

**Note to Referrer**

Applicants to the Kellogg-Schulich Executive MBA Program are required to provide a Letter of Reference from two individuals. We thank you for agreeing to provide a Letter of Reference as we realize this exercise requires time and effort.

The person whose name appears below has applied for admission to the Kellogg-Schulich Executive MBA Program. Please answer the questions in as specific and candid a manner as possible, particularly noting maturity, purposefulness and initiative. Your comments will not be disclosed to the applicant and will be available only to those involved in the admissions process. This form can be submitted electronically to: emba@schulich.yorku.ca. If you are mailing your reference letter, place in an envelope, seal the envelope and write your name across the sealed flap on the back. Your signature across the seal of the envelope ensures that the letter is confidential. Please mail the sealed envelope directly to the Program Director (see right for address).

Program Director  
Kellogg-Schulich  
Executive MBA Program  
Schulich School of Business  
Executive Learning Centre  
Suite X212A  
York University  
4700 Keele Street  
Toronto, Ontario  
Canada M3J 1P3

**Confidential**

**Applicant information (to be completed by the applicant)**

Applicant's last name \_\_\_\_\_  
First name \_\_\_\_\_ Middle name \_\_\_\_\_

**Referrer information (to be completed by the referrer)**

Full name \_\_\_\_\_  
Position/Title \_\_\_\_\_ Organization \_\_\_\_\_  
Street address \_\_\_\_\_ Suite number \_\_\_\_\_  
City \_\_\_\_\_ Province/State \_\_\_\_\_ Country \_\_\_\_\_ Postal/ZIP Code \_\_\_\_\_  
Telephone (with area code) \_\_\_\_\_ Fax \_\_\_\_\_ E-mail \_\_\_\_\_

Your honest assessment of the applicant will be an important factor in the admission decision.

1. How long have you known the applicant? \_\_\_\_\_ Years \_\_\_\_\_ Months \_\_\_\_\_

2. Under what circumstances have you known the applicant?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. What do you consider the applicant's most outstanding talents or characteristics?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. What are the applicant's chief liabilities or weaknesses?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. How well does the applicant interact with others in a team setting? How often do you observe this?

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6. How will graduate education in management help the applicant further his or her career?

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7. In comparison with other candidates for graduate school in management that you have known, how would you rate the applicant with respect to the following qualities:

	Outstanding (top 5%)	Excellent (top 20%)	Good (top third)	Average (middle third)	Below average (bottom third)	Unable to rank
Academic potential						
Leadership potential						
Ability to work with others						
Maturity						
Motivation						
Analytical skills						
Oral communication						
Written communication						
Initiative						
Planning skills						

8. Please comment on the above ratings, making any additional statements concerning the applicant's record, potential, personal qualities and leadership abilities.

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9.  I strongly recommend  
 I recommend  
 I recommend with some reservations  
 I do not recommend
- } that this applicant be admitted to the Kellogg-Schulich Executive MBA Program.

Signature \_\_\_\_\_

(For electronic submissions, please click the check box to indicate an electronic signature then type your name)

Date \_\_\_\_\_