

UNIVERSITY OF HAWAI'I AT MĀNOA
SHIDLER COLLEGE OF BUSINESS
• International Excellence •

PhD Program in Business Administration

APPLICANT:

Full Name:

Intended Specialization:

Confidentiality of Participant Records

Under the program's policy, the applicant has access to letters of evaluation in their permanent record file at the Ph.D. Program Office. The applicant may waive this right of access to letters of evaluation, in which case letters of evaluation will be considered confidential by the Ph.D. Program Office and will not be available to the student. In the event you do not waive your right to see this letter, but the referee indicates in Item 9 that he/she wishes to be held in confidence, the referee's preference will take precedence.

I waive my right to see this letter of reference.

I do not waive my right to see this letter of reference.

Signature of applicant _____ Date _____

EVALUATOR:

Thank you for agreeing to write on behalf of this candidate who is applying to the Shidler College of Business PhD Program at the University of Hawai'i at Manoa. The Admissions Committee values your assessment of the applicant's potential for leadership in the future. The most helpful evaluations include specific examples of past performance and detailed descriptions of the applicant's intellectual abilities and personal qualities. Please complete the information requested. If you need to use additional space, please feel free to expand this document. Your comments will be held completely confidential and used only as part of the application for admissions. If you are returning this recommendation to the applicant, please seal the envelope and write your signature across the seal on the envelope flap. The applicant will submit the sealed, signed envelope to us as part of the completed application package. If you intend to return this evaluation directly to the Ph.D. Office, please mail it to the following address:

I **Shidler College of Business**
PhD Program in Business Administration
2404 Maile Way, D307
Honolulu, HI 96822, USA

Evaluations are an integral part of the selection process, and we sincerely thank you for your efforts on behalf of this applicant.

Sincerely,
The Admissions Committee

Ability to copy with personal crisis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity for change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation to pursue PhD degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to work cooperatively with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

** If English is applicant's second language*

4. Of similar applicants for Ph.D. level work you have known, how does this applicant rank on a 1-10 scale (with 10 as highest, 5 as average and 1 as lowest)?

5. What are the applicant's special academic/professional strengths and weaknesses?

6. What has been the applicant's greatest achievement (academic, personal, community)?

7. Please provide any additional comments that you deem relevant regarding the applicant.

8. Do you recommend the applicant for the Ph.D. Program?

Recommend highly

Do not recommend

Recommend

Insufficient basis for making recommendations

Recommend with reservations

9. Please check one:

I have no objection to disclosing this letter of reference to the applicant if he/she requests.

I do not want this letter of reference to be disclosed to the applicant.

Signature _____ Date _____