



William Larimer Mellon, Founder

LETTER OF EVALUATION

NOTE TO THE APPLICANT AND THE EVALUATOR

Action on this application by the Doctoral Program Committee will be based upon an evaluation of the applicant's capacity for intensive professional graduate study and his or her potential for professional success. This letter of evaluation will be used only in the admission process and will not become part of the applicant's permanent student record should he or she matriculate in the School. The evaluator's frank appraisal of the candidate would therefore, be appreciated. In order to encourage the evaluator to provide the school with an objective and candid evaluation, the applicant is encouraged to sign the following statement before giving the form to the evaluator. Note that the signing of this statement is optional. Under the law, refusal to sign the statement cannot be used negatively in the admissions process.

<input type="checkbox"/>	YES
<input type="checkbox"/>	NO

I hereby waive my right to access, under the Family Educational Rights and Privacy Act of 1974, 20 U.S.C.A. 1232g (a) (1), to this letter of evaluation respecting my application for admission to the Tepper School of Business at Carnegie Mellon University.

Signature _____
Date _____

1. _____
First, Middle, Last

is applying for August admission into the Tepper School of Business Ph.D. Program in

2. Name of Evaluator _____

Title of Position _____

University or Company _____

Street Address 1 _____

Street Address 2 _____

City, State _____

Country, Postal Code _____

Business E-mail: _____

Telephone _____

3. To assist you in this evaluation, a brief description of the Ph.D. program follows.

Doctoral programs in accounting, economics, financial economics, information systems, manufacturing and operations systems, marketing, operations research and organizational behavior and theory are designed to prepare a small number of outstanding students each year for careers in teaching and research. There are no restrictions on the backgrounds of applicants for the doctoral programs, but all students are expected to have proficiency in calculus. Programs of study for the doctorate are arranged individually for each student on the basis of the student's interests and previous training; they enable the student to work directly with a distinguished research faculty member. Many students enter the program after receiving a bachelor's degree.

4. How long and in what capacity have you known the applicant? _____

5. Does the applicant have any special talents, abilities or attributes that deserve mention? _____

6. Does the applicant have any particular weakness that deserve mention? _____

7. Are you aware of any personality characteristic that might negatively affect the applicant's performance as a student or as a teacher and researcher? _____

8. Please evaluate this applicant on the scale below in comparison with others you have known during your professional career. Write in, where noted, the reference group you are using. We are specifically interested in your evaluation of the applicant's ability to undertake independent significant research.

Reference Group: _____

	Top 5% Outstanding	Top 15% Superior	Top 1/3 Above Average	Mid 1/3 Average	Lower 1/3 Below Average	Insufficient Information
Intellectual Ability						
Maturity						
Initiative and Motivation						
Creativity and Readiness to Innovate						
Ability to Work Independently Without Close Supervision						
Oral Communications Skills						
Written Communications Skills						
Clarity of Goals for Graduate Study and Career						
Overall Potential for Graduate Study						

9. Please make any additional comments you wish.

10. _____ I strongly recommend that this student be admitted to the Tepper School of Business.
_____ I recommend that this student be admitted to the Tepper School of Business.
_____ I recommend with some reservation that this student be admitted to the Tepper School of Business.
_____ I do not recommend that this student be admitted to the Tepper School of Business.

My reservations are _____

11. _____
Signature, Date

Thank you for taking the time to tell us about this applicant. Please seal this form in an envelope and return it to the applicant directly. A delay in the submission of this recommendation could lead to the applicant's not being considered.

Statement of Assurance

Carnegie Mellon University does not discriminate and Carnegie Mellon University is required not to discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex or handicap in violation of Title VI of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973 or other federal, state, or local laws or executive orders.

In addition, Carnegie Mellon University does not discriminate in admission, employment, or administration of its programs on the basis of religion, creed, ancestry, belief, age, veteran status, sexual orientation or gender identity. Carnegie Mellon does not discriminate in violation of federal, state, or local laws or executive orders. However, in the judgment of the Carnegie Mellon Human Relations Commission, the Presidential Executive Order directing the Department of Defense to follow a policy of "Don't ask, don't tell, don't pursue" excludes openly gay, lesbian and bisexual students from receiving ROTC scholarships or serving in the military. Nevertheless, all ROTC classes at Carnegie Mellon University are available to all students.

Inquiries concerning application of these statements should be directed to the Provost, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-6684 or the Vice President for Campus Affairs, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-2056. Carnegie Mellon University publishes an annual campus security report describing the university's security, alcohol and drug, and sexual assault policies and containing statistics about the number and type of crimes committed on the campus during the preceding three years. You can obtain a copy by contacting the Carnegie Mellon Police Department at 412-268-2323. The security report is also available online.

Obtain general information about Carnegie Mellon University by calling 412-268-2000.