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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 update the table to include only the schools you will be applying to.
3. Remove the individual school pages of schools you are not applying to.
4. For each of the school’s individual pages you are applying to, fill in the bullet “Why I am applying to this school:”.
5. 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?**

* TBD

**Why am I pursuing an MBA?**

* 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

*On this chart, you will only want to include the schools that you are applying.*

See further details on subsequent pages.

|  |  |  |  |
| --- | --- | --- | --- |
| **School** | **School deadline** | **My intended submission date** | **Schools’ suggestions for recommenders**  (website link included where relevant) |
| **Chicago (Booth)** | January 6, 2022 |  | Advice available [here](https://www.chicagobooth.edu/mba/full-time/admissions/how-to-apply). |
| **Columbia (CBS)** | January 5, 2022 |  | Advice available [here](https://academics.gsb.columbia.edu/mba/admissions/application-requirements#6). |
| **Cornell (Johnson)** | January 5, 2022 |  | Advice available [here](https://www.johnson.cornell.edu/programs/full-time-mba/admissions/mba-application-guide/). |
| **Dartmouth (Tuck)** | January 3, 2022 |  | Advice available [here](https://www.tuck.dartmouth.edu/admissions/applying-to-tuck/application-materials#lors). |
| **Duke (Fuqua)** | January 5, 2022 |  | Advice available [here](https://www.fuqua.duke.edu/programs/daytime-mba/application-instructions). |
| **HBS** | January 4, 2022 |  | Advice available [here](https://www.hbs.edu/mba/admissions/application-process/Pages/default.aspx). |
| **INSEAD** | January 6, 2022 |  |  |
| **LBS** | January 6, 2022 |  |  |
| **Michigan (Ross)** | January 10, 2022 |  | Advice available [here](https://michiganross.umich.edu/graduate/full-time-mba/admissions/application-requirements). |
| **MIT (Sloan)** | January 19, 2022 |  | Advice available [here](https://mitsloan.mit.edu/mba#admissions). |
| **Northwestern (Kellogg)** | January 5, 2022 |  | Advice available [here](https://blogs.kellogg.northwestern.edu/inside/2019/07/25/mba-letters-of-recommendation/?_ga=2.268767409.1536230053.1624490964-152255195.1619725563). |
| **NYU (Stern)** | January 15, 2022 |  | Advice available [here](https://www.stern.nyu.edu/programs-admissions/mba-programs/admissions/eq-endorsements). |
| **Stanford GSB** | January 5, 2022 |  | Advice available [here](https://www.gsb.stanford.edu/programs/mba/admission/application/letters-reference). |
| **UC Berkeley (Haas)** | January 6, 2022 |  | Advice available [here](https://mba.haas.berkeley.edu/admissions/recommendation-letters). |
| **UCLA (Anderson)** | January 4, 2022 |  | Advice available [here](https://www.anderson.ucla.edu/degrees/full-time-mba/admissions/requirements#reco). |
| **U Penn (Wharton)** | January 5, 2022 |  | Advice available [here](https://mba.wharton.upenn.edu/mba-application-requirements/#1582746961608-b5ac1fbf-767a). |
| **UNC (Kenan-Flagler)** | January 10, 2022 |  |  |
| **UT Austin (McCombs)** | January 6, 2022 |  | Advice available [here](https://www.mccombs.utexas.edu/MBA/Full-Time/Application-Process). |
| **UVA (Darden)** | January 5, 2022 |  | Advice available [here](https://www.darden.virginia.edu/mba/admissions/apply/guidelines). |
| **Yale (SOM)** | January 6, 2022 |  |  |

# School-specific details: Chicago Booth

**Deadline:** January 6, 2022

**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

**Why I am applying to this school:**

**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.
* 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

**Deadline:** January 5, 2022

**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

**Why I am applying to this school:**

**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.
* 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: Cornell Johnson

**Deadline:** January 5, 2022

**What the school is looking for:**

* Outstanding academic credentials and a commitment to academic excellence
* Notable professional accomplishments
* Contributions as a community member
* The desire to make a positive impact
* Ability to clearly communicate your career goals and the role Johnson will play in the process

**Why I am applying to this school:**

**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).
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response. (Recommended word count: 500 words).
* Is there anything else we should know? (optional, no word count limit)

# School-specific details: Dartmouth Tuck

**Deadline:** January 3, 2022

**What the school is looking for:**

* SMART: curious, excited by challenges, motivated to learn from others’ experiences and expertise, continually seek to grow by engaging and exploring the world around you
* ACCOMPLISHED: understand how your values and experiences have shaped your identity and character, welcome and learn from direct feedback, connect past experiences and present motivations with your future path and chart a course forward, identify coherent goals, recognize how your individuality will add to the fabric of the Tuck community
* NICE: actively encourage, celebrate, and support others

**Why I am applying to this school:**

**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)
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response. (500 words)
* Optional: Is there anything else we should know?

# School-specific details: Duke (Fuqua)

**Deadline:** January 5, 2022

**What the school is looking for:**

* A global presence
* Connecting disciplines
* Be a leader and team player; brilliant and human; analytical and a globalist
* Evidence of partnerships
* Change-oriented

**Why I am applying to this school:**

**Recommender questions the school asks:**

* Comment briefly on the context of your interaction with the applicant.
* How do the applicant's performance, potential, or personal qualities compare to those of other well-qualified individuals in similar roles?
* What do you perceive as the applicant's areas for growth?
* Describe the applicant's awareness of these areas and his/her response to constructive feedback.
* Please include additional comments you feel will be helpful to the admissions committee.

# School-specific details: HBS

**Deadline:** January 4, 2022

**What the school is looking for:**

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

**Why I am applying to this school:**

**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)
* 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)

# School-specific details: INSEAD

**Deadline:** January 6, 2022

**What the school is looking for:**

* Leadership potential
* Academic capacity
* International motivation
* Ability to contribute

**Why I am applying to this school:**

**Recommender questions the school asks:**

* How long have you known the candidate? Define your relationship with the candidate and the circumstances whereby you met.
* Comment on the candidate's career progress to date and his/her career focus.
* What do you consider to be the candidate's major strengths? Comment on the factors that distinguish the candidate from other individuals at his/her level.
* What do you consider to be the candidate’s major areas for development/improvement?
* Comment on the candidate’s potential for senior management. Do you see him/her as a future leader?
* Describe the candidate as a person. Comment on his/her ability to establish and maintain relationships, sensitivity to others, self-confidence, attitude, etc. Specifically comment on the candidate's behaviour or skills in a group setting/team environment.

# School-specific details: London Business School

**Deadline:** January 6, 2022

**What the school is looking for:**

* Experienced
* Ambitious
* Culturally aware
* A potential leader
* Globally inquisitive

**Why I am applying to this school:**

**Recommender questions the school asks:**

* How do you know the applicant? How long have you known them for?
* What would you say are the applicant’s key strengths and talents?
* What would you say are the applicant’s key weaknesses or areas for improvement?
* How do the applicant’s performance, potential and personal qualities compare to those of other individuals in similar roles?
* What do you think this person might be doing in ten years' time? Why?

Rate the candidate on the following qualities:

* Intellectual or academic ability
* Quantitative skills
* Initiative/ability to take decisions
* Problem solving skills
* Organisational skills
* Leadership skills
* Team skills
* Impact/charisma
* Self-confidence
* Self- motivation
* Oral English communication skills
* Written English communication skills

# School-specific details: Michigan Ross

**Deadline:** January 10, 2022

**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

**Why I am applying to this school:**

**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)
* 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

**Deadline:** January 19, 2022

**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

**Why I am applying to this school:**

**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)
* 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

**Deadline:** January 5, 2022

**What the school is looking for:**

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

**Why I am applying to this school:**

**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)
* How does the candidate's performance compare to those of other well-qualified individuals in similar roles? Please provide specific examples. (300 words)
* 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: NYU Stern

**Deadline:** January 15, 2022

**What the school is looking for:**

* Disruptive thinking
* Experimentation
* Academic Excellence
* IQ + EQes
* Community orientation
* Global mindset

**Why I am applying to this school:**

**Recommender questions the school asks:**

* How long have you known the applicant and in what capacity?
* How do the candidate's performance, potential, background, or personal qualities compare to those of other well-qualified peers? Please provide specific examples.
* How would you describe the applicant's interpersonal skills?

# School-specific details: Stanford

**Deadline:** January 5, 2022

**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

**Why I am applying to this school:**

**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)
* 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

**Deadline:** January 6, 2022

**What the school is looking for:**

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

**Why I am applying to this school:**

**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?)
* 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, Please comment on how the applicant reflects this Berkeley Haas value.
* (Optional) Is there anything else we should know?

Recommendation: Part II

Please give us your appraisal of the applicant in terms of the traits listed below. Compare the applicant with others whom you know have applied to business school or with individuals who are being groomed for leadership positions within your organization.

# School-specific details: UCLA Anderson

**Deadline:** January 4, 2022

**What the school is looking for:**

* Share success
* Think fearlessly
* Drive change

**Why I am applying to this school:**

**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.
* 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?)
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response.

\*Please note: Questions and topics listed above are for reference only. Actual submission of letters of recommendation is done online, through the online application system only.

# School-specific details: U Penn (Wharton)

**Deadline:** January 5, 2022

**What the school is looking for:**

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

**Why I am applying to this school:**

**Recommender questions the school asks:**

* Please provide example(s) that illustrate why you believe this candidate will contribute meaningfully to the Wharton MBA community. (300 words)
* Please provide example(s) that illustrate why you believe this candidate will find success throughout their career. (300 words)

# School-specific details: UNC (Kenan-Flagler)

**Deadline:** January 10, 2022

**What the school is looking for:**

* Leadership
* Focus on results
* Interest in the bottom line and the greater good

**Why I am applying to this school:**

**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.
* 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?)
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response.
* Is there anything else we should know? (Optional)

# School-specific details: UT Austin McCombs

**Deadline:** January 6, 2022

**What the school is looking for:**

* Knowledge and understanding
* Responsibility and integrity
* Communication and collaboration
* Worldview of business and society

**Why I am applying to this school:**

**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 organizations. (50 words)
* How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? For example, what are the applicant's principal strengths? (Recommended word count: 250 words)
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (Recommended word count: 250 words)

*Your recommender will also have the option to upload a response to the optional question: "Is there anything else we should know?"*

# School-specific details: UVA Darden

**Deadline:** January 5, 2022

**What the school is looking for:**

* Ready to share their perspective
* Ready to get involved
* Ready to make an impact

**Why I am applying to this school:**

**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.
* How does the performance of the applicant compare to that of other well-qualified individuals in similar roles?
* 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: Yale SOM

**Deadline:** January 6, 2022

**What the school is looking for:**

* Educating global leaders for business and society
* Global experience

**Why I am applying to this school:**

* TBD

**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)
* Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (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?