



To help recommenders be aware of what to expect, we are providing this overview of the EMBA recommendation process. There are two primary parts to the EMBA recommendation. The first portion is a written narrative that addresses five areas (listed below). The second part of the recommendation is a rating grid in ten areas (listed below). The following information is taken from the online recommendation instructions.

OVERVIEW: The EMBA Program is a graduate course of study in management designed for the mature and experienced business professional. Applications often exceed the number of available places and we endeavor to admit only those who can bring a solid background of work experience to the EMBA Program.

We seek to understand not only what the applicant has accomplished, but also what the applicant is capable of accomplishing. We hope you can comment on your interactions and observations over time. We want to understand your perceptions of how the applicant interacts with groups and one-on-one.

NARRATIVE SECTION: The admission committee would appreciate your frank and candid opinion of the applicant's qualifications. Letters of recommendation should elaborate on the following five areas:

- 1) Your relationship to the applicant and how long you have known him or her.
- 2) Your perception of how the applicant is viewed by his or her peers, direct reports and supervisors.
- 3) Your perception of the candidate's major areas of strength.
- 4) Your perception of skills and/or knowledge the candidate should develop more fully.
- 5) Your perception of the candidate's experience as a manager and potential for general management.

RATING SECTION: Please evaluate the candidate in the following 10 categories using the identified rating scale. The evaluation should rate the applicant relative to other MBAs or those in the applicant's peer group.

Outstanding (top 5%)
Excellent (top 10%)
Good (top 25%)
Average (top 50%)
Weak (lower 50%)
Unable to rate

- 1) Leadership Potential
- 2) Motivation and Initiative
- 3) Analytical Skills/Intellectual Ability
- 4) Creativity
- 5) Ability to Work Well with Others/Team Skills
- 6) Oral Communication Skills
- 7) Written Communication Skills
- 8) Time Management Skills
- 9) Personal Integrity
- 10) Sense of Humor