

Letter of Reference

Faculty of Graduate Studies
500 University Centre
University of Manitoba
Winnipeg, MB R3T 2N2

Note to Applicant:

Please type or print your name in the space below. Ask your referee to seal the reference in an envelope, sign across the sealed flap of the envelope and return it to you so that you can forward the sealed envelope with your application (do not open the envelope or break the seal), or have them send it directly to the address above.

Name of Applicant:

First

Middle

Last

Note to Referee:

The person named above has applied to the Ph.D. in Management program at the University of Manitoba. The Ph.D. program is a rigorous graduate program which prepares a person for a career in research and teaching in management. The program demands a high degree of commitment, an ability to master academic material quickly, and a capacity to communicate ideas clearly to one's professors and peers. We are particularly interested in your assessment of the applicant's ability to perform academically and of his or her ability to achieve success in a professional teaching and research career.

This recommendation form is provided for your convenience. Should you prefer to respond in another format, please do so. When you have completed your reference, please insert it in an envelope, seal the envelope and sign across the sealed flap. We request that you return the sealed reference to the applicant or mail directly to us at the address above. Letters of reference are confidential.

The Ph.D. Admissions Committee places a great deal of emphasis on letters of reference. We appreciate your assistance in helping us assess this applicant.

In what capacity have you known the applicant? For how long?

What do you consider to be the applicant's primary strengths or talents?

In what areas do you think the applicant could improve?

Please estimate the applicant's potential in a professional research and teaching environment following a Ph.D. degree.

Some gifted individuals have mediocre scholastic records. In your opinion, is the applicant's scholastic record, as you know it, an accurate index of the applicant's scholastic ability? Yes ☐ No ☐

Don't know ☐ If your answer is no, please explain, possibly giving consideration to the applicant's performance in independent study or in research participation programs.

Please compare the applicant to others in an appropriate peer group.

Characteristics for Rating	Outstanding		Above Average Next 20%	Average Next 20%	Below Average Lower 50%	Inadequate Opportunity to Observe
	Top 2%	Next 8%				
1. Breath of general knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Probable creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Present ability in research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Potential as a researcher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Ability to work without close supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Intellectual ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Ability to work cooperatively with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Oral communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Written communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Describe the nature of the peer group used for the above rating.

Overall, how would you rank this person in comparison to others you have known in a similar stage of their development and career?

☐ Among the best 2% ☐ 3% Above average ☐ Average ☐ Below Average ☐

Your Final Recommendation (based on your assessment of the applicant's capacity to complete the program).

* I would recommend this person without reservation. ☐

* I would recommend this person with the following reservation(s):

* I would NOT recommend this person for the following reason(s):

Date:

Name:

please print

Signature:

Institution:

Position:

Address:

City:

Province/State:

Postal/Zip Code:

Phone Number: ()

Fax Number: ()

E-mail: