



Confidential Recommendation

MICHIGAN STATE UNIVERSITY

Applicant's Name (Surname/Family Name) (First) (Middle)

To the Applicant:

Print your name above and sign the statement below. The Family Educational Rights and Privacy Act of 1974 and its amendments guarantee students access to education records concerning them. Students are also permitted to waive their right of access to recommendations. A waiver of their right of access may permit recommenders to submit a more candid evaluation. The following signed statement indicates the wish of the applicant with respect to this recommendation of nominator.

- I waive my right of access to the following recommendation.
I do not waive my right of access to the following recommendation. I understand that under the law I only have access to this recommendation if I am admitted to and actually enroll at Michigan State University.

Signature

Date

To the Recommender:

The person whose name appears above is applying for admission to a Master of Science program in The School of Hospitality Business at Michigan State University and has requested that your evaluation be included as part of the information upon which the admission decision will be based. The applicant (if admitted and enrolled) will have access to this recommendation unless the right to such access has been waived by the signed statement above.

The Master of Science programs are designed to prepare men and women for managerial careers by helping them develop analytical, problem-solving, and decision-making capabilities in an environment of diversity and teamwork. We value the recommender's direct contact with the applicant and will appreciate your providing responses to the following questions as candidly and specifically as possible. We realize the amount of time and care necessary to complete a thoughtful recommendation and are grateful for your assistance.

Our admission procedure requires that the applicant gather all documents including recommendations and submit a complete set of materials with the application. This system allows the applicant to know the completed application has been submitted and facilitates our control over materials. Please enclose the completed recommendation in the envelope provided to you by the applicant, seal it, and sign across the seal. Return the sealed envelope to the applicant as soon as possible.

Name of Recommender (print or type)

Position or Title

Organization

Address

Telephone Number

Facsimile Number

1. How long and in what connection have you known the applicant?

2. What special qualities (for example, intellectual, reasoning, communications, leadership, and interpersonal skills) does the applicant possess which would contribute to success in graduate management study and later in a senior management position?

3. What qualities should the applicant improve upon for an effective management career?

4. Please rate the applicant in the following qualities, relative to other masters degree candidates:

	Outstanding Top 5%	Strong Top 10%	Average Top 25%	Fair Top 50%	Poor Bottom 50%	Unable to Judge
Intellectual Ability						
Analytical Ability						
Ability in Oral Expression						
Ability in Written Expression						
Imagination and Creativity						
Ability to Work Well With Others						
Integrity						
Motivation and Drive						
Self-Confidence						
Leadership Potential						

Please comment on the appraisal provided above and make any additional statement about the applicant that will help the Admissions Committee make its decision.

I strongly recommend recommend recommend with reservation do not recommend this applicant for admission to a Master of Science program in *The* School of Hospitality Business, at Michigan State University.

Signature _____

Date _____