and our lives." Its strong entrepreneurial atmosphere and its close-knit culture as an independent Japan-based consulting firm attracted

ted me as well. I decided to become a business consultant at CDI after my graduate study. As a project leader at CDI, I had the opportunity to manage many business start-up projects, mainly in the communication and electronics industry. These projects satisfied my inquiring mind and my wish to make new products and services. Direct and quick feedback from customers enabled me to vividly perceive my own contribution. My greatest accomplishment at CDI was a market entry project for a cellular phone operator in the Tohoku region of Japan. I successfully built a market entry scenario, delineated plans of action, facilitated discussion with team members, and administered the various parts of the project. As a result of my efforts, the phone operator company was able to increase its market share. It currently has a lower termination ratio than any sister company. The clients greatly appreciated my work. After the project, the company's director offered me another six-month consulting project. Such an offer was extremely unusual, because normally the clients deal only with vice-presidents of CDI. The director told me that he valued my professionalism and persistence over the senior consultants' experience. At that moment, my mission in this profession was clear: I wanted to be a business start-up consultant. I continued consulting at CDI for the next five years. However, I eventually began to suspect that consulting was not for me. I often felt frustrated because I was only involved in a small part of managing businesses. My influence over client companies was limited to my consulting role during the contract period. I started to consider other occupations in which I could exert greater influence on improving people's lives. I concluded that entrepreneurship, although it had high risks, best suited my career goals. I decided to establish my own venture company. My short-term goal is to build a multimedia "edutainment" venture company. My company would be based on the idea that children should enjoy learning. I think the current education system is boring. There is therefore a great need for an "edutainment" company. (Explain company a little more.) Since education and entertainment are both areas where people spend a lot of time and money, I think this business would create a large market in a few years. In addition, progress in communication and electronics technology would make it possible to soon produce truly valuable multimedia "edutainment" product or services. Moreover, the key factor in this type of business is not company scale or assets, but creativity and speed. Therefore, a new company in this field will be able to succeed quickly. I would like my venture company to eventually become a leading multimedia company, in which workers will perform to the best of their abilities in order to maximize social as well as corporate benefit. My ideal company would create lots of valuable services, and would continuously evolve. I am confident that I have the potential to succeed as an entrepreneur. I have accumulated useful knowle

dge, managerial ability, analytical skills, and communication skills through my consulting experience. I am responsible, inquisitive and aggressive. I have held several critical positions, such as director of recruiting, leader of the multimedia team, and project leader, at CDI. I received the highest mark possible in CDI's performance reviews in 1996 and 1997. In addition, I have great potential to succeed in the multimedia field because of my technological knowledge and my network with CDI and its partners. Although I am confident in my ability to start a successful venture company, I cannot accomplish my goal without meeting three preliminary objectives. First, I must develop a concrete business plan. Second, I need to attract creative and talented people to work with me. Finally, in order to reduce the risk of entrepreneurship, I should study entrepreneurial management and related fields such as law and venture financing. To attain these objectives, I recently changed my status at CDI from full-time to part-time, and became a part-time board member of AYA. At AYA, I am learning about difficulties of actual venture firms. I could not have gained this knowledge through consulting because most of my clients are large leading companies. I am also trying to improve my managerial abilities as I practice them at CDI. In addition, I started to contact engineers and product planners in order to get business advice and make connections. The idea for my next step in my entrepreneurial path came to me by chance. I was watching a television program about the Massachusetts Institute of Technology \$50K Competition. On the show were several individuals who hope to be entrepreneurs. They were working with MIT professors to create their own business plans. Seeing this program made me want to go to business school. Until then, I had always thought business school was for general managers, financial analysts or consultants, not for entrepreneurs. I researched several business schools and concluded that business school is the best place for me to develop a future business plan, reinforce my business ability, and expand my human connections. I think that now is the optimal time for me to start business school. Since I believe that technological progress will enable the "edutainment" industry to grow in several years, it is very important for me to start preparing now. Of all business schools, I think MIT is the perfect place for me. I find Sloan's innovative New Product and Venture Development Track particularly appealing. This track would enhance my entrepreneurial management skills and my ability to detect new business opportunities. In addition, I would love to have the opportunity to learn at MIT's world-famous multimedia research center, the MIT Media Laboratory. I am looking forward to discussing my future plans with Sloan's professors and diverse group of entrepreneurial-minded students. I will bring a unique perspective to the Sloan school and my fellow students. My experience at CDI and AYA has made me familiar with the real issues

and actual obstacles that communication and electronics companies face. Managing consulting projects has alerted me to factors necessary for effective strategy implementations, and has provided me with keen problem-detecting and problem-solving skills. I will make the best use of my skills and experience to build a mutually beneficial relationship with Sloan.

--

Subject: Harvard Business School Essay5

A typical work dayMy typical work day begins at 8:30 in the morning with a visit to either Credit Agricole Indosuez, a French bank with whom my company has a classified credit facility, or to Janata, a nationalized bank which is considering our proposal for debt financing of an Acrylic yarn project. Although I face the same challenge of raising money at both banks, my approach differs between the different banks. When dealing with Indosuez, I must be very objective with in-depth knowledge of the issues while with Janata, my frequent visits are what matters most. Although I did not study business, my keenness towards finance and my achievements within the business department of my company have assigned me these responsibilities. Between 11:30 and 12:00, I visit our textile mill, which is about an hour's drive from the city. I work there as the technical director, and my primary responsibilities include monitoring plant efficiency, product quality, maintenance, and my favorite -- working on customer response analysis, a recently devised and relatively unique strategy for quality assurance. The job is demanding and sometimes challenging. We are continuously on the look out for new products and means to becoming cost efficient. By 2:30 or so I leave the mill for our city office. I work with our executives in preparing and following up on various proposals, preparing quotations etc. I also attend meetings with equipment sellers. One of my routine jobs is to sit with my colleagues in the procurement department for testing and selection of raw materials, mainly cotton and dyestuffs. By 4:30, I usually begin work on my personal business, which I maintain through a separate desk in our head office. At this desk I maintain my trade intermediary business for readymade garment export and footwear. I spend about an hour here before I retire for the day.-----

-----Essay 2Most significant leadership experienceDuring the last three years I have devoted a significant amount of time and energy to the betterment of young entrepreneurs, who in this country are mistreated, stripped of opportunities, and looked down upon. In my quest to start my own business, I faced many obstacles that I later found to plague all entrepreneurs in my country. Established family heads discourage their younger members from starting

separate businesses; they would rather their younger members join them in the so called "safe business." Moreover, companies and government organizations will not award contracts to young people since older people earn respect for their age rather than their ideas in this traditional sub-continental culture. With an uncooperative family and no sources of funding, young entrepreneurs face little chance of success. In these difficult conditions, I realized there were many young people who were full of potential but lacked support. By meeting with these people, I motivated them to believe that together we could help improve collective situation. In October 1996, the seventeen of us founded the "Young Entrepreneurs Society" (YES). I served as the coordinator for the first two years. We figured that in order to get our message heard, we needed to prove ourselves a significant lot. We started with social activities like helping poor students with registration fees for matriculation exams and organizing blood donation activities, etc. We held our first seminar on the "Prospect of Software Development Business in Bangladesh and the Government's Role," and five months later we had our second seminar on the "Obstacles for Young Entrepreneurs in Bangladesh" with the finance minister as the chief guest. Following our seminar, the central bank extended loan facilities of up to Tk. 5 lac (US\$ 10,000 Apr.) to new businesses whose proprietor or director recently graduated. Our organization continues to push its agenda. In addition to taking initiative, I managed to lead a group of people to a collective objective that had previously not been identified. Through my leadership, I effected change in Bangladesh.-----

----- Essay 4 Done to help an organization change My company is a family owned organization run by conventional management techniques, which include visiting the plant everyday and solving problems as they occur. As the technical director, my responsibility, among others, is to maintain product quality. However, I noticed the company had no communication with its customers and could not identify the desired quality of yarns and fabrics in the local market. With management ignoring dealers' complaints, I and my colleagues in the technical department decided to establish a system to gather customer feedback. Our plan ultimately changed our attitude towards quality. To communicate with our customers, we placed address information forms in every 50kg carton of finished goods and asked the customers to fill out and return them for company calendars and diaries. We collected 267 forms within the first three months and to my surprise found that those 267 processing mills serve 95% of our customers. A number of complaints required as little effort as shifting a lever in the winding machine from one position to another to give a desired winding pattern. We also followed up on the widespread sug

gestion to replace the paper board carton for packing with jute bags which could be used for other purposes; since jute bags were less expensive, we were happy to follow this advice. Most importantly, we established a mechanism whereby we could immediately and costlessly discover problems with our products. Management initially regarded my idea as 'western' and ineffective in Bangladesh where customers are perceived as being too concerned with money to answer the questionnaires. While lobbying constantly, I had to wait a month to get the printing and stationary bills cleared. Now, our success is obvious as the attitude towards quality has changed. The biggest beneficiary of the idea is our cigarette plant. They had to do lot more groundwork and spend much more money to set up the system as their customer base is bigger and more diverse. However, it seems the idea is paying off with increased demand and customer loyalty. I look forward to devising more such ideas by leveraging my business education.

Essay 5

Values Challenged One has to understand sub-continental culture regarding marriage in order to understand this particular crisis. Marriages are classified into two groups: 'settled' marriage and 'affair' marriage. In a 'settled' marriage, the groom's family chooses the bride, and if bride's family accepts the groom, the two families get together and fix the marriage. The bride and the groom may or may not meet each other before the marriage. In an 'affair' marriage, two persons fall in love and get married, with or without the permission of their families. This is considered a social crime, and the newlyweds are forced to leave their families. After I came back from the US, I met my sweetheart who was attending medical school. We courted each other for years, and when she graduated we figured it was time to marry. I asked my family to select the woman of my choice so as to marry the woman I love without upsetting social norms. When my mother proposed my fiancé's family, her mother wanted to see me personally. I assumed she would consider me a suitable candidate for her daughter's husband since I come from a good family and since I am qualified to maintain a family. However, rather than looking for qualities in me that might make her daughter happy, she demanded that I possess an MBA degree before I marry her daughter. Apparently, all of her relatives' and friends' daughters got married to either MBAs or Ph.D.'s. I was dumbfounded. I would have gladly given the moon to her daughter, but I was not about to earn an MBA to satisfy this woman's irrational craving. How would an MBA help me to become a better husband? Even though I intended to pursue an MBA anyway, I could not agree to her demand. I told her that I would never earn an MBA. As a result, I couldn't marry the woman of my dreams. I stayed true to my personal values, and it cost me the woman I love.-----

-----Essay 6

Three most subs

tantial Accomplishments Although trained as an engineer, my most substantial accomplishments have been in non-engineering sectors since the management and finance divisions of my company necessitated my involvement and a change in my career goals. From the early 1990's, after the introduction of the free economy in Bangladesh, almost all of our companies in our family owned business began losing money, and I needed to help save it. There I was, the poor little textile engineer, answering questions asked by people from Citicorp, the agents from Soros Funds, and many other local banks. Despite my lack of business expertise at the time, our issue was overbooked, and by the following three weeks we collected the money from the first privately issued bond in Bangladesh. I worked with a team of highly dedicated and experienced professionals with degrees from the finest institutions of the world. Through teamwork, I helped to save my company; I consider this the biggest achievement in my professional life. My second biggest achievement was again saving the company. Our biggest textile plant, consisting of about seventy percent of our group's asset, was bought through tender from the government of Bangladesh under its denationalizing scheme. The payment was to be made through half-yearly installments, but our company began defaulting in late 1997. By that time Peregrine collapsed, and we were on our own. I proposed the board raise money by offering some of the company's vast vacant land for joint venture. Although the proposal was believed impractical and unattainable, I nevertheless contacted a number of multinationals. Only Cemex Cement of Mexico responded, but our deal eventually fell through and the government began preparing for takeover. As a last minute resort to save the company, I prepared an attractive offer and contacted Scancem of Finland and Holderbank of Switzerland. Holderbank responded and opted for outright purchase of the land. However, they attached a condition that we complete all the formalities needed to set up their plant in Bangladesh before they make any agreement with us. We agreed and started working on the endless list of permits, permissions and licenses that one faces by investing in Bangladesh. I guided the whole process and coordinated the activities of engineers, lawyers, bureaucrats, financial advisors, etc. I also was forced to deal with the highest body of religious law, the Islamic Foundation, since there was a mosque in the designated plot and the mosque had to be relocated -- a very rare and sensitive issue in Bangladesh. I read a number of books to understand Islamic laws, organized several community meetings, and met the chairman of the Foundation twice to defend our case; we finally got the job done. We succeeded in our mission and on December 17, 1998, I signed the Memorandum of Understanding with Cemcor Ltd., the local subsidiary of Holderbank. It was a thrilling moment for me to conclude a deal with the largest cement and clinker producer in the world.

With my signing, Bangladesh received the biggest foreign investment ever, excluding power generation and fertilizer sectors. The deal was so complicated that even the sale price would be paid to us by a letter of credit, the first such letter of credit in Bangladesh. My third most important accomplishment was joining my company as the deputy technical director and taking charge of 34 technicians and a number of engineers and assistant engineers. I found that for every single technical problem at least one engineer had to be called upon to advise the technicians. However, I wanted our engineers concentrate on research, and after interviewing every technician, I realized that they needed to be educated as to what quality level to maintain. At the end of the educating process, we gave them decision-making authority. Contrary to the suspicions of many of my colleagues, my plan worked, and our technicians are sufficient enough to handle most problems by themselves. The plant downtime was reduced, and engineers could focus on more value adding affairs. Improving employee knowledge and empowerment paid off. -----

-----Essay 8Additional informationSince my father's recent death, I have been serving as a member of the board of directors of 'The City Bank Limited,' the nation's first and largest private sector bank. I have earned this position not by merit or professional qualities but by replacing my father who was the founder director of the bank and was an architect of the debut of private sector banking in Bangladesh. Other than attending board meetings once every month or two, I have not taken an active role in the bank's affairs. I opted not to be member of any executive committee of the bank because I do not think I am up to the job yet. But from my little exposure, I try to learn as much as I can. I want to be more mature and educated in the field so that I can make a contribution to this sector which is so vital to the development of the country

Essay 3: Recognising that successful leaders learn from failures, describe a situation in which you failed(100 words). Why did you fail?(200 words)

Essay 3My company was having trouble making a payment for our largest government-purchased textile mill. We decided to raise the money by offering a big plot of vacant land for sale to multinationals. I raised this proposal to the board and took control of every step that followed--contacting multinationals, negotiating and dealing with details. We soon signed a memorandum of understanding with Cemex Cement of Mexico. We tailored the deal such that half of the sale price of the plot would be paid in cash by Cemex, so we could pay off the government dues. The rest of the price would be used as our equity participation in the proposed plant. Cemex's lawyer demanded a tripartite agreement between Cemex, the government and us. By accepting the offer, I made the most fatal mistake of my career. Our lawyer informed me

that a tripartite agreement involving a foreigner for land transfer had never taken place in Bangladesh; the government was reluctant to transfer government property to foreign-owned companies. But I still opted for the tripartite, figuring that there was no legal bar for the government to enter into such a agreement. An alternative to the tripartite was offering Cemex a bank guarantee for the amount of their involvement. But that looked risky, and we were already running behind time. There were several other advantages of the tripartite. It would cut our costs by saving us from double registration, and once the tripartite was signed, Cemex could easily follow through without much effort from us. We spent about ten months and got the proposal through all desks up to the economic relations committee, only to be rejected by the cabinet, the highest policy making body of the country. By that time Cemex lost its patience and pulled out of Bangladesh. Gone were our hopes of releasing our asset from the government. I had failed in making the decision. I failed because I did not understand that working with bankers would be easier than working with bureaucrats. I failed to recognize that political interests are at times more valuable than economic interests. However, I have learned a valuable lesson -- in desperate situations, the most feasible option is often the best option.

Essay 7: What are your career aspirations? How will you get there? (300 words)

Essay 7 As a citizen of a developing country with a considerable amount of wealth, I feel compelled to use my abilities to benefit my country and my company. First, however, I need the proper training. My goal is to change the corporate culture in this country, to expand and to devise the most effective management system for our business. I want to take our business to new heights with modern management practices and techniques that would in turn help my country leap forward and reach at least the Asian standard. I want to help my company stay competitive in this free trade era. I want to help grow value-adding manufacturing facilities. In short, I want to prepare our business and our country to face the challenges of the 21st century. In order to reach my goal, I need the proper intellectual equipment. I believe the MBA of Harvard Business School will offer me just that. The program will teach me different approaches to effective management of the operation of manufacturing facilities. I also hope to develop more creative strategies for competition. By broadening my understanding of the global marketplace, I will be better suited to match our capabilities to the market needs. More importantly, I believe an MBA at Harvard will expose me to state-of-the-art business practices, conventions and techniques. I hope to make contacts with world-class companies. In order to survive, my country needs a change where corporates will do what the state is failing to do now -- taking care of the society. And I want to be an architect of that change. With proper education and training, and with time and

further experience, I am certain I will soon be able to put my creative ideas into work.

Subject: Wharton Business School Essay1

1. Please discuss the factors influencing the career decisions you have made that, in turn, have led you to your current position. Why is now an appropriate time to pursue an MBA, and what will you contribute to the class entering in the fall of 2005? What are your career goals for the future, and how will you avail yourself of the resources at the Wharton School to achieve these goals. 2. At Wharton, the Learning Team, which consists of approximately five first-year students, is often assigned group projects and class presentations. Imagine that, one year from now, your Learning Team has a marketing class assignment due at 9:00 a.m. on Monday morning. It is now 10:00 p.m. on Sunday night; time is short, tension builds and your team has reached an impasse. What role would you take in such a situation? How would you enable the team to meet your deadline? Feel free to draw on previous experiences, if applicable, in order to illustrate your approach. 3. Describe a personal achievement that has had a significant impact on your life. In addition to recounting this achievement, please analyze how the event has changed your understanding and how you perceived the world around you. 1. No achievement can quench my thirst for self-improvement. My personal credo is to always "go farther"; --to find innovative ways to accomplish goals, and to realize my full potential in every aspect of my professional career. While my plans have evolved over the years, this personal objective remains the same. My career began in 1993, when I obtained an Honors degree in Physics at Yerevan State University in Armenia. At that point, my dream was to be a scientist. That same year, however, my family moved to Moscow, where exciting new opportunities presented themselves. Russia's market economy was springing to life, and such novel words as "privatization," "broker," "exchange," and "securities" hovered in the air. I was immediately offered a position with the Moscow-based "Troika Dialog." This Russian investment company is at the vanguard of its field, and was awarded "Best Domestic Securities Firm in Russia" by Euromoney in both 1996 and 1997. Although I learned much during my time there, I felt an urgent need to diversify my knowledge and investigate new directions of growth. After three years of work in positions that ranged from Trader Assistant to Manager of Investment Banking, I decided to exp

lore new business opportunities on my own. An exciting opening arose when the Russian government passed several regulations governing mutual fund operations, facilitating the existence of such institutions. In April of 1996, a colleague and I organized one of the first asset management companies in Russia. I knew that the growth of the business would be greatly increased if we could find a Western partner to provide the practical management experience that our new venture lacked. I began to actively search for such a partner, with fruitful results. In June of 1996, my company joined with the US-based "Lexington Management Corp." to launch the first US SEC-registered mutual fund, "Lexington Troika Dialog Russia Fund." The Fund provides a forum for American investors to explore opportunities in Russia. To this date, it remains the only US SEC-registered, open-ended mutual fund that focuses on Russia equities. Over the years, the Fund's assets have grown more than 20 times, reaching \$250 million by the end of 1997. It was named the "best-performing" fund of 1997; among all of the open-ended funds registered by US SEC. In 1997, we launched two domestic mutual funds that targeted Russian investors. Starting from back-office, accounting, and trading operations, I soon transferred to the Portfolio Management division, where I honed my analytical skills as an Assistant Portfolio Manager. After the registration of the domestic equity fund "Dobrynia Nikitich," I was appointed its principal Portfolio Manager. The Russian Capital markets are currently in financial turmoil. The future of economic reform in Russia depends on young, qualified people who are dedicated to upholding and accelerating innovative processes. I believe that the growth of conservative, low-risk investment vehicles is crucial today for Russian pension funds, insurance companies, and institutional investors. My principal goal is to organize and manage a vehicle for Russian investment in the United States and other developed capital markets. In order to achieve this, I need relevant financial education that will expand my knowledge of developed capital markets. I also feel a pressing need to develop marketing skills with which to promote and successfully place the new funds that I intend to launch. The Wharton School has a multitude of courses that would enable me to contribute to the creation of a Russian market economy. I would also learn to manage investments for US citizens more effectively, which is another goal of my professional career. I believe my unique experience with the inception of the Russian market will be of interest to my colleagues throughout the world; I have experienced all stages of Russia's financial emergence--ranging from bull to bear phases. With a curriculum designed specifically to meet the changing demands of a global marketplace and evolving technology, Wharton is the ideal forum for complementing my practical experience with deeper academic knowledge and broadened perspectives. 2. I always

s seize any opportunity to lead a team. The situation described requires concerted motivation tactics. I would begin by instilling within team members a strong sense of unity and commonality of purpose. I would also convince them of their responsibility toward the project; education is the key to success, and the time and effort poured into earning an MBA should be put to effective use. In short, I would impress upon them that we were the best team to win the competition, and must not allow this opportunity to pass us by. The main thrust of my efforts, however, would be action. Leadership by example always team members to mobilization; they are more apt to accept a leader whose own acts exceed his demands of others. Such a person is a natural leader, and will gain his team's respect. I would therefore develop my own ideas and attend to my own tasks while emphasizing the need for each team member to do the same. This would create among the group a sense of individual responsibility for the accomplishment of collective goal. To illustrate this approach, I shall relate my previous experience. Three years ago, I was in the United States with a group of securities industry specialists, selected by Russian Federal Securities Commission and USAID to establish and develop Russia's mutual fund industry. Each group member was a promising specialist in business or government. We spent a month in the United States, taking a variety of courses and visiting several companies involved in the mutual fund industry. At the program's close, the large group was divided into small teams. Each developed a strategy and business plan for establishing a mutual fund, and had to present this before a jury composed of professors and representatives from different corporations. The jury would then award prizes to the three best presentations. My team was in a similar situation to the one described; we had very little time to prepare our presentation. I saw the need for strong leadership, and took action immediately. I convinced my team members that we were uniquely qualified to win the competition, and could do so if we were willing to work. I then launched a collective push to develop ideas, in which each team member was encouraged to participate. We soon developed a viable business plan, which I presented to the jury. I am proud to say that we won first prize--due to the initiative and effort of all the team members.³ My most significant achievement to this date is the creation of one of the first asset management companies in Russia. This experience was key to my growth; it enabled me to broaden my views and acquire a multitude of managerial skills. The knowledge I gained in this endeavor can be applied to the management of any financial company. I have thus had the unique chance to create and run a business in a real-life situation. Launching an asset management company at that point in Russia's development required the active creation of all of the business's functional components,

for Russia lacked the infrastructure to support the industry. I therefore developed many elements that were innovative to Russia, including custodians and registrars that would provide security of assets and protect shareholder rights. I was also responsible for the organization of operations, accounting, and trading departments. Although I had no substantial experience or education in this area, I succeeded because of my business intuition, my creative and analytical abilities, and my personal determination. After developing a viable set of departments, I joined the portfolio management team. I quickly moved from Assistant Portfolio Manager of the "Lexington Troika Dialog Russia Fund" to the role of Principal Manager of Domestic Mutual Funds. Through this variety of positions, I earned invaluable knowledge of all aspects of a company's inception. I also gained increased confidence in my abilities and a broadened business perspective. This achievement has taught me that I can solve any problem and accomplish any goal through hard work and creativity.

Subject: Harvard Business School Essay3

A typical work dayMy typical work day begins at 8:30 in the morning with a visit to either Credit Agricole Indosuez, a French bank with whom my company has a classified credit facility, or to Janata, a nationalized bank which is considering our proposal for debt financing of an Acrylic yarn project. Although I face the same challenge of raising money at both banks, my approach differs between the different banks. When dealing with Indosuez, I must be very objective with in-depth knowledge of the issues while with Janata, my frequent visits are what matters most. Although I did not study business, my keenness towards finance and my achievements within the business department of my company have assigned me these responsibilities. Between 11:30 and 12:00, I visit our textile mill, which is about an hour's drive from the city. I work there as the technical director, and my primary responsibilities include monitoring plant efficiency, product quality, maintenance, and my favorite -- working on customer response analysis, a recently devised and relatively unique strategy for quality assurance. The job is demanding and sometimes challenging. We are continuously on the look out for new products and means to becoming cost efficient. By 2:30 or so I leave the mill for our city office. I work with our executives in preparing and following up on various proposals, preparing quotations etc. I also attend meetings with equipment seller

s. One of my routine jobs is to sit with my colleagues in the procurement department for testing and selection of raw materials, mainly cotton and dyestuffs. By 4:30, I usually begin work on my personal business, which I maintain through a separate desk in our head office. At this desk I maintain my trade intermediary business for readymade garment export and footwear. I spend about an hour here before I retire for the day.-----

-----Essay 2Most significant leadership experienceDuring the last three years I have devoted a significant amount of time and energy to the betterment of young entrepreneurs, who in this country are mistreated, stripped of opportunities, and looked down upon. In my quest to start my own business, I faced many obstacles that I later found to plague all entrepreneurs in my country. Established family heads discourage their younger members from starting separate businesses; they would rather their younger members join them in the so called "safe business." Moreover, companies and government organizations will not award contracts to young people since older people earn respect for their age rather than their ideas in this traditional sub-continental culture. With an uncooperative family and no sources of funding, young entrepreneurs face little chance of success. In these difficult conditions, I realized there were many young people who were full of potential but lacked support. By meeting with these people, I motivated them to believe that together we could help improve collective situation. In October 1996, the seventeen of us founded the "Young Entrepreneurs Society" (YES). I served as the coordinator for the first two years. We figured that in order to get our message heard, we needed to prove ourselves a significant lot. We started with social activities like helping poor students with registration fees for matriculation exams and organizing blood donation activities, etc. We held our first seminar on the "Prospect of Software Development Business in Bangladesh and the Government's Role," and five months later we had our second seminar on the "Obstacles for Young Entrepreneurs in Bangladesh" with the finance minister as the chief guest. Following our seminar, the central bank extended loan facilities of up to Tk. 5 lac (US\$ 10,000 Apr.) to new businesses whose proprietor or director recently graduated. Our organization continues to push its agenda. In addition to taking initiative, I managed to lead a group of people to a collective objective that had previously not been identified. Through my leadership, I effected change in Bangladesh.-----

----- Essay 4Done to help an organization changeMy company is a family owned organization run by conventional management techniques, which include visiting the plant everyday and solving problems as they occur. As

the technical director, my responsibility, among others, is to maintain product quality. However, I noticed the company had no communication with its customers and could not identify the desired quality of yarns and fabrics in the local market. With management ignoring dealers' complaints, I and my colleagues in the technical department decided to establish a system to gather customer feedback. Our plan ultimately changed our attitude towards quality. To communicate with our customers, we placed address information forms in every 50kg carton of finished goods and asked the customers to fill out and return them for company calendars and diaries. We collected 267 forms within the first three months and to my surprise found that those 267 processing mills serve 95% of our customers. A number of complaints required as little effort as shifting a lever in the winding machine from one position to another to give a desired winding pattern. We also followed up on the widespread suggestion to replace the paper board carton for packing with jute bags which could be used for other purposes; since jute bags were less expensive, we were happy to follow this advice. Most importantly, we established a mechanism whereby we could immediately and costlessly discover problems with our products. Management initially regarded my idea as 'western' and ineffective in Bangladesh where customers are perceived as being too concerned with money to answer the questionnaires. While lobbying constantly, I had to wait a month to get the printing and stationary bills cleared. Now, our success is obvious as the attitude towards quality has changed. The biggest beneficiary of the idea is our cigarette plant. They had to do lot more groundwork and spend much more money to set up the system as their customer base is bigger and more diverse. However, it seems the idea is paying off with increased demand and customer loyalty. I look forward to devising more such ideas by leveraging my business education.

Essay 5 Values Challenged One has to understand sub-continental culture regarding marriage in order to understand this particular crisis. Marriages are classified into two groups: 'settled' marriage and 'affair' marriage. In a 'settled' marriage, the groom's family chooses the bride, and if bride's family accepts the groom, the two families get together and fix the marriage. The bride and the groom may or may not meet each other before the marriage. In an 'affair' marriage, two persons fall in love and get married, with or without the permission of their families. This is considered a social crime, and the newlyweds are forced to leave their families. After I came back from the US, I met my sweetheart who was attending medical school. We courted each other for years, and when she graduated we figured it was time to marry. I asked my family to select the woman of my choice so as to marry the woman I love without upsetting social norms. When my mother proposed my fiancé's family, her mother wanted to see me personally. I assu

med she would consider me a suitable candidate for her daughter's husband since I come from a good family and since I am qualified to maintain a family. However, rather than looking for qualities in me that might make her daughter happy, she demanded that I possess an MBA degree before I marry her daughter. Apparently, all of her relatives' and friends' daughters got married to either MBAs or Ph.D.'s. I was dumbfounded. I would have gladly given the moon to her daughter, but I was not about to earn an MBA to satisfy this woman's irrational craving. How would an MBA help me to become a better husband? Even though I intended to pursue an MBA anyway, I could not agree to her demand. I told her that I would never earn an MBA. As a result, I couldn't marry the woman of my dreams. I stayed true to my personal values, and it cost me the woman I love.-----

-----Essay 6Three most substantial Accomplishments

Although trained as an engineer, my most substantial accomplishments have been in non-engineering sectors since the management and finance divisions of my company necessitated my involvement and a change in my career goals. From the early 1990's, after the introduction of the free economy in Bangladesh, almost all of our companies in our family owned business began losing money, and I needed to help save it. There I was, the poor little textile engineer, answering questions asked by people from Citicorp, the agents from Soros Funds, and many other local banks. Despite my lack of business expertise at the time, our issue was overbooked, and by the following three weeks we collected the money from the first privately issued bond in Bangladesh. I worked with a team of highly dedicated and experienced professionals with degrees from the finest institutions of the world. Through teamwork, I helped to save my company; I consider this the biggest achievement in my professional life. My second biggest achievement was again saving the company. Our biggest textile plant, consisting of about seventy percent of our group's asset, was bought through tender from the government of Bangladesh under its denationalizing scheme. The payment was to be made through half-yearly installments, but our company began defaulting in late 1997. By that time Peregrine collapsed, and we were on our own. I proposed the board raise money by offering some of the company's vast vacant land for joint venture. Although the proposal was believed impractical and unattainable, I nevertheless contacted a number of multinationals. Only Cemex Cement of Mexico responded, but our deal eventually fell through and the government began preparing for takeover. As a last minute resort to save the company, I prepared an attractive offer and contacted Scancem of Finland and Holderbank of Switzerland. Holderbank responded and opted for outright purchase of the land. However, they attached a condition that we complete all the formalities needed to

set up their plant in Bangladesh before they make any agreement with us. We agreed and started working on the endless list of permits, permissions and licenses that one faces by investing in Bangladesh. I guided the whole process and coordinated the activities of engineers, lawyers, bureaucrats, financial advisors, etc. I also was forced to deal with the highest body of religious law, the Islamic Foundation, since there was a mosque in the designated plot and the mosque had to be relocated -- a very rare and sensitive issue in Bangladesh. I read a number of books to understand Islamic laws, organized several community meetings, and met the chairman of the Foundation twice to defend our case; we finally got the job done. We succeeded in our mission and on December 17, 1998, I signed the Memorandum of Understanding with Cemcor Ltd., the local subsidiary of Holderbank. It was a thrilling moment for me to conclude a deal with the largest cement and clinker producer in the world. With my signing, Bangladesh received the biggest foreign investment ever, excluding power generation and fertilizer sectors. The deal was so complicated that even the sale price would be paid to us by a letter of credit, the first such letter of credit in Bangladesh. My third most important accomplishment was joining my company as the deputy technical director and taking charge of 34 technicians and a number of engineers and assistant engineers. I found that for every single technical problem at least one engineer had to be called upon to advise the technicians. However, I wanted our engineers concentrate on research, and after interviewing every technician, I realized that they needed to be educated as to what quality level to maintain. At the end of the educating process, we gave them decision-making authority. Contrary to the suspicions of many of my colleagues, my plan worked, and our technicians are sufficient enough to handle most problems by themselves. The plant downtime was reduced, and engineers could focus on more value adding affairs. Improving employee knowledge and empowerment paid off. -----

he development of the country.

Subject: Law School Essay

Write about uniqueness of character, abilities, experiences (background), and diversity and how potential student would contribute to the diversity of the entering class. As the bus entered the heavily guarded military installation, I gazed upon the sign that read "All the Way." When the bus stopped, several angry Drill Instructors boarded and began introducing us to a very colorful vocabulary, usually reserved for drunken Sailors. They instructed us to gather our belongings, get off the bus and assemble in a circular formation. As I searched for the strength to get up, I found myself moving, while several Drill Instructors yelled at us for our clumsy attempt to dismount the bus and fall into formation. I wondered if I had made the right choice. However, I have come to realize that my military experiences have tremendously enhanced my self-worth. From those first eight weeks of Basic Training to the day I walked out with an honorable discharge, I gained an enormous amount of skill and confidence. I grew as a person, and I learned life skills: discipline, tenacity, leadership, and problem solving abilities, all of which will enhance my potential as a law student. In the military, training makes the difference between failure and success. So whether one's specialty is exiting aircraft at 1,300 feet, enforcing law and order around the fort, or taking medical X-rays, people need training in order to develop discipline and confidence. As the Army becomes more technologically advanced, so does the guidance individuals receive. In my case, the Army provided me with high-tech instruction in the field of electronics communication repair. At the tender age of 18, I was responsible for operating and maintaining million-dollar telecommunication equipment. This often involved being located in remote areas away from other support units, while working under adverse conditions. However, electronic equipment or theories of electricity weren't the only things I learned about. The experience provided me with invaluable skills that will prove critical in the legal profession. For example, I was required to analyze intricate electronics circuitry, find problems and then fix them appropriately. I also had to interact with co-workers, supervisors, and engineers while I was trying to solve these difficult technical problems. As a result, I learned the importance of articulating my thoughts in a coherent and logical fashion while under duress. Bei

ng forced to independently solve complicated problems in a short period of time strengthened my discipline and tenacity, qualities that will be essential in Law School. Moreover, the military also gave me the opportunity to travel a broad. Living in countries such as Korea, Spain, and Germany and immersing myself in their cultures has given me perspective on the differences between the United States and other countries. Each place I have lived has been unique in some way, from the different languages to the variations in cultural practices. Dealing with individuals with different backgrounds has helped me develop a good rapport with people. From my travels, I also learned that there can be more than one solution to a problem. Indeed, having a variety of perspectives makes it easier to come up with approaches to different problems. My travel experience has strengthened my interpersonal skills, as well as my integrity and determination. Perhaps most importantly, my military training provided me with the courage, strength and dedication to succeed even after I left military service. I believed that I could accomplish anything, as long as I put my mind to it. This belief led me to pursue a career in the manufacturing industry, where I worked for several manufacturing companies, and eventually convinced me I could succeed in an academic environment. In each of my jobs, I benefited from my hard work ethic by advancing to senior technician levels and eventually securing leadership positions within my department. For six years I enjoyed a variety of challenges and opportunities, whether it was troubleshooting computer equipment, collaborating with electronics engineers, or operating industrial machinery. However, I longed to be in a more intellectual environment, where I might be allowed to see things from a different perspective. I had always been more interested in mathematics and science than liberal arts subjects. So when I decided to go back to school, I eventually ended up taking courses in philosophy, and the social sciences. Understanding philosophical and political rhetoric proved to be quite difficult because I had to analyze abstract theories and assumptions about retribution, and nature of politics. Nevertheless, I managed to persevere and even make the Dean's honor roll on a few occasions. My work and academic experiences have undoubtedly built up on the skills I developed in the Army. Through my experiences in the military, I did find some satisfaction. However, I found greater happiness in helping others, whether it was using military resources to aid a community during times of crisis, or participating in local food or blood drives. For me, there is nothing more gratifying than helping people in times of need. I always have been a firm believer that people have a responsibility to give something back to their community. While military has provided me with invaluable skills, the desire to help others stems from my traditional Hispanic upbringing. My parents always stressed the importance of maintaining and supporting the family.

y structure. Ever since I can remember, my mother and father always wanted their children to respect and help one another. However, these ideals did not stop with our own family. My Mother told me that everyone on this earth belongs to one big family, and that it is our duty to respect and help another. She stated that while our lives may be going well, there is always somebody who needs our help. This is why, for the past year and half, I have become involved in a local mentor program that provides guidance and support for children with disadvantaged backgrounds. As a mentor, my responsibilities include working with the local youth to improve decision making capabilities, build conflict resolution abilities, improve school performance, and build the desire to continue their education. Hopefully, as a lawyer I will be able to help some individuals through legal crises while still being able to pay the rent. The sign at the military installation that reads "All The Way" has had a tremendous impact on me. What began as a simple twist of fate has inspired me to face new challenges and given me the determination to succeed in all my endeavors. Law School will be a welcome challenge, one which I plan to face with my arsenal of experience, passion, dedication, leadership and discipline. I believe that these characteristics make me a confident, accomplished and promising candidate who would be an asset to the incoming class, and ultimately to the legal profession. I am convinced that I have the necessary skills to go "All the Way" at your institution.

Subject: Business School Essay2

Essay1. Describe your most significant leadership experience. Focus less on the specific situation and more on what caused you to be effective. An effective leader creates a vision, maintains the commitment to work towards success, and inspires others to follow. This is my belief, and it has guided me through every leadership position I've ever held. The most compelling example of my leadership ability was my initiative to improve the trouble-tracking process for a large Japanese corporation. NTT is Japan's largest telecommunication company. When trouble occurs, the customer calls the NTT call receipt center, where the operator creates a trouble ticket in SCARLET, a sixty-million-dollar information system developed by Lucent Technologies. I analyzed the system architecture and decided that the Internet could help NTT eliminate intermediate steps and reduce the workload of the call receipt center. So I develop

ed a proposal for a new architecture in which customers could create trouble tickets and monitor trouble progress directly over the Internet. NTT initially rejected my proposal. Refusing to be deterred, however, I modified the system design and focused on appealing to NTT's interests. I assembled a team of developers and worked with them to create a prototype. Meanwhile, I worked closely with our sales team in Japan and seized every opportunity to persuade our client with various presentations and demonstrations. While in Japan, I successfully convinced a senior NTT manager of the strategic importance of the proposed system and won his strong endorsement. My endeavors paid off. NTT accepted the revised proposal and signed a two-million-dollar contract. The success of this proposal positioned Lucent as a technology leader in the growing Japanese Internet market and inspired several other Internet-related projects for NTT, in which I am also involved. In recognition of my success, Bell Labs invited me to present this experience at their annual Internet R&D conference.

Essay 2. What are your career aspirations and why? How will you get there? My ultimate career aspiration is to become an executive in a global company where I can play a leadership role in both technological innovation and organizational change. My goal is grounded on two realities that I have witnessed while working for the world's leading high-tech corporations. First, technological innovation plays a critical role in shaping today's business world--it blurs the boundaries of traditional industries and creates new markets for companies to embrace. Second, the global marketplace is so competitive (and the need for flexibility so great) that true innovation is the only means for a company to sustain its competitive advantage. I have learned first-hand that technological innovation has little effect without a corresponding organizational change. For one project, I successfully convinced NTT, the Japanese telecommunications monopoly, to streamline its trouble-tracking process using the Internet, but only after the system was modified to suit the Japanese cultural and corporate environment. As a volunteer on another project, I helped convince the Chinese government to standardize its election process in order to implement a nationwide computer system to collect election results. Through my success implementing organizational change as a technical developer, I have observed that such change requires strong leadership from upper management. For this reason, I want to be part of that leadership some day. My engineering training, however, has not prepared me to deal with the broad strategic issues faced by executives. I need outstanding general management education and leadership development to help me effect a transition from technical expert to visionary business leader. Harvard's rigorous MBA program will give me a thorough understanding of how to lead an organization while sharpening my ability to analyze technological innovations in the context of strategic planning, organi-

zational design, and global competition. With its strong alumni network and corporate recruiting program, the School will also provide me with incomparable career opportunities. After graduation, I hope to join a strategic consulting firm to gain more experience with a variety of industries. Ultimately I will seek a leadership position in a global corporation, where I can fulfill my career aspiration of becoming a true leader in technological change.

Essay 3. Describe your most substantial accomplishment. My volunteer efforts to promote understanding between China and the U.S. are a source of great pride for me. In 1994, China's State Economic Commission sent an official delegation to study the U.S. economic policy-making process. I helped organize their activities in Los Angeles, Little Rock, AR., and Washington, D.C. For three weeks, we met with government officials from cities, states, and the White House. We visited public and private enterprises and exchanged ideas with leaders from various industries. In June 1994, Little Rock and Changchun City, China became sister cities. As a member of the Sister City Pact Signing Ceremony Committee, I helped prepare the official documents and the translation between English and Chinese, and I acted as interpreter for the Mayor of Little Rock. On July 5, 1994, in a televised town meeting, the Mayor of Little Rock awarded me a Certificate of Appreciation for my "unselfish and tireless contribution to the betterment of international relations." Not only did this experience give me an in-depth look into American political and business societies, but it also confirmed my belief that cultural and political barriers can be overcome only if nations play an active role in learning from each other.