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. Under law, 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.*

Signature: ___________________________________________ Date: ____________________________

TO THE RECOMMENDER:

Thank you for providing a recommendation for the person named above. We find that candid comments from those who can evaluate the applicant's performance and motivation through direct experience are extremely valuable, and we appreciate the time you are taking to provide this information. If the applicant has signed above, thus waiving right of access, this recommendation will be seen only by the Admissions Committee. If you have any questions about the recommendation or the application process, please feel free to contact us at the address listed above.

* Please complete the form on the next page.
* On a separate sheet of paper(s), 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.
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. Please outline the applicant's major accomplishments to date during his/her tenure at the organization.

5. How would you describe the applicant's ability to interact with, motivate, and develop team members?

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

<table>
<thead>
<tr>
<th>OUTSTANDING</th>
<th>EXCELLENT</th>
<th>GOOD</th>
<th>AVERAGE</th>
<th>BELOW AVERAGE</th>
<th>UNABLE TO JUDGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 1%</td>
<td>Top 15%</td>
<td>Top 1/3</td>
<td>Middle 1/3</td>
<td>Bottom 1/3</td>
<td></td>
</tr>
</tbody>
</table>

Quantitative ability
Analytical ability
Oral communication skills
Written communication skills
Initiative
Integrity
Intelligence
Interpersonal Skills
Leadership
Maturity
Project management
Teamwork
Professionalism
Creativity

Name

Position/Title

Organization

E-mail Address

Signature of Evaluator

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

Alumna/Alumnus of the NYU Stern School? □ Yes □ No Year ____ Degree ________

New York University is an affirmative action/equal opportunity institution.
TO THE APPLICANT:

* Complete the above information.
* Address a Transcript Request Form return envelope to yourself.
* Send this form to the registrar of the college or university that awarded or will award your undergraduate degree.
* If you attended other undergraduate or graduate schools, photocopy this form, complete the above data, and send copies to all schools attended.
* Do not open the envelope when it is returned to you by the registrar.

TO THE REGISTRAR:

* The person designated above is applying for admission to the Stern School of Business at New York University. Thank you for your assistance.
* Please attach an official copy of his or her transcript to this form and complete the form as indicated. The transcript should include the dates of attendance; a listing of classes taken and marks or grades earned; and, if completed, the name and date of the degree conferred.
* 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 with the application.

THIS SECTION TO BE COMPLETED BY THE REGISTRAR

Applicant's cumulative grade point average

Applicant's rank in class out of

Please describe your grading system (for example, A=4, B=3, etc.) or attach such a descriptive material if available.

Registrar's signature

Date

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