### TO THE APPLICANT:

- Complete the above information.
- Address the Recommendation Form return envelope to yourself.
- Give this form and an envelope to the recommender, specifying that the form must be enclosed in the envelope provided with the recommender’s signature across the seal.
- **Do not open the envelope when it is returned to you by the recommender.**

In order to allow the recommender to provide an objective and candid impression, you are encouraged to sign the following statement. Please be assured that the signing of this statement is optional and that refusal to sign the statement cannot be used negatively in the admissions process.

*I hereby waive my right of access, under the Family Educational Rights and Privacy Act of 1974, to this letter of recommendation.*

<table>
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<tr>
<th>Signature:</th>
<th>Date:</th>
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### TO THE RECOMMENDER:

Candid comments from those who can evaluate the applicant’s performance and motivation through direct experience are extremely valuable. We appreciate the time you are taking to provide the information. If you have any questions about the recommendation or the application process, please feel free to contact us at sternmba@stern.nyu.edu.

- Please complete the form on the next page.
- On a separate sheet(s) of paper, please respond to the questions found at the top of the page.
- When you have completed both the form and the separate sheet(s), kindly enclose these items in the envelope provided by the applicant.
- Please seal the envelope and sign across the envelope seal to ensure confidentiality.
- Return the sealed envelope to the applicant, who will submit it unopened to MBA Admissions.

We greatly appreciate your participation in this process.

NYU Stern MBA Admissions
Please make your overall recommendation regarding this applicant's admission to NYU Stern.

**OVERALL RECOMMENDATION**
- [ ] I strongly recommend
- [ ] I recommend
- [ ] I recommend with some reservations
- [ ] I do not recommend that this applicant be admitted to NYU Stern

I am the applicant's [ ] current supervisor [ ] past supervisor [ ] other __________________________________________

Is the applicant currently employed by your organization? [ ] Yes [ ] No

Alumna/Alumnus of NYU Stern? [ ] Yes [ ] No Year _______ Degree _______

**TO THE RECOMMENDER:**
Please use a separate sheet(s) of paper to respond to each of the questions below. Kindly attach separate sheet(s) to this form.

1. How long have you known the applicant and in what capacity?
2. What do you consider the applicant’s strengths?
3. In which areas could the applicant exhibit growth or improvement?
4. How would you describe the applicant’s interpersonal skills?

Please use this scale to rate the applicant in relation to his or her peers.

<table>
<thead>
<tr>
<th>OUTSTANDING (Top 5%)</th>
<th>EXCELLENT (Top 15%)</th>
<th>GOOD (Top 25%)</th>
<th>AVERAGE (Middle 1/3)</th>
<th>BELOW AVERAGE (Bottom 1/3)</th>
<th>UNABLE TO JUDGE</th>
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<tbody>
<tr>
<td>Analytical/Quantitative ability</td>
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<td>Oral communication skills</td>
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<td>Written communication skills</td>
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<tr>
<td>Integrity</td>
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<tr>
<td>Leadership</td>
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<td>Maturity</td>
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<td>Teamwork</td>
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<tr>
<td>Professionalism</td>
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</tbody>
</table>

Name ____________________________________________________________

Address (Business Preferred) ________________________________________

Position/Title ____________________________________________________

City, State _______________________________________________________

Organization _____________________________________________________

Country, Postal Code _____________________________________________

Email Address (Business Preferred) _________________________________

Telephone Number (Business Preferred) ______________________________

Signature of Recommender _________________________________________

Date __________________________

Contact Information above is [ ] Business [ ] Home

By signing this recommendation, I acknowledge that the information provided herein is an accurate and true reflection of my assessment of this applicant, and that this recommendation was written entirely by me.

New York University is an affirmative action/equal opportunity institution.

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