



PH.D. PROGRAMS
 College of Business Administration
 722 Stokely Management Center
 The University of Tennessee
 Knoxville TN 37996-0570

Letter of Recommendation

I. TO THE APPLICANT

Name: _____
 Last (Family), First Middle Proposed Degree Concentration

Through the Family Educational Rights and Privacy Act of 1974, students are allowed full access to their permanent record file. If you wish to waive your right of access to this letter, please sign below. This action is completely optional.

 Signature of Applicant Date

II. TO THE INDIVIDUAL COMPLETING THIS FROM

Please answer the questions as specifically and candidly as possible. Your comments will be an important factor in the admission decision. We realize this requires time and effort on your part and we appreciate your assistance. Please mail completed form to address shown above.

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

What do you consider the applicant's most outstanding talents or characteristics?

What do you consider to be the applicant's chief liabilities with regard to completing our academic program and having a successful academic career?

Please discuss your perception of the applicant's potential in a professional environment particularly with regard to interpersonal skills and originality in thinking:

Please provide any further comments that you feel would aid us in our evaluation of the applicant:

Please evaluate the applicant in terms of the following qualities:

Quality	Unusually Outstanding	Superior	Good	Average	Poor	Unable to Evaluate
Leadership potential						
Motivation						
Maturity						
Ability to work with others						
Oral communication skills						
Written communication skills						
Other:						

I strongly recommend this applicant be admitted to the University of Tennessee College of Business Administration

I recommend this applicant be admitted to the University of Tennessee College of Business Administration

I recommend with some reservations this applicant be admitted to the University of Tennessee College of Business Administration

I do not recommend this applicant be admitted to the University of Tennessee College of Business Administration

Signature

Title

Institution

Date