FALL 2013 RECOMMENDATION FORM

Name of Applicant (print) __________________________________________
Last __________ First __________ Middle __________

NOTE TO APPLICANT
Please complete both the top and the waiver sections of this form even if you do not waive access. Ask your recommender to enclose the completed form in an envelope, seal it, sign across the seal, and mail the envelope back to you. Send the envelope with its seal unbroken to the Evening & Weekend MBA Admissions office with the rest of your application materials.

Waiver Section: Applicant to Complete
I understand that federal legislation provides me with a right of access to this recommendation, unless waived, and that no school or person can require that I waive this right.
I hereby □ do not waive □ my right of access to this letter of recommendation.
Applicant’s signature __________________________________________ Date __________________________
Applicant’s name ___________________________ Recommender’s name __________________________

NOTE TO RECOMMENDER
The above person is applying for admission to the Evening & Weekend Berkeley MBA Program at the Haas School of Business. It is important both to applicants and to Berkeley-Haas that we know as much as possible about the applicant’s potential for senior management and capacity for graduate business study. We encourage you to be completely candid in your assessment and to provide specific examples whenever possible. We greatly appreciate your assistance and cooperation.

At Berkeley-Haas, we describe our culture through the following four Defining Principles:
1) Question the status quo; 2) Confidence without attitude; 3) Students always; and, 4) Beyond yourself. (For more information, please refer to our website, http://www.haas.berkeley.edu/strategicplan/culture)

Please note that federal legislation provides a successful applicant for admissions with access to his or her admission records, including letters of recommendation. However, an applicant may waive the right to see letters of recommendation, in which case such letters will be held in confidence. If an applicant has not waived this right, then it is assumed that this recommendation is submitted with the recommender’s understanding that the applicant may request to see this recommendation.

After completing this form, please enclose it in an envelope, seal it, sign across the seal, and return it to the applicant. Your signature across the sealed flap of the envelope ensures the confidentiality of your assessment. If you wish to send your recommendation directly to the school, please mail it to:

Evening & Weekend MBA Admissions
Haas School of Business
430 Student Services Bldg #1906
Berkeley, CA 94720-1906
Recommender’s name (print) Mr. □ Ms. □ ____________________________________________________________
Position/Title __________________________________ Company __________________________________________
Address __________________________________________________________________________________________
Email Address (work) __________________________________________________________________________________

By checking this box, I certify this recommendation was written entirely by me, using my own words. You 
may □ may not □ contact me at work regarding this applicant.

QUESTIONS
Please provide your responses on your company letterhead, but use this form to mark your responses to
questions 1, 11, 12 and 14. We encourage you to provide specific examples wherever possible. It is helpful
to the applicant if you answer the specific questions that we ask.

1. I □ enthusiastically recommend □ recommend □ recommend with reservations □ do not recommend
that this applicant be admitted to the Evening & Weekend Berkeley MBA Program.

2a. Are you, or have you been, the applicant’s direct supervisor? If not, what is the nature of your
relationship?
2b. If you are the applicant’s current direct supervisor, what is the applicant’s job title and, if applicable,
grade level?

3. How long have you known the applicant? How frequent is (was) your interaction with the applicant?

4. What are the applicant’s colleagues like, and how does the applicant's performance compare?

5. How effective are the applicant’s interpersonal skills?

6. What are the applicant’s three greatest strengths? Cite specific examples.

7. What are the applicant’s three greatest weaknesses or areas in need of improvement? Cite specific
examples.

8. In the Berkeley MBA program, we develop leaders who have ‘confidence without attitude’ (or,
confidence with humility). Please comment on how the candidate reflects this Berkeley-Haas principle.

9. Please comment and provide specific examples on the applicant’s ability to ‘question the status quo.’ For
instance, does he or she champion bold ideas, seek different ways to tackle challenges, and take intelligent
risks?

10. Please comment on the applicant’s potential for senior management.

11. How would you rate the applicant’s career progression, using the applicant’s peers as your reference
group?: fast □ on track □ slow □ Please explain.
12. Please rate the applicant on the qualities listed below, using the applicant’s peers as your reference group:

<table>
<thead>
<tr>
<th>Quality</th>
<th>Truly Exceptional (top 2%)</th>
<th>Outstanding (top 10%)</th>
<th>Very Good (top 20%)</th>
<th>Good (top third)</th>
<th>Average (middle third)</th>
<th>Below Average (bottom third)</th>
<th>No Opportunity to Observe</th>
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<tbody>
<tr>
<td>Intellectual ability</td>
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<td>Maturity</td>
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<td>Professionalism</td>
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<td>Initiative</td>
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<td>Creativity/innovation</td>
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<td>Personal integrity/ethics</td>
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<td>Interpersonal skills</td>
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<td>Ability to work well with others</td>
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<td>Sense of humor</td>
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<td>Verbal communication skills</td>
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<td>Written communication skills</td>
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<td>Self-confidence</td>
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<td>Leadership/career potential</td>
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13. Please feel free to add any additional comments or to explain your ratings on the grid.

14. Please provide us with your overall impression of the applicant:

- Truly exceptional candidate (top 2%) □
- Outstanding candidate (top 10%) □
- Very good candidate (top 20%) □
- Good candidate (top third) □
- Average candidate (middle third) □
- Below average candidate (bottom third) □
- No opportunity to observe □

By signing below, I certify that this recommendation was written entirely by me using my own words. The applicant was not involved in crafting any portion of this written recommendation.

Recommender’s signature ________________________________________________