FOSTER
SCHOOL OF BUSINESS
Executive MBA

To help Foster EMBA recommenders prepare, we provide this overview. There are two primary parts to the EMBA recommendation: 1) a written narrative that addresses five areas (see below) and 2) a rating grid in ten areas (see below).

OVERVIEW: The EMBA Program is a graduate course of study in management designed for the experienced business professional. We seek to admit individuals who can bring a solid background of work experience to Foster EMBA.

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 appreciates your frank and candid opinion of the applicant's qualifications. Letters of recommendation should elaborate on the following five areas:
1) The applicant's team skills.
2) How the applicant is viewed by his or her peers, direct reports and supervisors.
3) The candidate's major areas of strength.
4) Skills and/or knowledge the candidate should develop more fully.
5) 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