# Recommendation for Doctoral Program Applicant

**To function properly, this recommendation requires macros enabled. This is a locked Microsoft Word document. You should enter data only in the relevant fields provided.**

## To the Applicant—Complete this Section

Complete the information requested below in this section and deliver this form to a person who will write your recommendation. By completing the table below, I authorize the recommender to provide a candid evaluation and all relevant information to the Doctoral Program of Pace University. Under present federal law, an enrolled or former student has, with certain exceptions, access to all education records in his or her permanent file. By completing the table below, I hereby waive my rights of access to this recommendation under the Family Educational Rights and Privacy Act of 1974.

| | |
|---|---|
| Prefix or title (e.g., Mr., Ms., Dr., Rev.) | |
| First name or initial | |
| Middle initial or name | |
| Last name or family name | |
| Suffix (e.g., Sr., Jr., III, esq.) | |
| Completion date | |

## To the Recommender—Thank you for your time and effort

The person named above has applied for admission to the Doctoral Program of Pace University. Your candid assessment of the applicant is vital to our admissions decision. Please supply the information below, complete the assessment grid on page 2 and respond to the questions that follow it. Thank you for the significant time and effort you will expend and for sharing your candid and thoughtful insights with us.

The mission of the Doctoral Program in Business for Executives is to enable successful business managers and professionals to either extend their business careers or pursue academic careers by infusing them with theoretical knowledge to conceptually understand business issues and by developing their research skills to analyze business problems and create new knowledge.

**Do not return the completed recommendation to the applicant**. Send it to us as an attachment to an email addressed to DPS.business@pace.edu.

| | |
|---|---|
| Prefix or title (e.g., Mr., Ms., Dr., Rev.) | |
| First name or initial) | |
| Middle initial or name | |
| Last name or family name | |
| Suffix (e.g., Sr., Jr., III, Esq.) | |
| Completion date | |
| Position or title | |
| Organization unit | |
| Firm or school | |
| Office street address | |
| Office city, state, zip, & country | |
| Email address | |
| Office phone | |
| Mobile phone | |

# Professional Evaluation

In the spaces provided below we would like you to make fair judgments about the applicant's qualities and abilities. Compare the applicant to others you have known who have earned an MBA degree and were high performing men and women in your professional peer group. Check only one appropriate box in each row using a left mouse button. You may also tab to the box and press the space bar.

| Attribute | Exceptional Top 2% | Outstanding Top 5% | Excellent Top 15% | Good Top 33% | Average 34% - 67% | Mediocre Lower 33% | Insufficient Information |
|---|---|---|---|---|---|---|---|
| Breadth of business knowledge | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Conceptual ability | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Analytical ability | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Judgmental capability | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Maturity | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Drive and motivation | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Initiative and independence | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Creativity and imagination | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Inquisitiveness | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Oral expression ability | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Written expression ability | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Quantitative capability | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Personal computer skills | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Integrity | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Interpersonal skills | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Organizational skills | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Career success to date | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Potential for doctoral work | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |

# Additional Information

Please provide the additional information requested below to provide a basis and context for your grid assessments.

1.  How long have you known the applicant?  What was/is your relationship with the applicant?  Comment on the frequency and context of your interaction during that period.  If the applicant was a student in courses you taught, list course number(s), title(s), and semester(s).

2.  Elaborate on the ratings you provided in the assessment grid for Conceptual and Analytical Ability.  Please describe specific instances or situations that demonstrate your assessment.

3.  Elaborate on the ratings you provided in the assessment grid for Initiative and Independence.  Please describe specific instances or situations that demonstrate them.

4.  Elaborate on the ratings you provided in the assessment grid for Drive and Motivation.  Please describe specific instances or situations that demonstrate them.

5.  What factors have limited the applicant's career advancement over the past five years?  Please describe specific instances or situations that demonstrate them.

6.  Why do you believe this applicant will successfully complete a Doctoral Program in Business?

7.  Provide any additional information that you believe would be helpful to the Doctoral Program in considering this applicant.

Thank you again for sharing your insights about this applicant for the doctoral program.