

Recommendation Form

To the Applicant

Please complete only the top portion of this form. Your recommender should complete the rest of the form.

| | | |
|--------------------|---------|----------|
| | | |
| Your Name (Family) | (Given) | (Middle) |

To the Recommender

The person whose name appears above is applying for admission to the Young Leaders' Program.

Please provide your recommendation on your own letterhead or stationery. The Admissions Committee values the recommender's direct contact with the candidate. In your letter, please answer the following questions as candidly and specifically as possible:

Please return this form and your recommendation to the applicant in a sealed envelope, with your signature across the seal. The applicant will submit the sealed, signed envelope to us as part of the completed application package.

The Admissions Committee is aware of the time and care necessary to prepare this form. We gratefully acknowledge your help.

1. How long and in what capacity have you known the applicant?

2. How often have you observed the applicant? (Please tick one box)

- ☐ every day ☐ 3 or 4 times a week ☐ 1 or 2 times a week ☐ 1 or 2 times a month
- ☐ less than once a month

3. Please provide a short list of specific activities which demonstrate the applicant's salient talents and strength, e.g., leadership, creativity.
4. Please discuss observations you have made concerning the applicant's leadership abilities. (Please tell the reason to judge that the applicant has a possibility to be a leader in your home country.)
5. Please discuss observations you have made concerning the applicant's interpersonal skills.
6. Please discuss observations you have made concerning the applicant's innovative/creative capabilities.

7. Please comment on specific ways the applicant could improve professionally.

8. Please give us your appraisal of the applicant in terms of the qualities listed below:

What reference group are you using to make your appraisal?

| | Inadequate opportunity to observe | Below average (Bottom third) | Average (Middle third) | Good (Top third) | Very good (Top 15%) | Excellent (Top 10%) | Outstanding (Top 5%) | Exceptional (Top 2%) |
|------------------------------------|-----------------------------------------|------------------------------------|---------------------------|---------------------|------------------------|------------------------|-------------------------|-------------------------|
| Leadership potential | | | | | | | | |
| Interpersonal skills | | | | | | | | |
| Imagination and creativity | | | | | | | | |
| Motivation and drive | | | | | | | | |
| Personal integrity | | | | | | | | |
| Self-confidence | | | | | | | | |
| Personal maturity | | | | | | | | |
| Sense of humor | | | | | | | | |
| Self-discipline | | | | | | | | |
| Intellectual ability | | | | | | | | |
| Emotional energy | | | | | | | | |
| Analytical/quantitative ability | | | | | | | | |
| Ability in oral expression | | | | | | | | |
| Time management | | | | | | | | |

9. Please write if you have any comment.

Please provide telephone numbers should the Admissions Committee feel a need to contact you regarding the reference.

☐ Business Telephone Number _____

☐ Home Telephone Number _____

Recommender's Signature _____

Recommender's Name (please print) _____ Date _____

Position or Title _____ Organization _____

Business Address _____

Home Address _____