May 2016 RECOMMENDATION FORM

Name of Applicant (print) ________________________________________________________________

Last     First            Middle

NOTE TO APPLICANT
Please complete both the top and the waiver sections of this form even if you do not waive access. Ask your recommender to enclose the completed form in an envelope, seal it, sign across the seal, and mail the envelope back to you. Send the envelope with its seal unbroken to the Berkeley MBA for Executives Program Admissions office with the rest of your application materials.

Waiver Section: Applicant to Complete
I understand that federal legislation provides me with a right of access to this recommendation, unless waived, and that no school or person can require that I waive this right.
I hereby □ do not waive □ my right of access to this letter of recommendation.
Applicant’s signature _____________________________ Date __________________
Applicant’s name _________________________ Recommender’s name ____________________________

NOTE TO RECOMMENDER
The above person is applying for admission to the Berkeley MBA for Executives Program at the Haas School of Business. It is important both to applicants and to Berkeley-Haas that we know as much as possible about the applicant’s potential for further professional advancement and capacity for graduate business study. We encourage you to be completely candid in your assessment and to provide specific examples whenever possible. We greatly appreciate your assistance.

At Berkeley-Haas, our distinctive culture is defined by four key principles:
1) Question the status quo; 2) Confidence without attitude; 3) Students always; and, 4) Beyond yourself. (For more information, please refer to our website, http://www.haas.berkeley.edu/mission/principles)

Please note that federal legislation provides a successful applicant for admissions with access to his or her admission records, including letters of recommendation. However, an applicant may waive the right to see letters of recommendation, in which case such letters will be held in confidence. If an applicant has not waived this right, then it is assumed that this recommendation is submitted with the recommender’s understanding that the applicant may request to see this recommendation.

After completing this form, please enclose it in an envelope, seal it, sign across the seal, and return it to the applicant. Your signature across the sealed flap of the envelope ensures the confidentiality of your assessment. If you wish to send your recommendation directly to the school, please mail it to:

Berkeley MBA for Executives Program Admissions
Haas School of Business
430 Student Services Bldg #1910
Berkeley, CA 94720-1910
Recommender’s name (print) Mr. □ Ms. □ ________________________________

Position/Title ________________________________ Company _________________________________

Address _____________________________________________________________ Phone ___________

Email Address (work) ___________________________________________________________________

By checking this box, I certify this recommendation was written entirely by me, using my own words. You may □ may not □ contact me at work regarding this applicant.

QUESTIONS

Please provide your responses on your company letterhead, but use this form to mark your responses to questions 1, 9, 11 and 13. We encourage you to provide specific examples wherever possible. It is helpful to the applicant if you answer the specific questions that we ask.

1. □ enthusiastically recommend □ recommend □ recommend with reservations □ do not recommend that this applicant be admitted to the Berkeley MBA for Executives Program.

2. Please describe your relationship to the applicant. Are you, or have you been, the applicant’s direct supervisor? If not, what is the nature of your relationship? How long have you known the applicant and how frequent is/was your interaction with him/her?

3. How does the applicant’s performance compare with that of his/her peers? Please give context to who the applicant’s peers are.

4. How effective are the applicant’s interpersonal skills? How would you describe his/her personality?

5. What are the applicant’s two greatest strengths? Please cite specific examples.

6. What constructive feedback have you offered the applicant in a professional capacity?

7. In the Berkeley MBA program, we develop leaders who embody our distinctive culture’s four key principles, one of which is “confidence without attitude” or “confidence with humility”. Please comment on how the applicant reflects this Berkeley-Haas value.

8. Please comment on the applicant’s potential for further professional advancement.

9. How would you rate the applicant’s career progression, using the applicant’s peers as your reference group? □ fast □ on track □ slow □

10. Please explain.
11. Please rate the applicant on the qualities listed below, using the applicant’s peers as your reference group:

<table>
<thead>
<tr>
<th>Quality</th>
<th>Truly Exceptional (top 2%)</th>
<th>Outstanding (top 10%)</th>
<th>Very Good (top 20%)</th>
<th>Good (top third)</th>
<th>Average (middle third)</th>
<th>Below Average (bottom third)</th>
<th>No Opportunity to Observe</th>
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<tbody>
<tr>
<td>Interpersonal skills</td>
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<td>Ability to work well with others</td>
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<td>Maturity</td>
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<td>Professionalism</td>
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<td>Ability to question the status quo</td>
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<td>Self-confidence</td>
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<td>Leadership/career potential</td>
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12. Please feel free to add any additional comments or to explain your ratings on the grid.

13. Please provide us with your overall impression of the applicant:
- Truly exceptional (top 2%)
- Outstanding (top 10%)
- Very good (top 20%)
- Good (top third)
- Average (middle third)
- Below average (bottom third)
- No opportunity to observe

By signing below, I certify that this recommendation was written entirely by me using my own words. The applicant was not involved in crafting this written recommendation.

Recommender’s signature ____________________________________________________________