

The Carlson MBA

Full-Time Program – Application for Admission



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SELECTION CRITERIA

Each year about 120 students enter the Carlson Full-Time MBA program. These students possess a wide variety of professional and academic experiences and a range of career aspirations. As part of its highly competitive selection process, the program looks at a variety of criteria that measure the candidate’s demonstrated or potential abilities as a student, manager, and leader:

- **Past academic performance**, including areas of academic strength and trends in performance, with greater weight given to more recent study.
- **General intellectual ability** as measured by scores on the Graduate Management Admission Test (GMAT). All three scores – Verbal, Quantitative, and Analytical Writing Assessment – are important.
- **Demonstrated ability to assume responsibility and achieve measurable results**, as principally measured by the type, level, and amount of work experience. We also take into account leadership and extracurricular activities while in school and military service.
- **Interpersonal and communication skills.**
- **Personal essays, including statements of goals, accomplishments, and experiences.**
- **Letters of recommendation.** We consider the comments made by others who can evaluate your accomplishments, your communication and interpersonal skills, and your leadership potential.

- **Admission Interviews.** Candidates who present strong credentials will be contacted and invited to interview with a member of the Admissions Committee. Interviews may take place on campus in Minneapolis, in various cities throughout the world in conjunction with MBA Fairs, or by telephone. We strongly encourage candidates who are interested in an admission interview to begin their applications early.

PREREQUISITES

To apply, we require the following:

- A U.S. bachelor’s degree, in any major, from a regionally accredited college or

university, or a comparable foreign degree from a recognized college or university.

- GMAT results, preferably less than five years old.
- TOEFL or IELTS results, less than two years old, if English is not your native language.

APPLICATION DATES

To be considered for admission, we must receive application forms and all supporting materials by the dates below. We will consider applications received after the final deadline only as space permits. Submission of electronic portions of an application on or before an application deadline does not constitute meeting that deadline unless all supporting materials are also received by the deadline date.

If you are accepted but do not enroll in your initial semester of admittance, you may request, in writing, a deferral for up to one year without submitting new application materials. A new application fee must accompany a deferral request. Your application will then be reviewed with the new applicant pool. **Readmittance is not guaranteed.**

Applicants who wish to be considered for scholarships based on academic merit are encouraged to apply by February 1.

INTERNATIONAL DEADLINES	
Deadline	Response by
December 1	February 15
February 1	April 15
DOMESTIC DEADLINES	
Deadline	Response by
December 1	February 15
February 1	April 15
April 1	May 15

Deadlines that occur on a holiday or weekend will be extended through the next business day.

APPLICATION FORMS

A completed application consists of:

- MBA application for admission*

- Official transcripts
- GMAT score
- Current resume
- Two letters of recommendation
- Personal essays
- Application fee
- TOEFL or IELTS score (if applicable)

* Candidates are encouraged to complete our application online. A link to the online application may be found on our website at carlsonschool.umn.edu/ftmba/apply.

TRANSCRIPTS

■ U.S. INSTITUTIONS

We require a current official transcript from each college or university attended, including the school granting your bachelor’s degree. You are responsible for obtaining all transcripts, including those from the University of Minnesota. Official transcripts or credentials are those that bear the original signature of the registrar and the seal of the issuing institution.

Transcripts may be sent directly to the Full-Time MBA program or submitted with your application.

To obtain University of Minnesota official transcripts, go to onestop.umn.edu/onestop/grades.html. The OneStop office does not accept telephone requests and charges \$5 for each official transcript ordered. Allow at least two weeks for delivery.

■ INSTITUTIONS OUTSIDE THE U.S.

In general, first degrees requiring less than four years of postsecondary education are not considered comparable to U.S. bachelor’s degrees, and holders of these degrees must complete an additional higher degree to be considered for admission. If you have questions as to whether your first degree qualifies for admission, please contact the MBA office.

All international applicants who have attended universities that issue official transcripts on request must submit such credentials. An official English translation should be attached if the transcript is not in English. **OFFICIAL** transcripts bear the original signature of the Registrar or other

appropriate university official, and the seal of the issuing university.

Applicants from **Bangladesh, India, Nepal, and Pakistan** should submit attested or certified mark sheets or examination reports showing the detailed results of all exams taken. An official English translation should be attached if the credentials are not in English.

Applicants from the former **USSR, Germany, and France** (and countries outside of North America that are on the French system) should submit official English translations of their credentials which should show the detailed results of all exams taken, and the award of all degrees received. A certified true copy of the credential, in the original language, should be attached.

Applicants from **Taiwan** should submit transcripts showing grades on the 0-100 scale. Applicants from the **People's Republic of China** should submit transcripts and degree statements in both English and Chinese; both versions must be official. If percentage grades are shown on the original Chinese transcript, they should not be changed to letter grades in the translation. International applicants who have attended institutions which do not issue transcripts, exam reports, or mark sheets, should submit an official statement from the Registrar or their adviser giving a detailed description of their program, a qualitative evaluation of their work, and the results of all exams taken.

All international applicants who submit credentials on which the award of the degree received is not recorded should submit certified copies of their diplomas; an official English translation should be attached if the diploma was not issued in English.

If the grading system used by the university is not shown on the credentials themselves, a separate statement from the university is required giving this information.

On **CERTIFIED or ATTESTED** credentials the certifying official should write "this is a true copy of the original" and should then sign and seal each document. **Applicants may not certify their own credentials.** If you are uncertain about the required documents, please call or email us well before the application deadline.

GMAT

PearsonVUE administers the GMAT on behalf of the Graduate Management Admission Council (GMAC). Results normally arrive 2-3 weeks after the test. We must receive an official score report of your GMAT results directly from the testing service. Information about scheduling a GMAT appointment, and the locations of testing centers worldwide, can be found online at <http://www.mba.com>.

PLEASE NOTE—Scores sent to the University of Minnesota Full-Time

MBA program are available for five years.

If you submit your application before receiving your test results, please indicate on the application the month and year in which you will take, or took, the exam and request that a copy of your results be forwarded to the Full-Time MBA program (ACT/Pearson VUE code D2N-VJ-15). We need all supporting documentation—including GMAT scores—before we consider an application complete. If we receive GMAT results after the application deadline, we will consider the application only as space permits.

LETTERS OF RECOMMENDATION

We require two letters of recommendation from part-time or full-time employers, colleagues, or clients. The completed letters are placed in sealed envelopes by the recommender and either returned to the applicant for inclusion with their application materials, or submitted directly to the Full-Time MBA program. Applicants are instructed not to open sealed recommendation letters in order to maintain confidentiality. Candidates using our online application may also request their recommendation letters online. The person writing the recommendation receives a secure link to the online recommendation form, which they may complete and submit electronically.

APPLICATION FEE

- \$60 non-refundable fee for U.S. citizens
- \$90 for international applicants and U.S. residents with foreign credentials

Visa, Mastercard, and Novus Card payments are accepted. For other forms of payment: U.S. residents may pay by personal check or money order. Foreign applicants may pay by international money order or certified bank check. Make all checks payable to the University of Minnesota.

Your application fee will be waived if you have been on active duty in the U.S. military within three years of submitting your MBA application. Please indicate on your application (either paper or online) that you are paying by check and send us a note indicating your dates of active military service in place of the application fee payment.

ENGLISH TESTING

If English is not your native language, you must submit scores from either the Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) exam to prove your ability to communicate in English. The Full-Time MBA program accepts the results from either exam; it is not necessary to take both.

If you have completed the last two years of your baccalaureate degree or one year of graduate school in the United States, United

Kingdom, Ireland, Canada, Australia, or New Zealand, you are exempt from taking the TOEFL or IELTS. You are not exempt if the language of instruction is English in a non-English speaking country or if you have lived in an English-speaking country for several years.

TOEFL Competitive candidates to the Full-Time MBA program generally score between 90 and 105 on the Internet-based TOEFL examination, or between 600 and 650 on the paper-based TOEFL examination. These test results cannot be more than two years old at the time you apply. We must receive an official report of the scores directly from the Educational Testing Service (institution code 6874, department code 02). For further information on the TOEFL exam, write TOEFL, Box 899, Princeton, NJ 08540. Email: toefl@ets.org. Website: <http://www.toefl.org>.

IELTS To be considered for admission to the Full-Time MBA program, you must achieve a minimum overall band score of 7.0, with no section lower than 6.5, on the IELTS exam. These test results cannot be more than two years old at the time you apply. We must receive an official Test Report Form from the test center. Please specify that you wish to have this score report sent to the University of Minnesota MBA programs when you take the examination. For further information on the IELTS examination please visit the website at www.ielts.org.

INTERNATIONAL STUDENTS

International students must complete and return the Professional School Financial Certification Statement before visa forms will be issued. This form will be sent with an admission letter to all admitted candidates. You must demonstrate that you have sufficient funds available to meet all educational expenses for the duration of your stay at the University of Minnesota. **PLEASE NOTE** – This includes funds to cover tuition, fees, room and board, transportation, and other expenses.

International students enrolling in the Full-Time MBA program will be expected to hold a valid student (F-1 or J-1) visa. Exceptions can be made for certain dependent visa holders who are eligible to pursue full-time study while in the U.S., such as E-2, H-4, J-2, L-2, although these candidates should consider changing their visa status to an F-1 student visa if they wish to pursue internship positions, graduate assistantships, or other on-campus student employment during their MBA studies. Due to the nature of the Full-Time MBA program, and the time commitment it requires, holders of visas that permit only incidental study while in the U.S., such as H-1, must agree to transfer to a student visa if they are admitted.

Application for Admission – Full-Time MBA Program Please type or print legibly in dark ink

Please indicate the year for which you are applying: Beginning Fall 20_____

Proposed Professional Portfolio Track: _____

YOUR APPLICATION WILL BE FILED UNDER THE NAME YOU INDICATE AS LAST NAME. BE SURE ALL CREDENTIALS COME TO US UNDER YOUR FULL NAME.

IF YOU HAVE EVER ATTENDED ANY CAMPUS OF THE UNIVERSITY OF MINNESOTA IT IS IMPORTANT TO INCLUDE YOUR ID NUMBER.

PLEASE LET US KNOW AS SOON AS POSSIBLE IF YOUR CONTACT INFORMATION CHANGES AFTER YOU SUBMIT YOUR APPLICATION. QUESTIONS AND UPDATES REGARDING YOUR APPLICATION MATERIALS AND STATUS WILL BE SENT TO YOUR PREFERRED E-MAIL ADDRESS. THE ADMISSION DECISION WILL BE SENT VIA MAIL TO YOUR PREFERRED ADDRESS. IF YOUR CONTACT INFORMATION IS INCORRECT, YOUR RECEIPT OF YOUR ADMISSION DECISION MAY BE DELAYED.

SEE PAGE SIX FOR INTERNATIONAL STUDENT DEFINITION.

PERSONAL INFORMATION

U OF M ID# (**IMPORTANT – SEE SIDEBAR**) _____ U.S. SOCIAL SECURITY NUMBER (OPTIONAL)* _____ BIRTHDATE (MONTH/DAY/YEAR)* _____

LAST (FAMILY) NAME _____ FIRST (GIVEN) NAME _____ MIDDLE NAME _____ PREVIOUS NAME _____

PRESENT STREET ADDRESS _____ GOOD UNTIL WHAT DATE? _____

STREET LINE 2 _____

CITY _____ STATE _____ ZIP _____ COUNTRY _____

PERMANENT ADDRESS (**IF DIFFERENT FROM ABOVE**) _____

STREET LINE 2 _____

CITY _____ STATE _____ ZIP _____ COUNTRY _____

CURRENT HOME PHONE NUMBER _____ PERMANENT HOME PHONE NUMBER _____

CELLULAR PHONE NUMBER _____ BUSINESS PHONE NUMBER _____

HOME EMAIL ADDRESS _____ BUSINESS EMAIL ADDRESS _____

Please check the selection that you would like to designate as preferred (one per category):

<i>Telephone Number</i>		<i>E-mail Address</i>	<i>Mailing Address</i>
<input type="checkbox"/> Current Home	<input type="checkbox"/> Cellular	<input type="checkbox"/> Home	<input type="checkbox"/> Present
<input type="checkbox"/> Permanent Home	<input type="checkbox"/> Business	<input type="checkbox"/> Business	<input type="checkbox"/> Permanent

Are you a veteran of, or currently serving in, the U.S. military? Yes No

Are you an international student (non-resident alien)? Yes No

RESIDENCY Do not leave this section blank; you must answer ALL applicable questions.

STATE OF LEGAL RESIDENCE _____ COUNTRY OF PERMANENT RESIDENCE _____

COUNTRY OF BIRTH _____ COUNTRY OF CITIZENSHIP _____

If your country of citizenship is other than the U.S.A., but you are currently in the U.S.A., what type of visa do you have? _____

If you have a student visa, indicate the educational institution that issued your certificate of eligibility _____

Have you attended that institution? Yes No If yes, also list school under **ACADEMIC BACKGROUND**

If your state of legal residence is Minnesota, also complete the following questions. If you have already received resident classification by the University of Minnesota, please attach a copy of the letter you received.

Time lived in Minnesota _____ YEARS / MONTHS When did you last move to Minnesota? _____

Why did you move to Minnesota? _____

CONFIDENTIAL INFORMATION (optional)* The information requested below is voluntary and will be used for summary reports required by federal and state laws and regulations and to support institutional affirmative action efforts. It will not be used as a basis for admission or in a discriminatory manner. You will not be subjected to adverse treatment if you do not provide any of the requested information.

Gender: Male Female

Ethnicity: Are you Hispanic or Latino? Yes No **Race:** Please check any or all that apply:

- American Indian or Alaska Native Asian
- Black or African American White
- Native Hawaiian or Other Pacific Islander

SEE PAGE SIX FOR ETHNIC AND RACIAL DEFINITIONS

LIST ON A SEPARATE SHEET ANY COURSE NOT INCLUDED ON YOUR TRANSCRIPTS THAT YOU EXPECT TO COMPLETE BEFORE ENTERING THE MBA PROGRAM.

IF YOU HAVE NOT RECEIVED YOUR TEST RESULTS, INDICATE THE DATE THAT YOU TOOK THE EXAM AND REQUEST THAT YOUR RESULTS BE FORWARDED TO THE MBA PROGRAM WHEN THEY ARE AVAILABLE. IN THIS CASE, PLEASE LEAVE THE SCORE SECTION BLANK SO THAT WE CAN FILL IN YOUR SCORES WHEN THE RESULTS ARRIVE.

PLEASE DESCRIBE YOUR MOST RECENT WORK POSITION.

YOU MUST ALSO INCLUDE WITH THIS APPLICATION A CURRENT RESUME SUCH AS YOU WOULD SUBMIT FOR A JOB APPLICATION.

APPLICANT NAME

ACADEMIC BACKGROUND

Secondary school (high school)

Dates Attended

NAME AND LOCATION

FROM TO DIPLOMA OR CERTIFICATE NAME/DATE AWARDED

Each college, university, and/or graduate school

Dates Attended

NAME AND LOCATION

FROM TO DEGREE, MAJOR, DATE AWARDED

NAME AND LOCATION

FROM TO DEGREE, MAJOR, DATE AWARDED

NAME AND LOCATION

FROM TO DEGREE, MAJOR, DATE AWARDED

NAME AND LOCATION

FROM TO DEGREE, MAJOR, DATE AWARDED

A NOTE ON YOUR TRANSCRIPTS: You must include with this application one current official transcript from each post-secondary institution listed above, including the University of Minnesota. See application instructions for full details.

A NOTE ON YOUR GRADE POINT AVERAGE AND TEST SCORES: If there are any factors that have influenced your grade point average or your test scores, or if your educational background has generally been disadvantaged and you would like these factors to be considered when your application is reviewed, please explain these circumstances fully, using a separate sheet.

TEST RESULTS

Fill in the results and have official score report(s) sent to the Full-Time MBA program by the testing services (ACT Pearson/VUE code D2N-VJ-15 for the GMAT, ETS institution code 6874 and department code 02 for the TOEFL, University of Minnesota Full-Time MBA Program for the IELTS).

GMAT

HIGHEST SCORE GMAT: MONTH / DAY / YEAR

VERBAL / % QUANTITATIVE / % TOTAL / % ANALYTICAL WRITING / %

ENGLISH TESTING

MOST RECENT TEST: MONTH / DAY / YEAR

TEST TYPE:

<input type="checkbox"/> iBT TOEFL	LISTENING	WRITING	READING	SPEAKING	TOTAL SCORE
<input type="checkbox"/> PBT TOEFL	SECTION 1	SECTION 2	SECTION 3	TWE	
<input type="checkbox"/> CBT TOEFL	LISTENING	STRUCTURE/WRITING	READING	ESSAY	
<input type="checkbox"/> IELTS	LISTENING	READING	WRITING	SPEAKING	OVERALL BAND SCORE

EMPLOYMENT HISTORY

This is required; do not leave this section blank.

Current or most recent employer: Current position Last position

TOTAL YEARS FULL-TIME POST-BACCALAUREATE

COMPANY

FROM (MONTH/YEAR) TO (MONTH/YEAR)

JOB TITLE

ANNUAL ENDING SALARY IN U.S. \$ YEARS IN THIS POSITION HOURS PER WEEK

NATURE OF EMPLOYER'S ACTIVITIES, TOTAL NO. OF EMPLOYEES

MAKE SURE THAT YOUR NAME AND THE CORRESPONDING ESSAY NUMBER APPEAR ON EACH PRINTED PAGE. DO NOT STAPLE THE PAGES TOGETHER OR INCLUDE COVER/TITLE SHEETS. ALL OTHER FORMATTING (SPACING, FONT SIZE, MARGINS, ETC.) IS AT YOUR DISCRETION.

PERSONAL ESSAYS

This essay section of the application helps the admissions committee get to know you better as an individual. We want to admit a diverse, intellectually curious, and interesting group of students who will contribute to and benefit from the Carlson MBA program. We are interested in knowing more about the experiences and qualifications that distinguish you from other applicants. **Please adhere to the word limits for each question.**

1. Why are you pursuing an MBA at this point in your career? Describe your professional goals and how an MBA from the Carlson School will help you to reach these goals. (1000 word limit)
2. Describe one personal and one professional accomplishment and how those accomplishments will contribute to the MBA experience at the Carlson School. (500 word limit)
3. Leadership can take many forms, please give one specific example of how you have demonstrated effective leadership in your professional career. (500 words)
4. How will you contribute to and improve society using the knowledge and skills gained from a Carlson MBA? (500 words)

OTHER INFORMATION

- I have not had an admission interview. I have had an admission interview.

INTERVIEW LOCATION AND DATE

The Full-Time MBA program emails admitted students on the date their admission packet is mailed. If you prefer that we **NOT** send you this email, please check here.

- Do not email my decision.

The Full-Time MBA program may request University staff, faculty, alumni and/or students to assist you with questions concerning the University and provide you with additional information. This would be done under the direction of the MBA admissions staff. The type of information that would be released includes name, address, phone number, email address, intended field of study, undergraduate institution, and most recent employer.

If you prefer **NOT** to receive this particular service, please check here.

- I do not wish this service.

PRIVACY STATEMENT

All information on this form is private. The information requested will be used for identification, to determine admission and scholarship awards, and to establish your University academic record if you are admitted. If you indicate you are a United States military veteran you will be contacted by the University's Veterans Resource Center regarding services for veterans, and your MBA application fee will be waived. All information is required, except birth date, Social Security Number, gender, ethnicity, and race, which are marked with an * and labeled optional. Providing a birth date, previous name, or Social Security Number is voluntary and will be used for positive identification and matching of credentials; failure to provide this information will have no effect on the admission decision. Information will be shared with offices within the University for the uses described above and may be released to outside organizations and government bodies in limited circumstances, as authorized by state or federal law.

CERTIFICATION

To the best of my knowledge, the information in this application, including all institutions attended, is complete and accurate, and I have written my own essays. I understand that misrepresentation of application information is sufficient grounds for denial of admission or for canceling admission or registration. I also understand that materials received by the Carlson School of management, University of Minnesota, in connection with this application are not returnable and that the application fee is not refundable. In addition, if admitted, I agree that I will obey and enforce the Carlson School Code of Conduct.

SIGNATURE

DATE

INFORMATION SOURCES

From which of the following sources did you learn about the Carlson Full-Time MBA program? Please list and check all that apply.

- | | |
|---------------------------|--|
| Magazine(s)/book(s) _____ | <input type="checkbox"/> MBA catalog/application |
| Faculty member(s) _____ | <input type="checkbox"/> Campus visit |
| Current student(s) _____ | <input type="checkbox"/> Admissions staff |
| Alumni _____ | <input type="checkbox"/> MBA forum/fair |
| Website _____ | <input type="checkbox"/> Carlson information session |
| Other _____ | <input type="checkbox"/> Friends(s) and/or relative(s) |
| | <input type="checkbox"/> Business contact(s) |

The University of Minnesota is an equal opportunity educator and employer.

APPLICATION CHECKLIST

A completed application includes the following items:

- Original application form
- An official transcript from each institution attended
 - Enclosed Institution(s): _____
 - Sent directly Institution(s): _____
- Test scores (have you arranged for official score reports to be sent directly to the Full-Time MBA program?)
 - GMAT TOEFL or IELTS (if applicable)
- Current resume
- Two letters of recommendation
 - Enclosed Recommender(s): _____
 - Sent directly Recommender(s): _____
- Personal essays
- Any additional sheets
- Application fee (see below)

Please mail all application materials to the following address:

<p>Full-Time MBA Program Carlson School of Management University of Minnesota 321 19th Ave S, Suite 1-110 Minneapolis, MN 55455-0438</p>	<p>612-625-5555 Toll-free USA: 800-926-9431 Fax: 612-625-1012 Email: ftmba@umn.edu Web: carlsonschool.umn.edu/mba</p>
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- APPLICATION FEE**
- \$60 (U.S. citizens or permanent residents with no transcripts from outside the U.S.)
 - \$90 (non-U.S. citizens and U.S. residents with transcripts from institutions outside the U.S.)

- A check is enclosed.
- Please charge my: Visa MasterCard Discover

CARD NUMBER	EXP. DATE	SECURITY CODE*
NAME AS IT APPEARS ON THE CARD		
BILLING ADDRESS		
CITY	STATE	ZIP

*The security code is the three digit number found after your card number or the last four digits of your card number in the signature space on the back of your card. Please indicate if the security code is unreadable or not present.

STANDARD FEDERAL GOVERNMENT ETHNICITY AND RACIAL DEFINITIONS (as of October 2007)

Ethnicity definition

Hispanic or Latino: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

Racial definitions

American Indian or Alaska Native: A person having origins in any of the original peoples of North and South America (including Central America), and who maintains a tribal affiliation or community attachment.

Asian: A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American: A person having origins in any of the Black racial groups of Africa.

Native Hawaiian/Other Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White: A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

International Student (Foreign Student): i.e. Non-Resident Alien: A person who is not a citizen of the United States and who is in this country on a temporary basis and does not have the right to remain indefinitely. PLEASE NOTE: Resident Aliens: Non-citizens who have been fully admitted for permanent residence (who hold a green card, Form I-151) are not international students.

RECOMMENDATION FORM

APPLICANT'S NAME

RECOMMENDER'S NAME

Applicant Instructions:

Each applicant to the Carlson Full-Time MBA program is required to submit two letters of recommendation.

As part of current data privacy regulations, applicants have the right to view the contents of their application file upon request unless they have specifically waived that right. While it is not required, we would strongly suggest that you complete the waiver below in order to allow your recommender to provide an open and honest assessment.

Waiver

I understand that by signing below, I waive all rights to view materials submitted as a recommendation to the Carlson Full-Time MBA program by the recommender named above.

SIGNATURE

DATE

Recommender Instructions:

The person whose name appears above is applying to the Carlson Full-Time MBA program at the University of Minnesota.

The admissions committee carefully considers the statements made by recommenders who can evaluate the applicant's performance and personal qualities through direct experience. Please answer the following questions, using this form, in as specific and candid a manner as possible, particularly noting maturity, goals, direction, and initiative.

The admissions committee understands the time and care necessary to prepare this recommendation and gratefully acknowledges your help.

If the applicant has completed the waiver above, this recommendation form and any additional materials you submit will be kept confidential and the applicant will not be able to request access to it. If you would like to complete a confidential recommendation, please make sure that the applicant has signed the waiver.

WRITER'S NAME

DAY PHONE NUMBER

COMPANY

TITLE

HOME ADDRESS

EMAIL ADDRESS

CITY

STATE

ZIP

Are you a University of Minnesota MBA program graduate? Yes No

YEAR

PROGRAM

How long have you known the applicant? _____
YEARS MONTHS

I am the applicant's direct supervisor

Under what circumstances have you known the applicant? _____

Please evaluate the applicant's demonstrated and/or potential managerial and leadership abilities. _____

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

APPLICANT:
Please specify to your recommender whether you would like your recommendation returned to you or sent directly to the Carlson Full-Time MBA program; you may wish to provide your recommender with a stamped and addressed envelope for this purpose. Remember that if the letter of recommendation is returned to you in a sealed envelope, it should be submitted to the Carlson Full-Time MBA program unopened.

RECOMMENDER:
Please place your recommendation in a sealed envelope and sign across the seal on the envelope flap so that we can verify the confidentiality of the document when it is received.

This recommendation form can also be found on our website at carlsonschoool.umn.edu/ftmba/apply.

Carlson Full-Time MBA
321 19th Ave South
Suite 1-110
Minneapolis, MN 55455

What are the applicant's chief liabilities or weaknesses? _____

To what extent does the applicant demonstrate creativity and independence in thinking? Describe a situation that has demonstrated this. If you have not had an opportunity to observe this, please indicate so. _____

To what extent does the applicant demonstrate the ability to work with and/or lead others? Please give an example of how you have observed this. If you have not had an opportunity to observe such a situation, please indicate so. _____

The admissions committee would appreciate any additional statement you wish to make concerning the applicant's capacity for graduate work and potential for becoming a responsible and successful manager and leader. _____

Please compare the applicant with others you have known during your professional career. For each of the categories below, please place the applicant in the appropriate reference group.

	1-TRULY EXCEPTIONAL	2-EXCELLENT	3- ABOVE AVERAGE	4-AVERAGE	5-BELOW AVERAGE	6-INADEQUATE OPPORTUNITY TO OBSERVE
Analytical ability	_____	_____	_____	_____	_____	_____
Maturity	_____	_____	_____	_____	_____	_____
Self confidence	_____	_____	_____	_____	_____	_____
Self awareness	_____	_____	_____	_____	_____	_____
Written skills	_____	_____	_____	_____	_____	_____
Oral skills	_____	_____	_____	_____	_____	_____
Assertiveness	_____	_____	_____	_____	_____	_____
Integrity	_____	_____	_____	_____	_____	_____
Interpersonal Skills	_____	_____	_____	_____	_____	_____

	1-OUTSTANDING CANDIDATE	2-STRONG CANDIDATE	3-AVERAGE CANDIDATE	4-FAIR CANDIDATE	5-POOR CANDIDATE
Overall impression of candidate	_____	_____	_____	_____	_____

WRITER'S SIGNATURE

DATE

RECOMMENDATION FORM

APPLICANT'S NAME

RECOMMENDER'S NAME

Applicant Instructions:

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As part of current data privacy regulations, applicants have the right to view the contents of their application file upon request unless they have specifically waived that right. While it is not required, we would strongly suggest that you complete the waiver below in order to allow your recommender to provide an open and honest assessment.

Waiver

I understand that by signing below, I waive all rights to view materials submitted as a recommendation to the Carlson Full-Time MBA program by the recommender named above.

SIGNATURE

DATE

Recommender Instructions:

The person whose name appears above is applying to the Carlson Full-Time MBA program at the University of Minnesota.

The admissions committee carefully considers the statements made by recommenders who can evaluate the applicant's performance and personal qualities through direct experience. Please answer the following questions, using this form, in as specific and candid a manner as possible, particularly noting maturity, goals, direction, and initiative.

The admissions committee understands the time and care necessary to prepare this recommendation and gratefully acknowledges your help.

If the applicant has completed the waiver above, this recommendation form and any additional materials you submit will be kept confidential and the applicant will not be able to request access to it. If you would like to complete a confidential recommendation, please make sure that the applicant has signed the waiver.

WRITER'S NAME

DAY PHONE NUMBER

COMPANY

TITLE

HOME ADDRESS

EMAIL ADDRESS

CITY

STATE

ZIP

Are you a University of Minnesota MBA program graduate? Yes No

YEAR

PROGRAM

How long have you known the applicant? _____
YEARS MONTHS

I am the applicant's direct supervisor

Under what circumstances have you known the applicant? _____

Please evaluate the applicant's demonstrated and/or potential managerial and leadership abilities. _____

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

APPLICANT:
Please specify to your recommender whether you would like your recommendation returned to you or sent directly to the Carlson Full-Time MBA program; you may wish to provide your recommender with a stamped and addressed envelope for this purpose. Remember that if the letter of recommendation is returned to you in a sealed envelope, it should be submitted to the Carlson Full-Time MBA program unopened.

RECOMMENDER:
Please place your recommendation in a sealed envelope and sign across the seal on the envelope flap so that we can verify the confidentiality of the document when it is received.

This recommendation form can also be found on our website at carlsonschool.umn.edu/ftma/apply

Carlson Full-Time MBA
321 19th Ave South
Suite 1-110
Minneapolis, MN 55455

What are the applicant's chief liabilities or weaknesses? _____

To what extent does the applicant demonstrate creativity and independence in thinking? Describe a situation that has demonstrated this. If you have not had an opportunity to observe this, please indicate so. _____

To what extent does the applicant demonstrate the ability to work with and/or lead others? Please give an example of how you have observed this. If you have not had an opportunity to observe such a situation, please indicate so. _____

The admissions committee would appreciate any additional statement you wish to make concerning the applicant's capacity for graduate work and potential for becoming a responsible and successful manager and leader. _____

Please compare the applicant with others you have known during your professional career. For each of the categories below, please place the applicant in the appropriate reference group.

	1-TRULY EXCEPTIONAL	2-EXCELLENT	3- ABOVE AVERAGE	4-AVERAGE	5-BELOW AVERAGE	6-INADEQUATE OPPORTUNITY TO OBSERVE
Analytical ability	_____	_____	_____	_____	_____	_____
Maturity	_____	_____	_____	_____	_____	_____
Self confidence	_____	_____	_____	_____	_____	_____
Self awareness	_____	_____	_____	_____	_____	_____
Written skills	_____	_____	_____	_____	_____	_____
Oral skills	_____	_____	_____	_____	_____	_____
Assertiveness	_____	_____	_____	_____	_____	_____
Integrity	_____	_____	_____	_____	_____	_____
Interpersonal Skills	_____	_____	_____	_____	_____	_____

	1-OUTSTANDING CANDIDATE	2-STRONG CANDIDATE	3-AVERAGE CANDIDATE	4-FAIR CANDIDATE	5-POOR CANDIDATE
Overall impression of candidate	_____	_____	_____	_____	_____

WRITER'S SIGNATURE

DATE