

Coleman

**MBA APPLICATION
STANFORD UNIVERSITY GRADUATE SCHOOL OF BUSINESS**

ATTACHMENT FOR QUESTIONS 1-6

I am pleased to write on behalf of Jenifer Coleman and her application to Stanford, she is enormously gifted and will be very successful in the next phase of her career.

Jenifer has a difficult job requiring that she simultaneously analyze complex policy problems and navigate among strong personalities in a high pressure environment. According to all accounts, she performs with excellence.

Jenifer's job requires that each week she process new information, translating it into understandable text, and eventually analyzing it into useful data. During the President's campaign I saw first-hand how difficult this can be. One must be creative in seeking out problems, critical in evaluating them, clear-minded in explaining the significance of the results. Jenifer receives high marks from everyone she comes in contact with.

I have also seen first-hand, personal qualities that make Jenifer's intellectual skills even more valuable. It is hard to imagine a position that requires a calmer or more determined attitude than the job Jenifer occupies. She is friendly to all, critical when necessary, and very hard-working. She will be an asset to any team, and her savvy in dealing with people will make her a strong leader as well.

I have come in contact with a number of very talented young professionals in both the legal and political realms. I believe Jenifer scores among the very highest in qualities such as intellect, cooperative skill, energy and determination. She would be an exceptional asset to Stanford, and will achieve a great deal in her chosen profession.



Coleman

LETTER OF REFERENCE

Master of Business Administration Program, Autumn 1998

To the applicant: Please type or print your name in ink.

NAME: Last Coleman	First Jenifer	Middle S	Name you prefer to be called
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I understand that federal law provides me, after enrollment, with a right of access to this Letter of Reference and that no school may require me to waive this right.

I hereby ☒ **wave** ☐ **do not wave** my right of access to this Letter of Reference.

Jenifer S. Coleman **5/3/98**
Signature Date

If this section is not completed and signed, we will consider your rights to be waived.

TO THE RECOMMENDER:

Thank you for taking the time to write on behalf of this candidate, who is applying to the Master of Business Administration Program at the Graduate School of Business at Stanford University. We have found that the most useful recommendations provide detailed descriptions and specific anecdotes of the candidate's intellectual abilities and personal qualities as they relate to his or her potential for senior-level management. This kind of information helps us to distinguish the very best candidates from among a pool of many well-qualified ones.

We would appreciate your answering the questions listed on the back of this sheet. Please return this form and your recommendation to the applicant in a sealed envelope, with your signature across the seal. (Please retain a copy of this form and your letter for your files.)

The applicant will submit the sealed, signed envelope to us as part of the completed application package. If you prefer, you may submit the form directly to our office. We will send you a postcard to let you know that your recommendation has arrived in our office.

We appreciate your efforts on behalf of the candidate and look forward to hearing from you. Your perspective is important to us, as is the degree of enthusiasm and confidence with which you support the candidate's application to the Graduate School of Business.

Marie M. Mookini

Marie M. Mookini
Director of MBA Admissions

NAME OF PERSON COMPLETING THIS FORM Thomas Freedman		POSITION / TITLE Special Assistant to President	
ORGANIZATION White House	ADDRESS Room 213, OSOB, Washington DC 20500		
MAY WE CONTACT YOU AT WORK REGARDING THIS APPLICANT? Yes ☒ No ☐		Telephone: 202 237 7832 Fax: 202 237 7832	
HOW LONG HAVE YOU KNOWN THE APPLICANT? 1 years 8 months	DURING WHICH PERIOD OF TIME HAVE YOU HAD THE MOST FREQUENT CONTACT WITH THE APPLICANT? 3/97 to Current		
DEFINE YOUR RELATIONSHIP TO THE APPLICANT AND DESCRIBE THE CIRCUMSTANCES UNDER WHICH YOU HAVE KNOWN HIM OR HER. Jenifer works for a consultant who advises the President and I work on new policy proposals for the Administration.			
Signature <u><i>Thomas Freedman</i></u>		Date <u>3/12/98</u>	

(continued on other side)

1. What are the applicant's greatest strengths? In what ways might you distinguish the applicant from other able individuals at his or her professional level?
2. What are the applicant's weaknesses or developmental needs?
3. Comment on the applicant's abilities in his or her area of professional or academic specialization (technical knowledge, analytical ability, attention to detail, creativity, imaginative problem-solving, etc.).
4. Describe the applicant's interpersonal skills (effectiveness in establishing and maintaining relationships, working with supervisors, peers, and subordinates; sensitivity to those less competent; willingness to work in a team environment, etc.).
5. Discuss the applicant's performance in leadership roles, including specific strengths and weaknesses. If you have not had the opportunity to observe the applicant in a leadership role, please comment on his or her potential for senior-level management.
6. Is there anything else about this applicant that you feel is relevant to our assessment of his or her candidacy (e.g., personal integrity, maturity, demonstrated commitment to improving the lives of others, impact and unusual accomplishments in the workplace)?

The following checklist provides a convenient method to describe the candidate in summary fashion, using the applicant's peer group as your reference group. Please tell us what peer group you have chosen to use, and feel free to explain any of your ratings in your recommendation.

	NO BASIS FOR JUDGEMENT	BELOW AVERAGE	AVERAGE (TOP 50%)	GOOD (TOP 25%)	VERY GOOD (TOP 10%)	OUTSTANDING (TOP 5%)	TRULY EXCEPTIONAL (TOP 2%)
	Analytical/quantitative skills						
	Initiative/motivation						
	Intellectual curiosity						
	Creativity						
	Energy						
	Demonstrated leadership potential						
	Ability to work as a team member						
	Sensitivity to others						
	Respect accorded by management						
	Respect accorded by peers						
	Overall rating						