

Name of applicant _____

FOR APPLICANT'S SIGNATURE:

| | |
|--|------------|
| I understand that federal law provides me, after enrollment, with a right of access to this recommendation, and that no school or person can require me to waive this right. | |
| I hereby <input type="checkbox"/> waive <input type="checkbox"/> do not waive my right of access to this recommendation. | |
| Signature of applicant _____ | Date _____ |
| <i>Failure to complete and sign this section will be considered an expressed waiver of your rights.</i> | |

TO THE RECOMMENDER:

The person whose name appears above is applying for admission to UCLA Anderson School of Management. The Admissions Committee values the direct contact you have had with the applicant and asks for your personal and candid assessment of his or her potential for senior management. The most helpful recommendations are those that present a balanced view and give detailed descriptions of an applicant's abilities.

Please answer the following questions on separate paper, either in letter form or by number, as shown below. **Return this form and your recommendation to the applicant in a sealed envelope, with your signature across the seal. The candidate will submit the sealed envelope as part of the complete application package.**

Name of recommender _____ Telephone _____

Position/title _____ Firm/school _____

Address _____

E-mail _____

1. How long have you known the applicant, and in what context? Please comment on the frequency of your interaction.
2. Have the applicant's responsibilities evolved over the time you have known him or her?
3. What are the applicant's principal strengths and special talents?
4. In what areas can the applicant improve? Has he or she worked on these areas?
5. How would you rate the applicant in comparison to others with similar responsibilities in your organization? Why?

6. Please provide concise comments on the applicant's

- a. degree of self-confidence
- b. honesty and integrity
- c. interpersonal/teamwork skills
- d. communication/presentation skills
- e. demonstrated leadership/managerial abilities
- f. potential for senior-level management

7. Please rate the applicant on the qualities listed below, identifying here the group to which you are comparing the applicant: _____

| Inadequate opportunity to observe | | Below average | Average (top 50%) | Good (top 25%) | Excellent (top 10%) | Truly exceptional (top 2%) |
|-----------------------------------|----------------------------------|---------------|-------------------|----------------|---------------------|----------------------------|
| | Ability to work with others | | | | | |
| | Analytical/quantitative skills | | | | | |
| | Overall intellectual ability | | | | | |
| | Oral communication skills | | | | | |
| | Written communication skills | | | | | |
| | Motivation/initiative | | | | | |
| | Leadership potential | | | | | |
| | Maturity | | | | | |
| | Sense of humor | | | | | |
| | Respect from peers | | | | | |
| | Respect from management | | | | | |
| | Potential for career advancement | | | | | |

8. Your overall impression of the applicant: Exceptional candidate (top 2%)
 Excellent candidate (top 10%)
 Good candidate (top 25%)
 Average candidate (top 50%)
 Below-average candidate

Recommender's signature _____ Date _____

Because your recommendation is an important part of the candidate's application package, we greatly appreciate your prompt response in returning this form. Thank you.