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# Instructions for recommender materials

***Note: delete this page when done***

1. Complete the background information on page 3.
2. On page 4/5 update the table by deleting rows to include only the schools you will be applying to.
3. Delete table for round you are not applying on pages 4-5.
4. Delete the individual school pages of schools you are not applying to.
5. Provide sample bullets/stories for each schools’ questions.
6. Return to page 1 and update the table of contents by right clicking and selecting “Update Field” and then “Update Entire Table”.

# Background information for context

**What impact do I hope to have in my career long-term?**

* TBD

**What are my short-term goals? How does an MBA help me to achieve my goals?**

* TBD

**What key themes am I trying to highlight?**

Note: each recommender does not need to speak to all of your proposed themes. You may select to have them speak to 2-3 as part of the process.

* Core theme 1
  + Example for recommender 1: TBD
  + Example for recommender 1: TBD
* Core theme 2
  + Example for recommender 1: TBD
  + Example for recommender 1: TBD
* Core theme 3
  + Example for recommender 1: TBD
  + Example for recommender 1: TBD
* Core theme 4
  + Example for recommender 1: TBD
  + Example for recommender 1: TBD
* Core theme 5
  + Example for recommender 1: TBD
  + Example for recommender 1: TBD

**Who are my recommenders?**

* Recommender #1 name, context of relationship
* Recommender #2 name, context of relationship

# Schools I am applying to

*Include intended submission date(s), typically 7-10 days before deadlines. On this chart, you will only want to include the schools that you are applying. Delete all other rows.*

See further details on subsequent pages.

R1 Deadlines

|  |  |  |  |
| --- | --- | --- | --- |
| **School** | **School deadline** | **My intended submission date** | **Schools’ suggestions for recommenders**  (website link included where relevant) |
| **Chicago (Booth)** | Sept. 22, 2022 |  | Advice available [here](https://www.chicagobooth.edu/mba/full-time/admissions/how-to-apply). |
| **Columbia (CBS)** | Sept. 28, 2022 |  | Advice available [here](https://academics.gsb.columbia.edu/mba/admissions/application-requirements#6). |
| **HBS** | Sept. 7, 2022 |  | Advice available [here](https://www.hbs.edu/mba/admissions/application-process/Pages/default.aspx). |
| **Michigan (Ross)** | Sept. 19, 2022 |  | Advice available [here](https://michiganross.umich.edu/graduate/full-time-mba/admissions/application-requirements). |
| **MIT (Sloan)** | Sept. 29, 2022 |  | Advice available [here](https://mitsloan.mit.edu/mba#admissions). |
| **Northwestern (Kellogg)** | Sept. 14, 2022 |  | Advice available [here](https://blogs.kellogg.northwestern.edu/inside/2019/07/25/mba-letters-of-recommendation/?_ga=2.268767409.1536230053.1624490964-152255195.1619725563). |
| **Stanford GSB** | Sept. 13, 2022 |  | Advice available [here](https://www.gsb.stanford.edu/programs/mba/admission/application/letters-reference). |
| **UC Berkeley (Haas)** | Sept. 22, 2022 |  | Advice available [here](https://mba.haas.berkeley.edu/admissions/recommendation-letters). |
| **U Penn (Wharton)** | Sept. 7, 2022 |  | Advice available [here](https://mba.wharton.upenn.edu/mba-application-requirements/#1582746961608-b5ac1fbf-767a). |
| **Yale (SOM)** | Sept. 13, 2022 |  | Advice available [here.](https://som.yale.edu/programs/mba/admissions/application-information/application-guide) |

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# Schools I am applying to

*Include intended submission date(s), typically 7-10 days before deadlines. On this chart, you will only want to include the schools that you are applying. Delete all other rows.*

See further details on subsequent pages.

R2 Deadlines

|  |  |  |  |
| --- | --- | --- | --- |
| **School** | **School deadline** | **My intended submission date** | **Schools’ suggestions for recommenders**  (website link included where relevant) |
| **Chicago (Booth)** | Jan. 5, 2023 |  | Advice available [here](https://www.chicagobooth.edu/mba/full-time/admissions/how-to-apply). |
| **Columbia (CBS)** | Jan. 11, 2023 |  | Advice available [here](https://academics.gsb.columbia.edu/mba/admissions/application-requirements#6). |
| **HBS** | Jan. 4, 2023 |  | Advice available [here](https://www.hbs.edu/mba/admissions/application-process/Pages/default.aspx). |
| **Michigan (Ross)** | Jan. 8, 2023 |  | Advice available [here](https://michiganross.umich.edu/graduate/full-time-mba/admissions/application-requirements). |
| **MIT (Sloan)** | Jan. 18, 2023 |  | Advice available [here](https://mitsloan.mit.edu/mba#admissions). |
| **Northwestern (Kellogg)** | Jan. 10, 2023 |  | Advice available [here](https://blogs.kellogg.northwestern.edu/inside/2019/07/25/mba-letters-of-recommendation/?_ga=2.268767409.1536230053.1624490964-152255195.1619725563). |
| **Stanford GSB** | Jan. 5, 2023 |  | Advice available [here](https://www.gsb.stanford.edu/programs/mba/admission/application/letters-reference). |
| **UC Berkeley (Haas)** | Jan. 5, 2023 |  | Advice available [here](https://mba.haas.berkeley.edu/admissions/recommendation-letters). |
| **U Penn (Wharton)** | Jan. 4, 2023 |  | Advice available [here](https://mba.wharton.upenn.edu/mba-application-requirements/#1582746961608-b5ac1fbf-767a). |
| **Yale (SOM)** | Jan. 5, 2023 |  | Advice available [here.](https://som.yale.edu/programs/mba/admissions/application-information/application-guide) |

# School-specific details: Chicago Booth

**R1 Deadline:** September 22, 2022

**R2 Deadline:** January 5, 2023

**What the school is looking for:**

* Relentless curiosity and fiercely independent thought
* Vigorous dialogue
* Take the lead in solving problems
* Challenge conventional wisdom
* Generate new insights
* Uncover compelling evidence

**Recommender questions the school asks:**

Letters are typically **one to three pages in length**, and we ask that you address the following questions:

* How do the applicant’s performance, potential, background, or personal qualities compare to those of other well-qualified individuals in similar roles? Please provide specific examples.
* TBD
* TBD
* TBD
* Please describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response.

# School-specific details: Columbia

**R1 Deadline:** September 28, 2022

**R2 Deadline:** January 11, 2023

**What the school is looking for:**

* KNOWLEDGE: Academic Excellence
* ACCESS: Exposure to the Pulse of Business, Inside and Outside the Classroom
* COMMUNITY: Diverse, Open, Entrepreneurial
* IMPACT: Making a Powerful Impact on Business and Society

**Recommender questions the school asks:**

Please limit your recommendation to **1000 words (total for both responses)**.

* How do the candidate’s performance, potential, background, or personal qualities compare to those of other well-qualified individuals in similar roles? Please provide specific examples.
* TBD
* TBD
* TBD
* Please describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response.

# School-specific details: HBS

**R1 Deadline:** September 7, 2022

**R2 Deadline:** January 4, 2023

**What the school is looking for:**

* Habit of leadership
* Analytical aptitude and appetite
* Engaged community citizenship

**Recommender questions the school asks:**

Recommenders will be asked to fill out a personal qualities and skills grid and answer two additional questions.

* How do the candidate's performance, potential, background, or personal qualities compare to those of other well-qualified individuals in similar roles? Please provide specific examples. **(300 words)**
* TBD
* TBD
* TBD
* Please describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. **(250 words)**
* (Optional) Is there anything else we should know? Please be concise.

# School-specific details: Michigan Ross

**R1 Deadline:** September 19, 2022

**R2 Deadline:** January 8, 2023

**What the school is looking for:**

* Leaders who make a positive difference in the world
* Making positive change
* Solve problems by thinking across disciplines
* Analytical
* Action-oriented

**Recommender questions the school asks:**

* Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. (50 words)
* How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g., what are the applicant's principal strengths?) (500 words)
* TBD
* TBD
* TBD
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response. (500 words)

# School-specific details: MIT Sloan

**R1 Deadline:** September 29, 2022

**R2 Deadline:** January 18, 2023

**What the school is looking for:**

* Leadership and an ability to inspire others
* A collaborative spirit and focus on community
* Intellectual curiosity and analytical strength
* Creativity to generate new solutions to existing challenges
* Growth in both professional and personal endeavors

**Recommender questions the school asks:**

* Please provide a brief description of your interaction with the applicant and, if applicable, the applicant’s role in your organization. (Maximum word count: 50 words)
* How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (e.g., what are the applicant’s principal strengths?) (Max word count: 500 words)
* TBD
* TBD
* TBD
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response. (Max word count: 500 words)
* Is there anything else we should know? (Optional)

# School-specific details: Northwestern Kellogg

**R1 Deadline:** September 14, 2022

**R2 Deadline:** January 10, 2023

**What the school is looking for:**

* Leaders who can ignite and inspire lasting growth
* Adaptive, resilient, and bold
* Courageous thinker
* Support colleagues

**Recommender questions the school asks:**

* Kellogg has a diverse student body and values students who are inclusive and encouraging of others with differing perspectives and backgrounds. Please tell us about a time when you witnessed the candidate living these values. (300 words)
* TBD
* TBD
* TBD
* How does the candidate's performance compare to those of other well-qualified individuals in similar roles? Please provide specific examples. (300 words)
* TBD
* TBD
* TBD
* Describe the most important piece of constructive feedback you have given the candidate. Please detail the circumstances and the applicant's response. (250 words)

# School-specific details: Stanford

**R1 Deadline:** September 13, 2022

**R2 Deadline:** January 5, 2023

**What the school is looking for:**

* What matters to you
* What you aspire to do
* What impact you have had on your communities
* How your experiences and background impact your perspectives

**Recommender questions the school asks:**

*Your letter of reference should be submitted in English. If you think your English is not sufficient to convey complex ideas, write the letter in your native language and have it translated into English. A friend, a colleague, or a paid service may translate the document, but the applicant (or the applicant’s friend or family member) may not.*

*Make sure to double-space your letter and to follow the word guidelines specified below.*

*The letter should be two to four pages in total. In addition to your qualitative responses, we will ask you to assess some of the candidate’s character traits and competencies that contribute to successful leadership.*

*In addition to your qualitative responses, we will ask you to assess some of the candidate’s*

*character traits and competencies that contribute to successful leadership.*

* How does the applicant’s performance compare to that of other well-qualified individuals in similar roles? Please provide specific examples (e.g., what are the applicant’s principal strengths?). **(Up to 500 words)**
* TBD
* TBD
* TBD
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response. **(Up to 500 words)**
* (Optional) Is there anything else we should know? Please be concise.

# School-specific details: UC Berkeley Haas

**R1 Deadline:** September 22, 2022

**R2 Deadline:** January 5, 2023

**What the school is looking for:**

* Question the Status Quo
* Confidence Without Attitude
* Students Always
* Beyond Yourself

**Recommender questions the school asks:**

Recommendation: Part I

Please write an assessment of the applicant that addresses the prompts below. 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 be as specific as possible and use concrete examples where applicable. Do not incorporate anything drafted by the candidate in your recommendation or have the candidate submit the recommendation on your behalf.

* Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization.
* How does the applicant's performance compare to that of other well-qualified individuals in similar roles? Please provide specific examples. (E.g. what are the applicant's principal strengths?)
* TBD
* TBD
* TBD
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response.
* In the Berkeley MBA program, we develop leaders who embody our distinctive culture’s four key principles, one of which is “Confidence without Attitude” or “confidence with humility.” Please comment on how the applicant reflects this Berkeley Haas value.
* (Optional) Is there anything else we should know?

# School-specific details: U Penn (Wharton)

**R1 Deadline:** September 7, 2022

**R2 Deadline:** January 4, 2023

**What the school is looking for:**

* Putting knowledge into action
* Culture of engagement
* Innovative leadership
* Global focus

**Recommender questions the school asks:**

* Please provide example(s) that illustrate why you believe this candidate will find success in the Wharton MBA classroom. **(Word count: 300)**
* TBD
* TBD
* TBD
* Please provide example(s) that illustrate why you believe this candidate will find success throughout their career. **(300 words)**
* TBD
* TBD
* TBD

# School-specific details: Yale SOM

**R1 Deadline:** September 13, 2022

**R2 Deadline:** January 5, 2023

**What the school is looking for:**

* Educating global leaders for business and society
* Global experience

**Recommender questions the school asks:**

* Please provide a brief description of your interaction with the applicant and, if applicable, the applicant’s role in your organization. **(Recommended word count: 50 words)**
* How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g. what are the applicant’s principal strengths?) **(Recommended word count: 500 words)**
* Are you in a position to know whether the applicant is sponsored for the MBA by his or her current employer? If so, please comment.
* (Optional) Is there anything else we should know?