

Candidate (Please print or type all sections)

Last/Family Name _____ First Name _____ Middle Name _____

Waiver Statement/Family Education Rights and Privacy Act of 1974

To the applicant:

Under the provision of this Act you have the right, after you are enrolled at Carnegie Mellon University, to review your educational records. The Act further provides that you may waive your right to see recommendations for admission. Please indicate below whether or not you wish to waive this right by **circling** the appropriate phrase and signing your name.

I *waive* **do not waive** any rights of access that I may have to this recommendation form.

Signature _____ Date _____

Recommender (The applicant cannot be considered until this recommendation is on file at the Tepper School of Business)

Because federal legislation has granted students and former students access to recommendations such as this, a recommendation can be taken in confidence only if waiver of the right of access is signed by the candidate.

In its consideration of each candidate, the Admissions Committee places particular emphasis on comments from individuals whom the candidate has chosen to assess him or her. The following questions suggest the type of information the committee has found helpful in the past, but the committee welcomes your assessment of the candidate in any format you consider most useful. Whatever framework you adopt, the committee urges you to be as specific and candid as possible, citing any particular incidents that illustrate the candidate's maturity, teamwork skills, leadership and initiative. Particular attention should be paid to the impact the candidate has made as a student or working professional.

The committee realizes that considerable time and effort may be involved in preparing this recommendation and greatly appreciates your help. Please provide information on how we may contact you if we have questions on this recommendation.

Name _____ Position/Title _____ Organization _____
 Street address _____ City _____ State _____ Country _____ Postal Code _____
 Business email address (important) _____ Business telephone _____ Home telephone _____

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. _____

	Top 2% Exceptional	Top 10% Outstanding	Top 30% Above Avg.	50% Average	Below 50% Below Avg.	Insufficient Information
Clarity of Career Goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness in Teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maturity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiative and Motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creativity and Ingenuity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analytical Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

-
7. I enthusiastically recommend that this candidate be admitted to the Tepper School of Business.
 I recommend that this candidate be admitted to the Tepper School of Business.
 I recommend with some reservation that this candidate be admitted to the Tepper School of Business.
 I do not recommend that this candidate be admitted to the Tepper School of Business.

My reservations are:

Signature

Date

Thank you for taking the time to tell us about this candidate! Please note that a delay in the submission of this recommendation could lead to the candidate not being considered for admission.

Please place your Letter of Recommendation and any supplementary pages (along with your business card) in a sealed envelope with your signature across the seal and either return to the applicant or mail directly to:



**Director of MBA Admissions
Tepper School of Business**
Carnegie Mellon University
5000 Forbes Avenue
Pittsburgh, PA 15213-3890