

## CONFIDENTIAL RECOMMENDATION FORM

### for Academic Year Beginning September 2001

APPLICANT LAST NAME	FIRST	MIDDLE
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**PLEASE TYPE OR PRINT**

To the Recommender:

The person whose name appears above is applying for admission to the PhD Program in the Stanford Graduate School of Business. **The purpose of this Program is to train individuals for careers in teaching and academic research.** The PhD Admissions Committee and the applicant jointly thank you for the time you will invest in answering the questions below.

This recommendation will be used for admissions purposes only; it will not be made a part of the student's permanent educational record. Therefore, this recommendation is not subject to provisions of the Family Educational Rights and Privacy Act of 1974. The applicant will not have access to this recommendation, and it will remain confidential throughout the admissions process.

In compliance with section 504 of the Rehabilitation Act of 1973 you are asked not to refer directly or indirectly to an applicant's handicap.

Your prompt return of this form to the applicant in an envelope is most appreciated, as the applicant cannot be considered without your report. Make certain that you sign the reverse side of this form and the sealed flap of the envelope.

Please retain a copy for your files. The deadline for receipt of this recommendation by the PhD Program Office is **Tuesday, January 2, 2001.**

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The PhD Admissions Committee would greatly appreciate your answering each of the following numbered questions on a separate sheet of paper. We would also appreciate your being as specific, detailed, and candid as possible. We recognize that you may not have adequate information about the candidate to answer all of the following questions; any unanswered questions will be treated as such.

1. Would you be willing to tell us something about yourself? For example, any information you could provide about your academic background, research interests, and your knowledge of what is needed of a doctoral student to succeed at the Stanford Graduate School of Business would be greatly appreciated.
2. How long and under what circumstances have you known the applicant?
3. Name up to three students you know who are in a similar PhD program at Stanford or a comparable institution and compare the applicant to them.
4. Give an example that illustrates the applicant's communication skills.
5. Give an example that demonstrates the applicant's creativity and/or originality of thought.
6. Give an example that illustrates the applicant's perseverance (For example, this might arise in dealing with adversity in a general context or in achieving a deep, understanding of an issue or phenomenon in an academic context.)
7. What else should we know about the readiness and potential of the applicant to succeed as a doctoral student here and, ultimately, as a professor? (For example, relevant information includes the applicant's achievements in course work, initiative, aptitude for independent thinking, capacity for research, and motivation for doctoral study. Specific examples are more compelling than general comments.)

This section seeks your overall comparison of the applicant relative to other potential applicants. If this section is not filled out completely, the applicant's chances of being admitted into the program may be reduced.

Identify the most selective group that you can confidently compare the applicant to:

- Undergraduate students in the department at which you work.
- Master's level students in the department at which you work.
- PhD level students in the department at which you work.
- Other: (specify) \_\_\_\_\_

How many years have you evaluated people in this group? \_\_\_\_\_

Approximately how many people are in the group, totaled over those years? \_\_\_\_\_

Indicate below the category that best indicates how the applicant compares in overall ability (as appropriate to doctoral studies) with others in this group.

- Bottom half: No better than about 5 of every 10 in this group.
- Top half: Better than about 8 of every 10 in this group.
- Top 20%: Better than about 8 of every 10 in this group.
- Top 10%: Better than about 9 of every 10 in this group.
- Top 5%: Better than about 19 of every 20 in this group.
- Top 2%: Better than about 49 of every 50 in this group.

The Admissions Committee would greatly appreciate any clarifying comments you may wish to add.

YOUR NAME	TITLE OR POSITION
INSTITUTION/ORGANIZATION AND ADDRESS	
E-MAIL	PHONE
SIGNATURE	DATE