LEAD FEARLESSLY
Confident. Focused. FEARLESS

Big data is a big deal. It’s what allows leading companies to outperform their peers. A Smith MBA gives you the tools and frameworks you need to turn data into insights, and the leadership skills to turn insights into action. With a Smith MBA, you’ll be ready to lead with confidence in any industry.

Every field requires leaders who know how to use analytics, research and hard evidence to make sound decisions, solve problems, create competitive advantages, and predict the behavior of customers, markets and systems.

Smith MBAs learn how to leverage big data to make better decisions, and explore their career options in a tight-knit community that encourages collaboration and intelligent risk-taking. With small class sizes and faculty who are supportive, challenging and invested in student success, you’ll be ready to LEAD FEARLESSLY.
coursework that works for you

Smith's MBA curriculum helps you develop sophisticated analytical skills and an integrated understanding of the way business functions like marketing, finance and operations interact. You'll master data-driven decision making and be ready to assess complex problems and deliver innovative solutions in any field.

Data-driven decision making

Real business problems are complex, ambiguous and occur in an environment that is always shifting and changing. In Smith’s MBA program, you’ll learn how and when to use the most cutting-edge analytical tools. Then you’ll use those tools to successfully assess and analyze a problem, come to a conclusion, present your findings, set a strategy and lead its implementation.

Our faculty is comprised of the best analytical minds in the country and the MBA curriculum optimizes their specialties and connections. The MBA Core builds your functional knowledge, and Career Tracks deliver the right mix of electives to build deep expertise in your chosen profession. Add in executive coaching through the Leading Fearlessly program and real-world experiences that complement your Career Track, and you’ve built an MBA program that is the perfect launching pad for your career.
SAMPLE SCHEDULE (54-CREDIT PROGRAM)

Smith’s curriculum is carefully mapped to deliver what you need for long-term success. In the first year, your coursework will focus on functional-area knowledge and building the skills you’ll need to succeed and thrive in your summer internship. In the second year, you’ll work on the executive competencies you’ll need to progress through your career. The capstone project at the end of the program integrates everything you’ve learned.

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>YEAR 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL</td>
<td>FALL</td>
</tr>
<tr>
<td>Build Your Foundation</td>
<td>Prepare for MBA Job Success</td>
</tr>
<tr>
<td>Data Models &amp; Decisions</td>
<td>Managerial Accounting</td>
</tr>
<tr>
<td>Financial Accounting</td>
<td>Strategic &amp; Transformational IT</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Electives (8-12 credits)</td>
</tr>
<tr>
<td>Leadership &amp; Teamwork</td>
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</tr>
<tr>
<td>Managerial Economics &amp; Public Policy</td>
<td></td>
</tr>
<tr>
<td>Marketing Management</td>
<td></td>
</tr>
<tr>
<td>SPRING</td>
<td>SPRING</td>
</tr>
<tr>
<td>Prepare for Internship Success</td>
<td>Prepare for Long-term Success</td>
</tr>
<tr>
<td>Data Analytics</td>
<td>Global Economic Environment</td>
</tr>
<tr>
<td>Operations Management</td>
<td>Integrative Capstone</td>
</tr>
<tr>
<td>Strategic Management</td>
<td>Leading Strategically</td>
</tr>
<tr>
<td>Electives (8 credits)</td>
<td>Electives (4-8 credits)</td>
</tr>
</tbody>
</table>

Smith MBAs learn to master tools like R and Tableau for statistical methods and data visualization. It’s a powerful combination that helps you use data to solve business problems, and then present your findings in the most compelling way.
**Career Tracks**

Leverage our industry expertise and faculty brainpower by choosing a Smith Career Track. When you choose, you give your MBA a fine-tuned focus to help you succeed in your current industry, or in the career you’ve always wanted in a different field. Regardless of your desired outcome, a Career Track will help prepare you to be an expert in your organization.

**Finance**

Finance requires an eye for detail, a solid understanding of theory and best practices, and mastery of the latest tools in corporate finance, asset management, risk management, and valuation.

Popular Electives:

**Dual Degrees**

Combine your MBA with other graduate coursework to create the specialty that gets you where you want to go. It’s just one more way the Smith MBA can help you distinguish yourself in an increasingly competitive marketplace.

**Specialty Masters in:**
- Accounting
- Business Analytics
- Finance
- Information Systems
- Marketing Analytics
- Quantitative Finance
- Supply Chain Management

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**Image Description:**
A man in a suit stands confidently, exuding professionalism and readiness. The background suggests an urban setting, possibly indicating the location of the educational institution.
MARKETING
From traditional brand management and customer segmentation to predictive modeling, consumer analysis, and micro-targeting, the field of marketing unites creativity, business acumen and data analytics.

Popular Electives:
Advanced Marketing Analytics Models, Brand Management, Consumer Behavior, Marketing Research Methods, Marketing Strategy, Social Media and Internet Marketing

GENERAL MANAGEMENT/CONSULTING
Whether you’re aiming to climb the corporate ladder or become a high-powered consultant, you’ll need to master strategic management concepts and economic principles, and be able to think critically to address a company’s unique challenges.

Popular Electives:

OPERATIONS/SUPPLY CHAIN/LOGISTICS
From Lean to Six Sigma, this track explores the managerial approaches that streamline and improve business processes to increase profit, quality and customer satisfaction while creating value.

Popular Electives:
Assessing and Managing Supply Chain Risks, Global Supply Chain Management, Global Supply Chain Resources Planning, Operations and Supply Chain Strategy
Smith FACULTY

Smith's top-ranked faculty are passionate about creating new knowledge and sharing it with students. Their research sets the agenda for other academics, and their insights are in demand in the corporate world. They regularly serve as consultants for large financial institutions, multinational corporations and government agencies. In the classroom, they’ll share the same techniques they use to help corporate clients implement their own data-driven decision making.

#1 TOP RANKED FACULTY IN THE U.S.*

*The Economist, 2016

Smith faculty expertise is influential beyond the classroom and the boardroom, appearing in media outlets around the world.

Smith BRAIN TRUST

Smith Brain Trust: Get a preview of our faculty’s wide-ranging expertise via Smith Brain Trust, a weekly newsletter that gives you thoughtful insights on the latest business news – taking complex, wonky issues and making them accessible.

Sign Up: rhsmith.umd.edu/smithbraintrust
Ritu Agarwal: Saving Lives Through Better Data

As many as 98,000 people die each year as a result of medical errors, and Smith's senior associate dean for research, Professor Ritu Agarwal founded the Center for Health Information and Decision Systems (CHIDS) with the hope of changing this statistic. Standing at the forefront of healthcare technology, Ritu has led the charge in converting medical records to an electronic format all in an effort to reduce errors and save lives. Groundbreaking innovation by Ritu and other faculty is part of why the Smith school is recognized for fearlessly leading the way in data-driven business research.

“CHIDS is pioneering work at the intersection of artificial intelligence, information systems, mHealth and healthcare. When we combine the increasingly large amounts of digitized medical data with state-of-the-art analytical methods, we have unprecedented opportunities to improve health outcomes and reduce costs.”

-Dr. Ritu Agarwal, Professor
LEADERSHIP DEVELOPMENT

Your leadership development priorities are the focus in our semester-long “Leading Fearlessly” program. It’s a series of challenging co-curricular activities combined with high-level executive coaching. You might travel to Gettysburg with a U.S. Naval Academy instructor for an exercise in battleground leadership, or to a state park for an “Arctic Survival” exercise, or to Annapolis for a yacht race on the Chesapeake Bay. And throughout the semester, your executive coach will work with you to create an action plan for growth.

“I learned the concept of motivating others without authority, and understanding the motivation factors for everyone, including myself. Like everything else, this skill will be incredibly applicable throughout my career.”

- Staci Bank, MBA candidate ’18

Smith EXPERIENCES

Apply what you learn in the classroom to real-world challenges with Smith’s unique experiential learning opportunities. Developed in collaboration with faculty and corporate partners, Smith offers a portfolio of programs that provides students with hands-on experiences aligned with their Career Tracks. You’ll take your analytical tools and leadership competencies and use them to assess complex problems, manage teams and clients, set strategy, and deliver innovative solutions.

SMITH LIVE CASES
Get a behind-the-scenes look at the challenges faced by real corporations when business executives come to the classroom.

CONSULTING
Real-world projects are supplemented by workshops and mentors to help you manage your engagement.

THINKING DESIGNED
Bridging business and technology, this for-credit action learning program emphasizes design thinking and agile methodologies to build innovative systems.

FEDTECH
Partner with inventors from federal labs to explore how to bring the technology to market.

MAYER FUND
Make portfolio and investment decisions by managing the $3.5 million Mayer Fund.

NEW MARKETS VENTURE FUND
Assist in managing this $20 million fund and gain professional experience similar to that of an analyst or associate in a venture capital firm.
Global EXPOSURE
Go on, go global. Stretch your learning across continents with programs designed around hands-on experiences. Participate in a global consulting opportunity, faculty-led global experience or a semester-long exchange program. You’ll earn academic credit while adding international exposure to your résumé.

“Your understanding of the global economy is going to be directly linked to your success in the workplace.”

-Andrew Kneale, MBA ’15
Find your way in our
COLLABORATIVE COMMUNITY

Your classmates aren’t your competition—they’re your biggest fans. Smith students passionately support each other in the classroom, during the job search and at the famed MBA Socials. Fearless and fierce, they’re diverse, they know what they want out of their careers, and when they come together as a team, nothing can stand in their way.

WELL-CONNECTED NETWORK

With more than 62,000 alumni worldwide, and 32,000 in the Washington, D.C. metro area, there is bound to be a Terp to help with an introduction at your dream company. Our alumni community is committed to giving back to Smith, and it benefits you through:

Mock Interviews
Career and Insights
Industry and Corporate Connections

PASSIONATE LEARNERS

Something drives you—that’s why you’re considering an MBA. A need to excel at everything you do. A desire to better the world through innovative business. Or the satisfaction of knowing you’re prepared for whatever your career might throw at you. Whatever your passion, there’s a place for you at Smith.
ASSOCIATIONS, CLUBS & ORGANIZATIONS

| MBA Association                                 | Hospitality Club                      |
| Armed Services Association                    | Human Capital Association             |
| Asian MBA Association                          | International MBA Association         |
| Black MBA Association                          | Jewish MBA Association                |
| Consulting Club                                | Latin American MBA Students Association |
| Data Analytics & Technology Club               | Media, Sports and Entertainment Association |
| Energy Club                                    | Middle East and Muslim Business Students Association |
| Entrepreneurs’ Club                            | Net Impact                            |
| Emerging Markets Association                  | Professional Communications Club      |
| Finance Association                           | Smith Association of Women MBAs       |
| Graduate Marketing Association                | Smith Pride Alliance                  |
| Healthcare Business Association                | Supply Chain and Operations Club      |

Kristie Bradford has experienced the full power of the Smith alumni network. After years of working in mergers and acquisitions, Kristie reached out to her Smith classmate, Matt Rosenfield, MBA ‘05, and used that connection to transition into working as an IBM Watson business development executive with the world-renowned (and Jeopardy-famous) Watson.

“The distinguishing aspect of my Smith MBA is the network. My first opportunity with GE came through the Office of Career Services. Years later, I found my role at IBM through a fellow Smith graduate.”

-Kristie Bradford, MBA ’05
Uniquely SMITH

Smith strives to mirror the real business world, building our classes with students from all walks of life, backgrounds, ethnicities and nationalities. The result is a class teeming with different experiences and viewpoints that better prepare each person to work with a diverse base of future colleagues.

MANAGEMENT LEADERSHIP FOR TOMORROW (MLT)

As an MLT Partner School, Smith makes a definitive commitment to grow leaders from the African American, Latin American and Native American communities. Our partnership provides students with opportunities for career coaching, ongoing professional development and valuable networking events with industry peers.

FIERCE WOMEN

As the landscape continually changes for women in business, Smith makes sure you have the right tools to navigate forward in the career you deserve. From case competitions to skill-specific workshops, you’ll be prepared to be a fearless business leader. Join our community of smart, fierce women and impact business for the better.

35% WOMEN
30% INTERNATIONAL
27% UNDERREPRESENTED MINORITIES
16% U.S. MILITARY SERVICE
146 UNDERGRADUATE UNIVERSITIES REPRESENTED
**STRONG VETERANS**

You’ve been through basic training. We know you’re tough enough and smart enough to handle this. We value our military students and we show it.

Yellow Ribbon Participating School  
MilitaryMBA.com Member  
Armed Forces Association Member

Our director of military and veterans affairs is here for your questions about curriculum, military student life at Smith and how to make your financing package work for you. We invite our students to participate as program ambassadors and to interact with the military and veteran communities to continue the dialogue of building business with the leadership skills learned in the armed forces.

**VIBRANT LGBTQ+ COMMUNITY**

At Smith, LGBTQ+ students will find a diverse array of opportunities to engage in ways that not only support their personal and professional growth, but also celebrate their identity. With active groups like Smith Pride Alliance, everyone can find their place in the Smith MBA community.

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**BALANCING RIGHT AND LEFT BRAIN**

After years of juggling his career ambitions and his thriving photography business, Mohamed knew the value of balance. That’s why he chose the Smith School for his MBA: it balanced a sense of community and Washington, D.C.’s, vibrant culture with the analytical curriculum he knew he needed to move forward in his career. Now, he’s a brand manager at PepsiCo, which he likens to running a small company within a larger company, and he relishes the opportunity to use both his creative mind and the analytical expertise he gained at Smith.

“Being well-rounded is very important. You become someone who runs a budget and is responsible for making decisions based on all of the information at your fingertips. You need to have a very solid quantitative skill set to be a truly effective manager.”

-Mohamed Boraie, MBA ’17, MFin ’17
CAREER ADVANTAGES

Be a degree closer to a career you’ll love

At Smith, we want you to succeed. With your quick mind and drive to learn, your ability to become a strong, confident leader will be complemented with your partnership with the Office of Career Services team.

Even before you arrive at Smith our focus is on you and your development. Beginning with our “Be Fearless” summer webinar series, the Office of Career Services provides frameworks, guidance and feedback as you determine your goals in the future workplace and design an MBA experience to prepare for your top-choice career.

“Your career coach is not just about the job search—they are your advocate to employers and alumni, your mentor when things get tough and your cheerleader to share in your successes.”

-Andres Reyes, MBA ’16

OPPORTUNITIES NOW, AND FOR LIFE

| Career Development Curriculum |
| Experiential Opportunities |
| Leadership Assessments |
| On-Campus and Virtual Interviewing Facilities |
| Online Recruiting System |
| Sponsorship and Visa Clarification |

WORKSHOPS

| Résumé building |
| Personal branding |
| Case interviewing |
| Networking strategies |

ALUMNI BENEFITS

| Mock interviews |
| Career coaching |
| Networking opportunities |
EXECUTIVE COMMUNICATION

Leaders need to be able to sell others on their decisions, and that can be hard when you’ve got a lot of data to convey. You’ll learn to apply the psychology of persuasion and the principles of storytelling to be more effective communicators in the Smith Executive Communication Program. The intensive one-year program includes workshops, one-on-one coaching and the creation of a personalized development plan to improve your verbal, nonverbal and visual presentation skills, and develop your cross-cultural intelligence.

BRINGING THE CORPORATE WORLD IN-HOUSE

CEO@Smith Speaker Series
Every semester leaders from companies such as Deloitte, Siemens, Marriott, SAP and PepsiCo come to College Park to share insight and advice with students.

A PACKAGE DEAL

Allison Davern, MBA ’16, and Andres Reyes, MBA ’16, met and formed a fantastic friendship within the Smith MBA Program, and they’ve continued their work together after graduation. Both are happily settled into corporate positions with Amazon in Seattle.
OFFICE OF CAREER SERVICES

Teams of career coaches, program facilitators, employer developers, and recruiting coordinators are here to support every Smith MBA student as they step forward into fulfilling careers. As part of a co-active career partnership, Smith’s Office of Career Services (OCS) offers guidance on the MBA career landscape, co-designs a proactive job search plan, and plots the steps that will take you from where you are now to where you want to go. We will help you navigate key pivot points along the way, provide you with feedback, drill you in new skill areas, and offer ongoing encouragement.

POST-MBA CAREER OUTCOMES

87% CAREER EMPLOYMENT WITHIN 6 MONTHS

97% IN POSITIONS ALIGNED WITH THEIR CAREER GOALS

$114,845 AVERAGE TOTAL GUARANTEED COMPENSATION PACKAGE

“My ambitions are driving me to leave a lasting impact on the world, providing cultural and business innovation; and my Smith MBA gave me the tools to succeed.”

-Andrae Wiggins, MBA ’17
SMITH’S 7 PHASES OF CAREER DEVELOPMENT

OCS has launched a new “Be Fearless” career development curriculum that begins even before MBA students set foot on campus, helping students define their career targets so they can activate job search conversations early and compete for top offers.

1. INVENTORY YOURSELF
   Great job candidates and emerging business leaders know themselves inside out.

2. MAP THE MARKET
   The MBA job market can be understood in terms of industry and function coordinates.

3. STRUCTURE YOUR NARRATIVE
   MBA job search conversations are brief and your story needs to be succinct.

4. ORGANIZE YOUR NETWORK
   Strategic networking is the most effective MBA job search practice.

5. PLAN YOUR JOB SEARCH
   The most competitive MBA candidates take an organized approach to the job search.

6. PREPARE FOR INTERVIEWS
   MBA candidates interview at the next level, in a new format.

7. NEGOTIATE OFFERS
   Knowing MBA market data will allow you to optimize your job offers.

Top Employment by INDUSTRY

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINANCE</td>
<td>27%</td>
</tr>
<tr>
<td>TECHNOLOGY</td>
<td>15%</td>
</tr>
<tr>
<td>TELECOMMUNICATIONS</td>
<td>5%</td>
</tr>
<tr>
<td>TRANSPORTATION/LOGISTICS</td>
<td>2%</td>
</tr>
<tr>
<td>NONPROFITS &amp; SOCIAL ENTERPRISES</td>
<td>2%</td>
</tr>
<tr>
<td>CONSULTING</td>
<td>19%</td>
</tr>
<tr>
<td>HEALTHCARE</td>
<td>6%</td>
</tr>
<tr>
<td>CONSUMER PRODUCTS</td>
<td>13%</td>
</tr>
<tr>
<td>HUMAN RESOURCES</td>
<td>3%</td>
</tr>
<tr>
<td>ENERGY</td>
<td>6%</td>
</tr>
</tbody>
</table>
Get HIRED

Smith students are hired by some of the biggest names in business. Our students are in demand, and have had both employment and internship opportunities with companies such as:

AIG Japan Holdings KK  
Amgen Inc.  
Capital Group  
Catholic Relief Services  
Choice Hotels International  
Cognizant Business Consulting  
Cognizant Technology Solutions  
Constellation Energy Group  
Credit Suisse  
CVent  
Danaher Corporation  
EagleBank  
EDF Climate Corps  
Fannie Mae  
Hilti  
Johnson & Johnson  
Juniper Networks  
KeyBanc Capital Markets  
Lancaster Pollard  
Liberty Mutual  
Manhattan Strategy Group  
Martin Development Corporation  
MPOWER Financing  
Nestle Purina  
Nestle USA  
Novo Nordisk  
Oxford Global Resources  
Relativity Sciences  
Rybon  
Symantec  
TekLink  
Total Wine & More  
United States Air Force  
United States Navy  
WR Grace

OTHER MAJOR EMPLOYERS INCLUDE:

Booz | Allen | Hamilton

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Relativity Sciences  
Rybon  
Symantec  
TekLink  
Total Wine & More  
United States Air Force  
United States Navy  
WR Grace

OTHER MAJOR EMPLOYERS INCLUDE:

Booz | Allen | Hamilton
It Works TOGETHER

Your personalized 2-year career and curriculum path will guide you to success.

Employment by FUNCTION

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARKETING</td>
<td>19%</td>
</tr>
<tr>
<td>CONSULTING</td>
<td>21%</td>
</tr>
<tr>
<td>FINANCE</td>
<td>16%</td>
</tr>
<tr>
<td>OPERATIONS/LOGISTICS/SUPPLY CHAIN</td>
<td>7%</td>
</tr>
<tr>
<td>HUMAN RESOURCES</td>
<td>5%</td>
</tr>
<tr>
<td>PROJECT MANAGEMENT</td>
<td>8%</td>
</tr>
<tr>
<td>OTHER</td>
<td>10%</td>
</tr>
<tr>
<td>GENERAL MANAGEMENT ROTATIONAL</td>
<td>12%</td>
</tr>
<tr>
<td>INFORMATION SYSTEMS</td>
<td>1%</td>
</tr>
<tr>
<td>STRATEGIC PLANNING</td>
<td>1%</td>
</tr>
</tbody>
</table>
"There's almost $700 million worth of redevelopment projects in College Park that will add amenities, that will add market-rate housing, that will, I believe, basically transform College Park as we know it."

-Wallace Loh, President, University of Maryland
Your Smith Experience
STARTS HERE

Seven miles from Washington, D.C., College Park is the perfect starting point to get to where you’re going. In the middle of this bustling college town, the Smith School places you at the crossroads of the tech and bio-tech corridors, the headquarters of federal agencies, and the offices of corporate giants and influential nonprofits. Our curriculum, community and faculty all reflect the diverse offerings at our doorstep, not to mention the career opportunities we tap into.

Join the company of other fearless leaders and passionate learners. Take advantage of our connected community, tailored curriculum and in-depth career services. Pursue your dream—FEARLESSLY.

SCHOLARSHIPS MAKE IT HAPPEN

Merit-based scholarships and graduate assistant positions are available. Funding ranges from $10,000 to full two-year tuition.

- Dean's Fellow or Scholar
- Smith Fellow or Scholar
- Terrapin Fellow or Scholar
- Teach for America Scholar
- MLT Fellow
- Peace Corps Scholar
- AmeriCorps Scholar
- Reaching Out Fellow
- Military Fellow or Scholar
- Forté Fellow
# Student Profile Averages for Full-Time MBA Classes of 2018 and 2019

<table>
<thead>
<tr>
<th>Total Number of Students</th>
<th>Average Undergraduate GPA</th>
<th>Average GMAT</th>
<th>Middle 80% GMAT Range</th>
<th>Received Merit Awards</th>
<th>Average Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>198</td>
<td>3.27</td>
<td>644</td>
<td>570-710</td>
<td>82%</td>
<td>30</td>
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</tbody>
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<td>30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Years Post-University Work Experience</th>
<th>Women</th>
<th>International</th>
<th>Underrepresented Minorities</th>
<th>Undergraduate Universities Represented</th>
<th>U.S. Military Service</th>
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</thead>
<tbody>
<tr>
<td>5.5</td>
<td>35%</td>
<td>30%</td>
<td>27%</td>
<td>146</td>
<td>16%</td>
</tr>
</tbody>
</table>

## Application Rounds

<table>
<thead>
<tr>
<th>Completed applications submitted by</th>
<th>Will have a decision rendered by</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 1, 2017</td>
<td>December 23, 2017</td>
</tr>
<tr>
<td>November 1, 2017</td>
<td>January 15, 2018</td>
</tr>
<tr>
<td>December 15, 2017*</td>
<td>March 15, 2018</td>
</tr>
<tr>
<td>January 15, 2018**</td>
<td>April 15, 2018</td>
</tr>
<tr>
<td>March 1, 2018</td>
<td>May 1, 2018</td>
</tr>
</tbody>
</table>

*Priority deadline for scholarship consideration for international students
**Priority deadline for scholarship consideration for domestic students

## Application Requirements

- **Application Fee**
- **Online Application Form**
- **Essay**
- **Official Undergraduate and Graduate Transcripts**
- **Résumé**
- **Letter of Recommendation**
- **GMAT or GRE**
- **TOEFL or IELTS (if English is not your primary language)**

## Scholarship Information

Merit-based scholarships and graduate assistantships are available. Funding ranges from $10,000 to full tuition.

## Tuition Fall 2017 (54-credit program)

- $1,658 per credit (In-state)
- $1,998 per credit (Out-of-state)

[Apply Today.](rhsmith.umd.edu/mba)

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[instagram.com/umdsmithschool](instagram.com/umdsmithschool)