

TO THE APPLICANT:

Please complete the front side of this form and forward it to the person who will be providing a letter of recommendation for you.

Please type or print.

Applicant's Name _____
LAST FIRST MIDDLE

Home Address _____
NUMBER STREET P.O. BOX

CITY STATE POSTAL CODE COUNTRY

Applying for EMBA class in Pittsburgh starting in the year _____.

Please complete by (date) _____.

If you become a student with the EMBA-H program, the Education Rights and Privacy Act of 1974 will apply to you. This act will afford you the right of access to your educational records only after entering the EMBA-H program.

Please check the appropriate box below to indicate whether you waive or do not waive your right of access to this letter of recommendation.

- I hereby waive my right of access to this letter of recommendation.
- I do not waive my right of access to this letter of recommendation.

Applicant's Signature _____ Date _____

TO THE RECOMMENDING INDIVIDUAL:

The Joseph M. Katz Graduate School of Business sponsors unique Executive MBA programs that enable the working executive to earn a Master of Business Administration (MBA) degree. Students work as part of a cohort group, within a peer learning environment.

You have been asked to write a letter of recommendation for the applicant listed above, who has applied for admission to our Executive MBA in Healthcare program. To make this educational experience meaningful to both this applicant and other executives in the program, we ask that you be as realistic and factual as possible in your nomination.

Your letter should be sent directly to the EMBA-H program location listed on the back of this sheet. Should you require additional information on the program, please feel free to contact us.

PLEASE ADDRESS THE FOLLOWING IN YOUR LETTER OF RECOMMENDATION:

1. How long and in what capacity have you known the applicant?
2. What is the nature of the applicant's current position, and what is the level of responsibility involved?
3. What is your appraisal of the applicant's current job performance?
4. What is the applicant's management potential, and in what areas of the organization do you see the applicant advancing?
5. How will the applicant benefit from the EMBA-H program?
6. Do you feel that the applicant has the educational background, capabilities, and problem-solving skills required to successfully complete a rigorous MBA program?
7. What are the applicant's strengths and weaknesses in the following areas?
 - a. Written communications
 - b. Oral communications
 - c. Reading speed and comprehension
 - d. Mathematical ability (The Katz School's EMBA-H program includes extensive advanced quantitative coursework.)
 - e. For international applicants, English language proficiency
8. Was enrollment in the program initiated by the applicant, or was it suggested by others in the applicant's organization? In your opinion, is the applicant personally motivated to attend and complete the program?
9. Is the applicant's work or travel schedule likely to interfere with studying or program attendance?
10. Will your organization give its complete support to the applicant's participation in the EMBA-H program?

**PLEASE SEND YOUR LETTER OF RECOMMENDATION WITH THIS FORM
DIRECTLY TO THE FOLLOWING ADDRESS:**

University of Pittsburgh
Katz Graduate School of Business
Director, EMBA Pittsburgh
5th Floor Alumni Hall
4227 Fifth Avenue
Pittsburgh, PA 15260

Tel: 412-648-1600
Fax: 412-648-1787