

Haas School of Business University of California, Berkeley

We are particularly interested in the answers to the following questions, but welcome any information you think appropriate. We encourage you to provide specific examples wherever possible. **Please provide your responses on your company letterhead or stationery**, but use this form to mark your responses to question 9.

1. Describe your relationship to the applicant. Are you, or have you been, the applicant's direct supervisor? If not, what is the nature of your relationship? How long have you known the applicant and how frequent is/was your interaction with them?
2. How does the applicant's performance compare with that of his or her peers?
3. How effective are the applicant's interpersonal skills?
4. What are the applicant's three greatest strengths? Cite specific examples.
5. What are the applicant's three greatest weaknesses or areas in need of improvement? Cite specific examples.
6. What significant contribution has the applicant made to your organization?
7. Please comment on the applicant's potential for leading an organization.
8. In the Berkeley MBA program, we develop leaders who have "confidence without attitude" or "confidence with humility". Please comment and provide examples of how the applicant reflects this Berkeley-Haas value.
9. Please give us your appraisal of the applicant in terms of the traits listed below. Compare the applicant with others whom you know have applied to business school or with individuals who are being groomed for leadership positions within your organization. It should be extremely rare for any candidate to receive "truly exceptional" in all areas, and unusual for a candidate to receive either "superior" or "truly exceptional" in all areas.

Duke University

1. What do you consider the applicant's primary talents or strengths? (Limit 2800 characters)
2. In what areas does the applicant need improvement or growth? How would you describe the applicant's insight into these areas? (Limit 2800 characters)
3. How would you describe the applicant's leadership skills/career potential? (Limit 2800 characters)
4. Comment on the applicant's interpersonal skills (effectiveness in establishing and maintaining relationships; working with supervisors, peers, and subordinates; willingness to work in a team environment). (Limit 2800 characters)
5. If applicable, describe the applicant's experience working on international projects or with international teams. If you do not know of any international experience, describe any interest in international management expressed by the applicant? (Limit 2500 characters)
6. For non-native English speakers, please comment on the applicant's verbal and written English ability (Limit 250 characters).
7. If you would like to provide any further comments you feel would aid the committee in the evaluation of the applicant please upload your comments via the Additional Information Section.

1. What is your relationship to the candidate? How long have you known him/her, and to what group are you comparing the applicant?
2. Comment on the candidate's career progression to date.
3. Comment on the candidate's aptitude for strategic thinking, leadership, and/or management.
4. How would you compare the candidate to others with similar responsibilities in your organization?
5. How would you describe the candidate's developmental needs and progress to date?
6. Describe how the candidate has dealt with setbacks, challenges, and/or disappointments.
7. How would you describe the candidate's role(s) on teams?
8. How is the candidate perceived by others in the organization, including subordinates, peers, and senior management?
9. Is there anything else that you would like us to know about the candidate?

U of Chicago

- **How long have you known the applicant? Please describe your relationship to the applicant:**
- **Please provide a written letter of recommendation. Be sure to include how the applicant ranks comparative to his/her peer group. Other items to consider are the applicant's:**
- most salient strengths
- areas of development, including efforts the applicant has taken to show improvement
- team skills and leadership ability
- initiative, curiosity and motivation
- other matters which you feel we should know about the applicant

Dartmouth College

1. How long have you known the applicant and in what context? Have you served as the applicant's supervisor? If so, please provide approximate dates. Please comment upon the frequency and nature of your interactions with the applicant.
 2. What are the applicant's three principal strengths? Please provide an example of each.
 3. In which three areas can the applicant improve? Please provide an example of each. How has the applicant worked to address these areas?
 4. How does the applicant respond to constructive criticism?
- * Please compare the applicant on the scale below with others in his/her peer group whom you have known during your professional career.
- * Please give examples in the space below to support any Top 5% or Bottom 20% ratings.
- * If you would like to provide any additional insights into this individual's candidacy, please feel free to attach additional pages.

Columbia U

1. What is your relationship to, and how long have you known the applicant? Is this person still employed by your organization? If not, when did he/she depart?
2. Please provide a short list of adjectives describing the applicant's strengths, and please compare the applicant's

performance to that of his or her peers.

3. Please comment on the applicant's growth during his/her employment with you and on his or her ability to work with others, including superiors, peers, and subordinates.

4. In what ways could the applicant improve professionally? How does he/she accept constructive criticism?

5. Comment on your observations of the applicant's ethical behavior.

6. What do you think motivates the candidate's application to the MBA program at Columbia Business School?

7. If you could change one thing about the applicant, what would it be?

8. Are there any other matters which you feel we should know about the applicant?

Stanford U

REFERENCE QUESTIONS:

1. Please describe your relationship to the candidate, and describe the circumstances under which you have known her or him.
2. How does the candidate's performance compare to other well-qualified individuals in similar roles?
3. What (if any) legacy has this candidate left on your organization?
4. Describe the most constructive feedback you have given the candidate. Please also detail the circumstances that caused you to give the feedback.
5. Is there anything else (positive or negative) we should know about the candidate?

Leadership Assessment

On the following page, you will find a grid listing some competencies and character traits that contribute to successful leadership. Within each row, please mark the one box corresponding to the behavior that the candidate most typically exhibits. We believe it would be extremely rare for any candidate to receive "5s" in all areas; and unusual for a candidate to receive "4s" and "5s" in all areas. Your candid, honest appraisal of the candidate will be helpful to the Committee on Admissions.

CMU

- * How long have you known the candidate? years months
- * Under what circumstances have you known the candidate?
- * If other:

Do you/have you supervised this candidate? Yes No
Please evaluate this candidate on the scale below in comparison with other MBA Candidates you have known during your professional career.
If not MBA students, describe the reference group you are using.

Please address the following questions in completing your letter of recommendation:

- 1 In what area is the candidate most exceptional?
- 2 In what area does the candidate need most improvement?

- 3 Discuss how effective the candidate is when working with others. (Consider whether the candidate is a leader, is sought out as a team member, commands respect of his or her associates.)
- 4 Rate the candidate's achievements when compared to his or her peers. (Consider the opportunities the candidate has had to make use of his or her abilities and how effectively he or she has exploited them; also, consider whether the candidate completes assignments and is an effective performer under stress.)
- 5 Describe the candidate's ability to communicate verbally, in writing, and through presentations. (For a non-native English speaker, how well does he or she use English?)
- 6 Any additional statement you may wish to make concerning the candidate's aptitude for an MBA and/or her or his potential for becoming a responsible and successful business leader.

MIT

Please obtain only two recommendations on your behalf (three if you are applying to the BEP or LGO Program) from individuals who are able to speak with certainty about your professional achievements and potential.

Please choose recommenders who are able to provide specific answers to the following questions:

1. How long and in what capacity have you known the applicant?
2. How does the applicant stand out from others in a similar capacity?
3. Please provide an example of the applicant's impact on a person, group or organization.
4. Please provide a representative example of how the applicant interacts with other people.
5. Which of the applicant's personal or professional characteristics would you change?
6. Please tell us anything else you think we should know about this applicant.

Yale

Please write a one- to two-page assessment of the applicant that addresses his or her personal qualities, strengths and weaknesses, and potential for achievement. We are looking for your candid and accurate assessment of the applicant's potential to be a successful leader and what specific traits the applicant possesses that evidence this potential.

* Please describe your relationship to the applicant and the nature and frequency of your interactions.

* Please be as specific as possible and use concrete examples whenever possible.

* Do not incorporate anything drafted by the candidate in your recommendation or have the candidate submit the recommendation on your behalf.

Wharton

- 1 How long have you known the applicant and please describe your relationship to the applicant.
- 2 How has the applicant's career progressed over the time that you have known him/her? How does this growth compare to his/her peer group? Please describe the peer group to which you are comparing this applicant.

- 3 How would you describe the applicant's personality in the areas of personal integrity and disposition? Please provide examples.
- 4 What are the applicant's most salient strengths? Please provide an example of each strength referenced.
- 5 Provide an example of a piece of constructive feedback you have provided to the applicant. How did the applicant receive this feedback and what efforts has the applicant made to address the concern?
- 6 What observations do you have concerning the applicant's leadership abilities, team and/or group skills. Please provide an example of a time when the applicant has been particularly successful interacting with others or in a team; why was the applicant successful?
- 7 Please choose one of the following three questions based on your knowledge of the applicant.
 - * a. Provide an example of when the applicant has made an error in judgment. What happened? How did s/he handle the setback?
 - * b. Provide an example of how the applicant has adjusted his/her style to better meet objectives and/or engage people.
 - * c. Give an example of a time when the applicant has been successful at empowering either a person or a group of people to accomplish a task.
- 8 Please provide examples to support any bottom 20% ratings that you provided in the rating matrix and any additional comments you think would assist the Admissions Committee in making its decision.

NYU Stern

Two recommendations are required with your application. Professional recommendations are strongly preferred over academic recommendations. One recommendation must come from your current supervisor. If a recommendation from your current supervisor cannot be included, you must provide an explanation in Essay 4.

1. How long have you known the applicant and in what capacity?
2. What do you consider the applicant's strengths?
3. In which areas could the applicant exhibit growth or improvement?
4. How would you describe the applicant's interpersonal skills?

Northwestern

1. Please comment on the candidate's career performance. Cite specific examples where possible. (e.g. ranking relative to others in the industry, overall progression within the organization, impact on organization)
2. Please evaluate the candidate's demonstrated leadership and leadership potential (e.g. ability to influence others, initiative, contribution beyond expected responsibilities)
3. What do you perceive to be the candidate's weaknesses? What efforts has he or she made to address these weaknesses?
4. What observations do you have about the candidate's interpersonal skills? (e.g. maturity, listening skills, team skills, sense of humor, respect for different viewpoints)
5. Please comment on the candidate's intellectual ability (e.g. analytical and quantitative skills, communication skills, creativity, curiosity)

UNC

- 1 How long and in what capacity have you known the applicant?
- 2 Describe the applicant's potential for becoming a responsible and successful manager.
- 3 What are the applicant's major strengths?
- 4 What are the applicant's most noticeable areas for improvement/growth?

U of Michigan

1. How long and in what context have you known the applicant? What is the peer group you are using for your comparison?
2. Please describe the applicant's strengths and his/her impact on your organization.
3. What are the two or three things you would recommend that the applicant do more of or less of to be more effective as a leader?
4. Our students are involved in classroom experiences and action-based project courses where their active participation is the mechanism for learning. Please comment on the applicant's ability to help create knowledge in the workplace (i.e., ask questions, learn, contribute and transfer knowledge to staff, team members, and supervisors).
5. Please feel free to provide any other information you think is relevant to our evaluation.

Harvard

- 1 Please comment on the context of your interaction with the applicant. How long have you known the applicant and in what connection? If applicable, briefly describe the applicant's role in your organization. (250-word limit)
- 2 Please describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (250-word limit)
- 3 Please make additional statements about the applicant's performance, potential, or personal qualities you believe would be helpful to the MBA Admissions Board. (250-word limit)