

**HIGHER EDUCATION LEADERSHIP PROGRAM  
UNIVERSITY OF ARKANSAS  
251 GRADUATE EDUCATION BUILDING  
FAYETTEVILLE, AR 72701  
Phone (479) 575-2207  
Fax (479) 575-2492**

Name of Applicant: \_\_\_\_\_ Phone: \_\_\_\_\_  
(Print or Type) (Home Number)

To: \_\_\_\_\_  
(Print of type name of person who is to complete this form)

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**Directions for Letter of Recommendation**

TO THE APPLICANT: This form should be given to persons able to comment on your qualifications for graduate study. For the convenience of the person completing this form, it is suggested you include a stamped, self-addressed envelope.

Under the Family Educational Rights and Privacy Act of 1974, students are entitled to review their records, including letters of recommendation. However, those writing recommendations and those assessing recommendations may attach more significance to them if it is known that the recommendations will remain confidential. It is your choice to waive your right of access to these recommendations or to decline to do so. Please mark the appropriate phrase below, indicating your choice, and sign your name.

- I waive my right to review this recommendation.
- I do **not** waive my right to review this recommendation.

\_\_\_\_\_  
Applicant's signature

\_\_\_\_\_  
Date

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TO THE PERSON COMPLETING THIS FORM: I am applying for admission to the \_\_\_\_\_ Master's, \_\_\_\_\_ Educational Specialist (Ed.S.) or \_\_\_\_\_ Doctoral degree graduate program in the field of Higher Education in the College of Education and Health Professions at the University of Arkansas, Fayetteville. I would appreciate having you as a reference. If you agree, please complete the information requested and return the form directly to the address at the top of this form.

1. I have known the applicant for approximately \_\_\_\_\_ years.
  2. I know the applicant:       Slightly       Fairly well       Very well.
  3. I have known the applicant:
    - as a graduate student       as a teaching/research assistant
    - as an undergraduate student       as an advisee
    - other (please specify relationship) \_\_\_\_\_
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## RECOMMENDATION

Directions: Please rate the applicant on the dimensions described below. Use as a frame of reference other persons you have known as successful students/graduates of comparable graduate programs of which you are aware. (Check the SCALE column which best reflects your rating of this applicant.)

### DIMENSIONS

### SCALE

<b>INTELLECTUAL CAPACITY:</b> Includes such things as the breadth of academic and general knowledge.	Exceptional	Above Average	Acceptable	Definitely Lacking	No Basis For Judgment
<b>INDUSTRY AND APPLICATION:</b> Includes such things as initiative, willingness to work, persistence, quality of work produced, work habits (planning and management of time).	Self-Motivated	Above Average	Acceptable	Lacks Motivation	No Basis For Judgment
<b>CREATIVITY/ORIGINALITY:</b> Includes the ability to conceptualize ideas and imagine new solutions to problems/opportunities.	Consistently Exceptional	Above Average	Occasionally	Content with Status Quo	No Basis For Judgment
<b>ORAL COMMUNICATION:</b> Includes ability to present ideas in small groups or formal presentations	Exceptional	Highly Effective	Acceptable	Has Difficulty	No Basis For Judgment
<b>WRITTEN COMMUNICATION:</b> Includes written expression skills of clarity, correctness, and succinctness.	Exceptional	Highly Effective	Acceptable	Has Difficulty	No Basis For Judgment
<b>INTERPERSONAL SKILLS:</b> Includes ability to establish and maintain personal and professional relationships.	Exceptional	Highly Effective	Acceptable	Has Difficulty	No Basis For Judgment
<b>LEADERSHIP SKILLS:</b> The ability to influence others so that they strive willingly and enthusiastically toward the accomplishment of objectives.	Definitely a Leader	Frequently a Leader	Occasionally a leader	Normally a follower	No Basis For Judgment
<b>ANALYSIS:</b> The ability to see the relationship(s) among variables relevant to a situation.	Exceptional	Above Average	Acceptable	Definitely Lacking	No Basis For Judgment
<b>INTEGRITY:</b> The ability to inspire trust, stand on principles and maintain ethical standards in one's work and relationships.	Exceptional	Above Average	Acceptable	Definitely Lacking	No Basis For Judgment
<b>ENERGY:</b> The ability to maintain vigor and vitality.	Exceptional	Above Average	Acceptable	Definitely Lacking	No Basis For Judgment
<b>PROFESSIONAL PROMISE/POTENTIAL:</b> Includes a commitment to the field of study, motivation to achieve (Your assessment of professional promise).	Exceptional	Good	Fair	Definitely Lacking	No Basis For Judgment
<b>OVERALL ENDORSEMENT:</b> Indicate your overall endorsement of the applicant.	Highly Recommend	Recommend	Recommend with Reservations	Not Recommended	No Basis for Comments on Recommendation

Please amplify and/or clarify any of the above or indicate other information which you believe would be relevant to consideration of this applicant to pursue the Master's, Educational Specialist or Doctoral Degree in Higher Education

Signature of person completing this form: \_\_\_\_\_ Phone # \_\_\_\_\_

Title and institution: \_\_\_\_\_

Address: \_\_\_\_\_  
(Street) (City) (State & Zip Code)

**Thank you for completing this rating. Please mail directly to the address on the front of the recommendation form.**