Application Instructions for 2004
Pace University
Lubin School of Business
Doctoral Program

Consistent with its mission and objectives, the Doctoral Program in Business attempts to identify and admit individuals who have the capacity to succeed in the program and to improve the practice and/or education of management. The purpose of the application is to provide information that will help the admissions committee decide whether you should be admitted to the program and to develop aggregate statistical profiles of applicants and students.

The following application materials are available on the program web site http://www.pace.edu/lubin/dps/.

- The application form is distributed as a Microsoft Word document.
- Transcript request form is distributed as an Adobe Acrobat file.
- Recommendation form is distributed as an Adobe Acrobat file.
- Envelope labels are distributed as an Adobe Acrobat file for printing on Avery label product code 5262, or another brand with identical format.

Admissions Application
Completing the application requires significant time and effort. Please be assured that the admissions committee will use all the information you provide to carefully assess your application.

The application requests some information that may seem confidential or personal; however, it is essential for assessing applicants to this unique program. The admissions committee will not review incomplete applications.

To complete the application for admission use a personal computer with Microsoft Word97 or later version installed. The application is a locked Microsoft Word form document. You should only enter data in the form fields provided. Provide data in all relevant form fields. Use the following conventions:
- Use the <tab> key, or the <shift>+<tab> key, to move between text fields. You may also move among fields with the <up-arrow> or <down-arrow> keys or the mouse curser.
- As you type, the field will expand to provide as much space as you need.
- You may enter or modify data in any field as many times as necessary.
- For most fields, you can obtain additional clarification by pressing the <F1> function key while the field is highlighted.

The format of the electronic application is somewhat different from pen and paper applications. It requests some information using tables for which the left column identifies the information requested and the field in the right column is space for you to supply the information.

Application Submission
Submit the completed application in two formats:
- A printed version of all pages on standard 8.5 x 11-inch white duplicating paper.
- An electronic version as a Microsoft Word document on a 3.5-inch, 1.44-mb diskette.

The admissions committee will read the printed copy and import data from the electronic copy into an admissions database. Assure that both formats have identical information since discrepancies may be cause for rejection of your application.

Part A
Below is a brief summary of the information requested in Part A of the application. Most of this information is factual rather than judgmental.

Contact Information. Provide information necessary to assure future contact with you about your application and admission decision.

Application Information. Provide information related to your application, including concentration preferences and standardized test scores.

Current Employer Information. Provide information about your current employer, position, and location. Elsewhere the application requests more detailed information about your position and experience.

Additional Information. Provide information that is not used to evaluate your application. It will be used in university databases to identify you as an applicant and to gather summary admission statistics (not individual data) that can be reported to external organizations.

Recommendations. Provide information about the four people who will provide recommendations to the program supporting your application. Ask each to send a recommendation directly to the doctoral program. Refer to the section on recommendations later in these instructions for guidance in selecting recommenders.

Transcripts. Provide information about all the colleges and universities that you have attended. Request that each institution send an official transcript of your course work directly to the doctoral program. Refer to the section on transcripts later in these instructions for more detailed information about transcripts.

Professional Career Advancement. Provide information about the responsibility, authority, compensation, and organizational position you had in latest calendar year and the prior third and sixth year. This information is quantitative and may
require some research. Where necessary you may make reasonable approximations.

**Promotion Summary.** Provide the number of promotions you have received over various periods in your career. All numbers are cumulative to the present.

**Promotion History.** Provide information and descriptions about each of the promotions you identified in the promotion summary.

**Recent Positions.** Provide detailed information about your current and two most recent positions. The information includes responsibilities, activities, and accomplishments. Please provide all requested information, even if some of it is available on your resume. The committee wants to understand your experience and how you have performed.

**Professional Activities, Awards, and Recognitions.** Provide in this section information about professional, community, civic, charitable, and academic activities, awards, and recognitions in which you have participated.

**Part B**

Below is a brief summary of the information requested in Part B of the application. Most of this information is judgmental rather than factual. Please attempt to present yourself as honestly and realistically as possible.

**Professional Evaluation.** Provide an evaluation of yourself, relative to the specified peer group, on various attributes.

**Attitudes and Attributes.** Provide information about your comfort level with a variety of activities and tasks. Some of these may be discussed in your personal interview.

**Part C**

This part of the application asks you to prepare several essays that will help the admissions committee better understand the fit between you and the doctoral program.

Your essays should reflect your own thoughts, words, and presentation. No essay should exceed 300-words. Essays with excessive length may adversely affect admission evaluation. Use a separate page for each essay.

**Part D**

**Resume.** Please insert a copy of your current resume following the last page of the printed copy of this application.

**Supplemental Information.** Following your resume, you may insert additional information to supplement the data provided in this application. Label all additional information clearly and explain why you present it to the admission committee.

Some examples of additional information might include information about schools you attended that did not fit in the space provided on the application, preparation for the doctorate that is not requested in the application, or unusual circumstances that you want the committee to consider in evaluating your application.

**Supplemental Documents.** Also, you may submit sample copies of your professional work as part of your application. If you do so, reference it and include a bibliography in your supplemental information. The program will not return any sample materials you submit.

**Interviews**

The program requires all applicants to interview with members of the program staff. In addition to enhancing the information available to the admissions committee, the interview provides an opportunity to explore how the program can support your personal and professional needs and objectives.

After your application is complete, the program will telephone or email you to make an appointment for your interview. It should take about one hour.

**Address Labels**

Download the address label document from the website. Open and print it with Adobe Acrobat on Avery Product 5262 labels.

Affix the labels and appropriate postage to No. 10 envelopes and give them to recommenders and academic institutions for sending recommendations and official transcripts to the admissions committee.

Ask the senders to affix their own return addresses to the envelopes before sending them to the doctoral program. Use one of the remaining labels to mail your completed application and diskette.

**Recommendations**

Letters of recommendation provide evidence of your preparation and potential to undertake additional graduate studies. The Doctoral Program requires four letters of recommendation to support your application. Recommenders should have known and/or observed you for significant periods of time and should be able to evaluate you objectively.

If possible, one recommender should be a faculty member of a college you attended who has maintained a relationship with you during the past five years.

At least two recommenders should know you in a professional context. These should not be current subordinates. Preferably one should be your current supervisor and the other should be a person high in your employer organization.

Use your own judgment in selecting the fourth recommender, or in replacing the faculty member. If your current supervisor is new, one recommender should be a person who supervised your work for a significant period. On the application, indicate the reason you selected each recommender.

Download the recommendation form and print four copies, double sided, if possible. Complete the top portion of each form and deliver it to the recommender together with a labeled No. 10 envelope. Recommenders must mail the forms directly to the program, not to you. Your application is not complete without recommenda-
Academic Transcripts

Academic transcripts provide evidence of past academic performance. The Doctoral Program requires and evaluates official transcripts from every college and university that you attended, regardless of grades, credits, or degrees earned.

Download the transcript request form and print as many copies as you need. Complete the top portion of each form and send it to the appropriate institution together with the necessary processing fee and a labeled No. 10 envelope. Institutions must mail the forms and official transcripts directly to the program, not to you.

If any of your prior academic institutions do not follow the grading system listed below have the school enclose translation formulas and/or grading standards. In the supplemental information section, create an item labeled “Grade Translations,” show your translation calculations using the following values.

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<thead>
<tr>
<th>Grade</th>
<th>Value</th>
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<tr>
<td>A+</td>
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<tr>
<td>A</td>
<td>4.00</td>
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<tr>
<td>A-</td>
<td>3.70</td>
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<td>B+</td>
<td>3.30</td>
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<td>B</td>
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<td>B-</td>
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<td>C-</td>
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</table>

Request transcripts at least four weeks before the application deadline to insure their timely delivery. All institutions must send official transcripts with institution seal and the enclosed form which requests clarifying information. Transcripts must specify degrees and dates earned. Your application is not complete without transcripts from each institution listed in the application form.

GMAT Scores

The Graduate Management Admission Test (GMAT) is another indicator of your ability to succeed in graduate academic work. It is designed to "provide counselors and admissions officers with one predictor of academic performance in the first year of graduate management school."

The program accepts GMAT scores taken to fulfill admission requirements for other graduate programs. The Graduate Management Admission Council (GMAC) will only provide reports for tests taken within the past 20 years.

GMAC must send official GMAT reports directly to the program. To send your examination scores to the Doctoral Program, enter the school code 2721. Your application is not complete without an official GMAT report.

If you do not have scores or if you want to improve upon your prior scores, you should complete the GMAT at least one month before the application deadline. Normally, you should register for the GMAT at least one month before your desired examination date.

The GMAT is administered as a computer-adaptive test on most days of the year at many sites. For more information about the examination, visit http://www.gmac.com.

The program recognizes that mature business professionals may not perform the same as students who recently completed baccalaureate degrees. In the supplemental information section you may create an item labeled "GMAT Experience" in which to comment on your experience taking the GMAT and on your performance.

GMAC offers several preparation aids for the GMAT, including a review guide and computer software. Some applicants take the GMAT more than once to improve their scores. Some complete preparation courses designed to enhance performance on the exam.

In evaluating applications, the Doctoral Program considers only the highest scores reported. The program does not have an absolute minimum score for acceptance, but encourages applicants to perform well and to be satisfied with their results. However, the program prefers balanced scores above 550.

International Applications

Doctoral students must have effective oral and written communication skills in the English language. Doctoral seminars require active participation both verbally in classrooms and written online. In addition, papers assigned in courses and doctoral dissertations require excellent writing skills.

The program considers applicants who have earned degrees from English speaking schools to satisfy this requirement. Other international applicants must present evidence that they have appropriate English language skills.

Scores on the Test of English as a Foreign Language (TOEFL) are one form of evidence. The program prefers TOEFL scores that exceed 250 on the computer based test and 600 on the paper-based test. For more information about TOEFL, visit the web site http://www.toefl.org. Application essays and recommendations provide additional evidence.

Educational Testing Service must send official TOEFL reports directly to the program, not to you. When requesting your scores to be sent to the program, enter the school code 2635, enter name of department as "Doctoral Program in Business" and enter the department code 99.

International applicants and U.S. citizens must meet the same deadlines and criteria for admission. They must submit all application materials in English, including academic transcripts. Applicants who need English translations of transcripts should consult the “International Transcripts” link on the Admission page of the program web site. International applicants should allow time for mail delays to and from Pace University.

International applicants should normally hold a first university degree (representing at least 16 years of formal education) and a second university degree (representing an additional two years of study). In most countries, the word "college" refers to the "university" a student
attended. International applicants should apply early to allow time to address visa and housing issues after acceptance.

**Financial Aid**

Most students in the Lubin Doctoral Program do not want or need financial aid since they have full-time positions and advancing careers. All applications for financial aid and assistantships must be received before May 15. U.S. citizens who apply as full-time students may obtain an assistantship application from the doctoral program website. Request information about other financial aid options directly from the Financial Aid Office, Pace University, One Pace Plaza, New York, NY 10038-1598 ((212) 346-1300).

**Confidentiality**

The completed application and its supporting documentation becomes the property of the Doctoral Program. The program will neither return it to you nor submit it to other individuals or organizations. It will maintain confidentiality of the application information. For accepted students, the admission materials become part of their permanent academic file. The program retains rejected application files for one year. All information provided in an application must be correct, complete, and accurate. Any misrepresentation or omission of facts from the application will justify a denial or omission of facts from the application. It also notifies you periodically of documents missing from your application file. The program sends notification of the decision on your application as soon as possible, usually within one month of an application deadline.

**Affirmative Action Policy**

Pace University admits, and will continue to admit, students of any sex, handicap, race, color, and national and ethnic origin to all rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not, and will not, discriminate on the basis of sex, handicap, race, color, or national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

Inquiries regarding compliance with related federal regulations may be directed to: Affirmative Action Officer, Pace University, Pace Plaza, New York, NY 10038 ((212) 346-1310) or to the Director of the Office of Civil Rights, U.S. Department of Education, Washington, D.C.

**Important Dates**

For the autumn 2004 semester, the application deadline is June 30. The program notifies accepted applicants as soon as possible after the deadline. Accepted students should plan to attend an orientation session before classes begin.

At its discretion, the program may consider applications received after the deadline for admission in either autumn 2004 or a future semester. The Doctoral Program grants formal written requests for deferral of admission for one year.

Accepted students must either register in the semester for which they apply, formally defer admission for one year, or submit a new application for admission in a subsequent year.

The Doctoral Program notifies you in writing when it receives your application. It also notifies you periodically of documents missing from your application file. The program sends notification of the decision on your application as soon as possible, usually within one month of an application deadline.

**Final Instructions**

Before submitting this application, please do the following:

- Complete the application, print it, and save it to a diskette. Label the diskette as “Doctoral Application for [your name].”
- Enclose a copy of your current resume.
- Prepare and enclose any supplemental materials.
- Enclose check or money order for application fee of $75.00 payable to Pace University.
- Request that 4 people send recommendation forms to the admissions committee.
- Request that transcripts from all prior academic institutions be sent to the admissions committee.
- Register to take the GMAT, if not previously taken, and request that your scores be sent to the doctoral program at Pace University.
- Register to take the TOEFL, if necessary, and request you’re your scores be sent to the Doctoral Program at Pace University.

**Mailing Address**

Mail the paper copy of the application form together with your resume, any supplemental material, and a diskette (that has an electronic copy of the application form) in a 9 x 12-inch envelope. Do not bind application pages together. Send the application to:

Admission Committee
Doctoral Program
Lubin School of Business
163 William Street—16th Floor
One Pace Plaza
New York, NY 10038–1598

Please telephone (212) 346-1641 or email (DPS.business@pace.edu) the doctoral office if you have questions about the program, the admissions process, or the content of your application.