

School	# Recommenders	Recommendation questions
Chicago (Booth)	<ul style="list-style-type: none"> Two required 	<p>Letters are typically one to three pages in length, and we ask that you address the following questions:</p> <ul style="list-style-type: none"> How do the applicant's performance, potential, background, or personal qualities compare to those of other well-qualified individuals in similar roles? Please provide specific examples. Please describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response.
Columbia (CBS)	<ul style="list-style-type: none"> One required Reapplicants require one new recommendation 	<p>Please limit your recommendation to 1000 words (total for both responses).</p> <ul style="list-style-type: none"> How do the candidate's performance, potential, background, or personal qualities compare to those of other well-qualified individuals in similar roles? Please provide specific examples. Please describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response.
Cornell (Johnson)	<ul style="list-style-type: none"> One required, may submit up to two for review 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. (Recommended word count: 50 words). How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (e.g., what are the applicant's principal strengths?) (Recommended word count: 500 words). Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (Recommended word count: 500 words). Is there anything else we should know? (optional, no word count limit)
Dartmouth (Tuck)	<ul style="list-style-type: none"> Two required Reapplicants require one new recommendation 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. (50 words) How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g. what are the applicant's principal strengths?) (500 words) Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (500 words) Optional: Is there anything else we should know?
Duke (Fuqua)	<ul style="list-style-type: none"> One required, may submit up to two for review 	<ul style="list-style-type: none"> Comment briefly on the context of your interaction with the applicant. How do the applicant's performance, potential, or personal qualities compare to those of other well-qualified individuals in similar roles? What do you perceive as the applicant's areas for growth? Describe the applicant's awareness of these areas and his/her response to constructive feedback. Please include additional comments you feel will be helpful to the admissions committee.
HBS	<ul style="list-style-type: none"> Two required 	<p>Recommenders will be asked to fill out a personal qualities and skills grid and answer two additional questions</p>

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		<ul style="list-style-type: none"> How do the candidate's performance, potential, background, or personal qualities compare to those of other well-qualified individuals in similar roles? Please provide specific examples. (300 words) Please describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (250 words) (Optional) Is there anything else we should know? Please be concise.
INSEAD	<ul style="list-style-type: none"> Two required, may submit up to three for review 	<ul style="list-style-type: none"> How long have you known the candidate? Define your relationship with the candidate and the circumstances whereby you met. Comment on the candidate's career progress to date and his/her career focus. What do you consider to be the candidate's major strengths? Comment on the factors that distinguish the candidate from other individuals at his/her level. What do you consider to be the candidate's major areas for development/improvement? Comment on the candidate's potential for senior management. Do you see him/her as a future leader? Describe the candidate as a person. Comment on his/her ability to establish and maintain relationships, sensitivity to others, self-confidence, attitude, etc. Specifically comment on the candidate's behaviour or skills in a group setting/team environment.
LBS	<ul style="list-style-type: none"> One required 	<ul style="list-style-type: none"> How do you know the applicant? How long have you known them for? What would you say are the applicant's key strengths and talents? What would you say are the applicant's key weaknesses or areas for improvement? How do the applicant's performance, potential and personal qualities compare to those of other individuals in similar roles? What do you think this person might be doing in ten years' time? Why? <p>Rate the candidate on the following qualities:</p> <ul style="list-style-type: none"> Intellectual or academic ability Quantitative skills Initiative/ability to take decisions Problem solving skills Organisational skills Leadership skills Team skills Impact/charisma Self-confidence Self- motivation Oral English communication skills Written English communication skills

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MIT (Sloan)	<ul style="list-style-type: none"> One required Reapplicants require one new recommendation 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. (Maximum word count: 50 words) How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (e.g., what are the applicant's principal strengths?) (Max word count: 500 words) Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (Max word count: 500 words) Is there anything else we should know? (Optional)
Michigan (Ross)	<ul style="list-style-type: none"> One required Reapplicants may choose to use the previous letter or submit a new one 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. (50 words) How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g., what are the applicant's principal strengths?) (500 words) Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (500 words)
Northwestern (Kellogg)	<ul style="list-style-type: none"> Two required Reapplicants require two new recommendations 	<ul style="list-style-type: none"> Kellogg has a diverse student body and values students who are inclusive and encouraging of others with differing perspectives and backgrounds. Please tell us about a time when you witnessed the candidate living these values. (300 words) How does the candidate's performance compare to those of other well-qualified individuals in similar roles? Please provide specific examples. (300 words) Describe the most important piece of constructive feedback you have given the candidate. Please detail the circumstances and the applicant's response. (250 words)
NYU (Stern)	<ul style="list-style-type: none"> Two required Reapplicants require one endorsement from a current supervisor 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. How does the applicant's performance compare to that of other well-qualified individuals in similar roles (if applicable)? Please provide specific examples. (E.g. what are the applicant's principal strengths?) Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. IQ+EQ is a core value of NYU Stern, and we seek exceptional individuals who possess both intellectual and interpersonal strengths. Emotional intelligence (EQ) skills such as self-awareness, empathy, communication and self-management are at the core of our community of leaders. Please provide one specific and compelling example to demonstrate the applicant's emotional intelligence. (Optional) Is there anything else we should know?
Stanford (GSB)	<ul style="list-style-type: none"> Two required Reapplicants require two 	<ul style="list-style-type: none"> How does the applicant's performance compare to that of other well-qualified individuals in similar roles? Please provide specific examples (e.g., what are the applicant's principal strengths?). (Up to 500 words)

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	recommendations, may choose the same recommenders but must complete the current letter	<ul style="list-style-type: none"> Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (Up to 500 words) (Optional) Is there anything else we should know? Please be concise.
UC Berkeley (Haas)	<ul style="list-style-type: none"> Two required Reapplicants are encouraged to submit one or two new letters of recommendation 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. How does the applicant's performance compare to that of other well-qualified individuals in similar roles? Please provide specific examples. (E.g. what are the applicant's principal strengths?) Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. 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. (Optional) Is there anything else we should know?
UCLA (Anderson)	<ul style="list-style-type: none"> Two required Reapplicants require one new recommendation 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g. what are the applicant's principal strengths?) Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response.
U Penn (Wharton)	<ul style="list-style-type: none"> Two required 	<ul style="list-style-type: none"> Please provide example(s) that illustrate why you believe this candidate will find success in the Wharton MBA classroom. (Word count: 300) Please provide example(s) that illustrate why you believe this candidate will find success throughout their career. (Word count: 300)
USC (Marshall)	<ul style="list-style-type: none"> Does not accept recommendations 	<ul style="list-style-type: none"> N/A
UT Austin (McCombs)	<ul style="list-style-type: none"> One required 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organizations. (50 words) How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? For example, what are the applicant's principal strengths? (Recommended word count: 250 words) Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (Recommended word count: 250 words)

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		<ul style="list-style-type: none"> Your recommender will also have the option to upload a response to the optional question: "Is there anything else we should know?"
UVA (Darden)	<ul style="list-style-type: none"> One required, may submit up to two for consideration Reapplicants require one new recommendation 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response.
Yale SOM	<ul style="list-style-type: none"> Two required Reapplicants may choose to use their previous recommendations or submit new recommendations 	<ul style="list-style-type: none"> Please provide a brief description of your interaction with the applicant and, if applicable, the applicant's role in your organization. (Recommended word count: 50 words) How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g. what are the applicant's principal strengths?) (Recommended word count: 500 words) Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response. (Recommended word count: 500 words) Are you in a position to know whether the applicant is sponsored for the MBA by his or her current employer? If so, please comment. (Optional) Is there anything else we should know?