

## Confidential – Letter of Reference

for Academic Year Beginning September 2010

Applicant Last Name	First	Middle

*Under the Family Educational Rights and Privacy Act of 1974, enrolled students have access to educational records concerning them. Students are also permitted to waive their rights of access to letters of reference.*

- I DO WAIVE my right to inspect the contents of the following letter of reference. I understand that Stanford University reserves the right to use the reference as part of any selection process for a different graduate program, for a particular dissertation laboratory, or for financial support derived from any source available to the University.
- I DO NOT WAIVE my right to inspect the contents of the following letter of reference.

The deadline for receipt of this Letter of Reference by the Ph.D. Program is December 1, 2009. Your prompt return of this form is most appreciated, as the applicant cannot be considered without your letter. Please retain a copy for your records.

### To The Referee:

The person whose name appears above is applying for admission to the Ph.D. Program in the Graduate School of Business. **The purpose of this program is to train individuals for careers in academic research and teaching.**

It is quite difficult to predict an applicant's readiness and potential for success in a rigorous doctoral program from test scores and transcripts alone. Your evaluation of the candidate is invaluable to our admission process. The Ph.D. Admissions Committee and the applicant jointly thank you in advance for the time you will invest in helping us learn more about the applicant.

**Referee:** This letter of reference will remain confidential during the admission process. This reference may also be used as part of a selection process for a different graduate program, for a particular dissertation laboratory, or for financial support derived from any source available to the University. *Note: if an admitted and enrolled applicant did not waive the right to read the letter, s/he may read it.*

### Instructions:

Please attach a letter with your overall evaluation of the readiness and potential of the applicant to succeed as a doctoral student and ultimately as a researcher and professor. Because students are selected from a large and well-qualified pool of applicants, we particularly appreciate detailed and candid evaluations that will help us to differentiate among applicants.

We are especially interested in your appraisal of the applicant's intellectual skills, creativity and maturity. We also welcome comments on her or his independence, originality, written and oral expression of ideas, motivation, initiative, and potential for growth. Additionally, it would help us if you could incorporate the following information in your letter:

- » The length and context of your relationship with the applicant, including course(s) you have taught her or him and the level of difficulty.
- » Specific examples of research and writing that the applicant has completed and you have read and evaluated. (Briefly describe the nature of the work and your assessment of it.)
- » The strengths of the applicant relative to other students who have entered or who will enter a comparable graduate program.

Your Name	Title or Position
Email/Phone	Field
Institution/Organization and Address	
Signature _____	Date _____