



UNC  
KENAN-FLAGLER  
BUSINESS SCHOOL

# MBA *for* Executives

APPLICATION

[www.emba.unc.edu](http://www.emba.unc.edu)

**MBA for Executives Class of 2013**

**EVENING PROGRAM**

(August 2011 - August 2013)

**WEEKEND PROGRAM**

(January 2012 - August 2013)

**OneMBA® PROGRAM**

(September 2011 - May 2013)

# APPLICATION CHECKLIST

You may complete this application by printing the PDF file or applying online at [www.emba.unc.edu/application](http://www.emba.unc.edu/application). Regardless of the method you choose, your complete application will include the following components:

## ITEMS YOU SEND BY MAIL OR ONLINE:

- Application forms
- Resume
- Essays
- Three work-related recommendation forms submitted online or sealed in individual envelopes by each evaluator with their signature across the seal

## ITEMS YOU SEND BY MAIL:

- Statement of Corporate Support
- Official copies of all university transcripts in sealed envelopes
- \$140 check made payable to “UNC’s Kenan-Flagler Business School”

## OTHER APPLICATION COMPONENTS:

- GMAT scores – Official scores must be sent directly to Kenan-Flagler by the testing service. The Kenan-Flagler institution code is D40-HL-17.
- Application Interview – After your complete application has been received at the MBA for Executives Office, we will contact you to schedule an interview with an admissions committee member.

# ADMISSIONS SCHEDULE

	<i>Application completed and postmarked by:</i>	<i>Admissions decision mailed by:</i>
<b>EVENING PROGRAM</b> beginning August 2011	January 19, 2011 March 16, 2011 May 4, 2011	March 5, 2011 May 5, 2011 June 11, 2011
<b>WEEKEND PROGRAM</b> beginning January 2012	April 7, 2011 July 7, 2011 September 29, 2011	May 25, 2011 September 7, 2011 November 23, 2011
<b>OneMBA PROGRAM</b> beginning September 2011	February 1, 2011 March 28, 2011 June 1, 2011	April 8, 2011 June 3, 2011 July 29, 2011

**Note:** Because of the competitive nature of the MBA for Executives selection process, early application can be to your advantage. Applications received after the deadlines will be considered on a space-available basis. While we prefer to receive GMAT scores before the application deadline, scores received by the MBA for Executives Office within three weeks after the deadline will be considered.

# CONTACTS

## UNC KENAN-FLAGLER MBA FOR EXECUTIVES PROGRAMS OFFICE

MBA for Executives  
Kenan-Flagler Business School  
UNC – Chapel Hill  
Campus Box 3490, McColl Building  
300 Kenan Center Drive, Suite 3100  
Chapel Hill, NC 27599-3490

Phone: 1-877-UNC-EMBA  
(1-877-862-3622, toll-free  
within the U.S.)  
919-962-8863  
Fax: 919-962-0551  
E-mail: [emba@unc.edu](mailto:emba@unc.edu)  
Web sites: [www.emba.unc.edu](http://www.emba.unc.edu)  
[www.embatalk.com](http://www.embatalk.com)

## STUDENT AID

Susan Brooks or Jennifer Smith  
UNC – Chapel Hill  
Campus Box 3490  
Chapel Hill, NC 27599-3490  
Phone: 919-962-9096  
Email: [EMBAfinancialaid@unc.edu](mailto:EMBAfinancialaid@unc.edu)

## GRADUATE MANAGEMENT ADMISSIONS TEST (GMAT)

Phone: 952-681-3680;  
1-800-717-GMAT  
Email:  
[GMATCandidateServicesAmericas@pearson.com](mailto:GMATCandidateServicesAmericas@pearson.com)  
Web site: [www.mba.com](http://www.mba.com)

# APPLICATION GUIDELINES

## APPLICATION FORMS

Applications are available in two forms:

- Online at [www.emba.unc.edu/applyonline](http://www.emba.unc.edu/applyonline)
- PDF — print and complete

## RESUME

Enclose a current resume, indicating job duties, responsibilities and accomplishments for each position. Account for all of your employment or business activities since college graduation. List any professional certificates that you hold (CLU, CPA, Registered Engineer, Real Estate License, etc.) Also include any professional or community organizations in which you are an officer or an active member. If available, attach a copy of your employer's job description for your current job and/or an organization chart to your resume.

## ESSAYS

The essays are used to evaluate your communication skills, so they should be your own work. Please double space, include your name on each sheet and limit your responses to no more than two pages per question. If submitting your application online, please include all essays in one file.

## PROFESSIONAL RECOMMENDATIONS

Select three professional colleagues who are familiar with your management experience and potential. Unless you are self-employed, you should include your immediate supervisor or other senior executive from your company. If submitting recommendation online:

- Email notification will be sent to your recommenders upon completion of that portion of the application.
- You will be notified by email after each recommendation is submitted.

If submitting recommendations on paper:

- Print copies of the form in PDF format, visit <http://www.emba.unc.edu/recommendation>.
- You complete "Applicant" portion of the recommendation form.
- Provide a return envelope addressed to you.
- The evaluators will return the completed form to you in the envelope you provide, sealed, with their signature written across the seal.
- Enclose the unopened recommendations with your completed application packet.

## STATEMENT ON EQUAL EDUCATIONAL OPPORTUNITY

The University of North Carolina at Chapel Hill is committed to equality of educational opportunity and does not discriminate against applicants, students or employees based on race, color, national origin, religion, gender, age, disability or sexual orientation. Moreover, the University is open to people of all races and actively seeks to promote racial integration by recruiting and enrolling a large number of African American, Hispanic and Native American students.

## CAMPUS SECURITY REPORT

Pursuant to the Student Right-to-Know and Campus Security Act, the University publishes a Campus Security Report. The report contains campus crime and arrest statistics as well as information about the University's campus security policies and procedures. Prospective students who would like a copy of the report may request one from the MBA Admissions and Student Services Office.

## STATEMENT OF CORPORATE SUPPORT

Ask your supervisor or other appropriate person to complete this form indicating that your company is willing to grant you time off to attend classes. This form is not required for self-employed applicants. Include the completed form with your other application materials. To print copies of the form in PDF format, visit [www.emba.unc.edu/corporatesupport](http://www.emba.unc.edu/corporatesupport).

## COLLEGE OR UNIVERSITY TRANSCRIPTS

An official transcript of all undergraduate and graduate work is required. Send a return envelope addressed to you with your transcript request. The registrar should send the sealed transcript to you. Do not open the sealed envelope.

*Note: Course work toward an MBA degree at another institution will be viewed only as an additional indication of your ability to perform in UNC's MBA for Executives Program. No transfer credit is given.*

## APPLICATION FEE

Enclose the \$140 non-refundable application fee with your application materials. The check or money order should be made payable to UNC's Kenan-Flagler Business School. Applications received without the fee will not be processed. A separate application fee is required for each program to which you apply.

## GRADUATE ADMISSIONS MANAGEMENT TEST (GMAT)

**Evening or Weekend Applicants:** Complete the GMAT and have the scores sent directly to UNC Kenan-Flagler (code is D40-HL-17). Only GMAT scores from the last five years will be accepted. While we prefer to receive GMAT scores before the application deadline, scores received by the MBA for Executives office within three weeks after the deadline will be accepted.

If you have a PhD or master's degree in a technical field, you may qualify for a waiver of the GMAT. To be considered for a GMAT waiver, you must submit a letter requesting the waiver at least one month before the application deadline. The request must also include transcripts of all prior academic work and a resume.

**OneMBA Applicants:** The GMAT is optional, but recommended if your academic record does not demonstrate strong quantitative skills.

## APPLICATION DELIVERY

If not applying online, mail all application materials to the MBA for Executives office in one envelope. The complete package should be postmarked by the application deadline. The address is listed in the "Contacts" section of this application.

# UNC KENAN-FLAGLER MBA FOR EXECUTIVES

## CLASS OF 2013 APPLICATION

### PROGRAM REQUESTED (check one only)

- Evening, beginning August 2011  
 Weekend, beginning January 2012  
 OneMBA, beginning September 2011

Have you applied to a UNC Executive MBA Program before?  Yes  No

If yes, what year(s)

### PERSONAL INFORMATION

Name: First Middle Last

Mr.  Ms.  Dr. Preferred name:

Previous name that may appear on records:

U.S. Social Security Number\*:

			-						
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Current Home Address: Street

City State/Province Zip Country

Birth Date: Month Day Year

Gender:  Male  Female

Veteran Status:  Veteran  Not a Veteran

Ethnic Background\*\* (U.S. citizens only):

- African American/Black  Other  
 American Indian/Alaska Native  Pacific Islander American  
 Asian American  White or Caucasian  
 Hispanic/Latino

U.S. Citizenship Status:

- U.S. Citizen  
 U.S. Permanent Resident (Green Card)  
 Foreign National

Country(ies) of Citizenship:

Passport Number:

Language Proficiency:

Proficiency Level:

Language Spoken:  Native  Fluent  Average  Basic

Language Spoken:  Native  Fluent  Average  Basic

Language Spoken:  Native  Fluent  Average  Basic

Contact Information:

Home: Telephone Fax E-Mail

Business: Telephone Fax E-Mail

Mobile: Pager:

Please check the address or number you prefer for us to use:

- Mailing address:  Home  Business  
Telephone number:  Home  Business  Mobile  Pager  
Fax number:  Home  Business  
E-mail address:  Home  Business

\* I understand that I am required to provide my Social Security Number so that the University can fulfill its reporting obligations under Federal and State tax laws. In addition, unless I have marked out this sentence, I am voluntarily permitting the University to use my Social Security Number for the University's internal record-keeping and information management operations.

\*\* The information on this form is needed for reporting and research purposes. All individual student information will be treated as confidential. Information collected will not be used in a discriminatory manner, but will be used for summary reports required by state and federal laws and regulations to support institutional affirmative action efforts. Refusal to provide any of the requested optional information will not adversely affect the processing of your application.

**EMPLOYMENT**

Company/Organization: .....

Business Address: Street .....

City State/Province Zip Country .....

Employer's Business: .....

Company Web site (if available): .....

Parent Company's Name (for subsidiaries only): .....

Current Job Title: .....

Years in this Position: .....

Total years of full-time work experience: .....

Total years in a management position: .....

Title of person to whom you report: .....

Number and titles of employees reporting to you: .....

Current total compensation (include salary, most recent bonus, and other financial compensation): .....

Using the codes and descriptions listed below, select the industry code that best describes your current company and the function code that best describes your position in the company:

Industry (code/description): .....

Function (code/description): .....

Estimated Annual Gross Revenues for Entire Company (in U.S. dollars):

- Less than \$50 million
- \$50 million to \$500 million
- More than \$500 million
- Not-for-profit organization

Estimated number of employees in your company: .....

INDUSTRY	INDUSTRY NAME CODE						
<b>10</b>	<b>MANUFACTURING:</b>	11.04.02	Telecommunications	14.01.02	Financial Mgmt. Training	15	Human Resources
10.01	Chemicals/Pharmaceuticals	11.04.03	Other		Program in Corporate Banking	16	Information Systems:
10.02	Consumer Goods:	11.05	Computer-Related Services	14.01.03	Retail/Branch Banking	16.01	Application
10.02.01	Food/Beverage Tobacco	11.06	Construction	14.01.04	Underwriting/Advising		Development
10.02.02	Household Products	11.07	Consulting	14.01.05	Other	16.02	Management
10.02.03	Other	11.08	Engineering-Related Services	14.02	Finance Within a Corporation:	16.03	Other
10.03	Energy:	11.09	Entertainment/Leisure	14.02.01	Accounting/Control/Planning	17	Management:
10.03.01	Gas	11.10	Financial Services:	14.02.02	Mergers and Acquisitions	17.01	Corporate Training Program
10.03.02	Minerals	11.10.01	Commercial Banking	14.02.03	Treasury	17.02	General Management
10.03.03	Oil	11.10.02	Diversified Financial Services	14.02.04	Other (General Finance)	17.03	Other
10.03.04	Other	11.10.03	Insurance	14.03	Investment Banking - Corporate Finance	18	Marketing:
10.04	Forest Products:	11.10.04	Investment Banking	14.03.01	Asset Securitization/Structured	18.01	Advertising
10.04.01	Packaging	11.10.05	Venture Capital	14.03.02	Finance Product Group	18.02	Brand/Product
10.04.02	Paper	11.10.06	Other	14.03.03	Debt Finance Product Group		Management - Consumer
10.04.03	Other	11.11	Food Services/Lodging	14.03.04	Equity Product Group	18.03	Brand/Product
10.05	Heavy Capital Intensive/ Raw Materials Suppliers	11.12	Health Care Services	14.03.05	Financial Sponsors Product Group		Management - Industrial
10.06	High Tech:	11.13	Law	14.03.06	High Yield Product Group	18.04	Communication
10.06.01	Biomedical/Biotechnology	11.14	Military	14.03.07	M&A Product Group	18.05	Public Relations
10.06.02	Computers	11.15	Real Estate Finance	14.03.08	Syndications Product Group	18.06	Research and/or Product
10.06.03	Electronics	11.16	Retailing/Wholesaling	14.03.09	Other Product Group		Development
10.06.04	Software	11.17	Sports Management	14.03.09	Aerospace/Defense Industry Group	18.07	Retailing
10.06.05	Telecommunications	11.18	Trading/Import Export	14.03.10	Automotive Industry Group	18.08	Sales
10.06.06	Other	11.19	Transportation Services	14.03.11	Diversified Manufacturing	18.09	Services Marketing
10.07	Machinery	11.20	Utilities	14.03.12	Industry Group	18.10	Sports
10.08	Medical/Health Care Devices	11.21	Widely Diversified Services	14.03.12	Energy/Chemicals Industry Group		Marketing/Management
10.09	Printing			14.03.13	Financial Institutions Group (FIG)	18.11	Other
10.10	Rubber/Plastics	<b>FUNCTION</b>	<b>FUNCTION NAME CODE</b>	14.03.14	Health Care Industry Group	19	Operations/Global Supply
10.11	Textiles/Clothing	10.01	Accounting:	14.03.15	Real Estate Industry Group		Chain Management:
	Development and Service	10.02	Audit	14.03.16	Telecommunications/Media	19.01	Production/Operations
10.12	Transportation:	10.03	Business Advising	14.03.17	Industry Group		Management
10.12.01	Aerospace	10.04	Tax	14.03.18	Textiles Industry Group	19.02	Service Management
10.12.02	Auto	10.05	Other	14.03.19	Other Industry Group	19.03	Other
10.12.03	Other	11	Consulting:	14.04	Product/Industry Generalist	20	Professional Advising
10.13	Widely Diversified Manufacturing	11.01	General		Investment Banking -		Service Area:
		11.02	Mgmt./Financial/Strategic	14.05	Private Client Services	20.01	Health Services Counseling
		11.03	Human Resources	14.06	Investment Banking - Research	20.02	Law
		11.03	Info Systems/ERP	14.06.01	Investment Banking - Sales and Trading:	20.03	Medicine
			(design/implementation)	14.06.02	Equity	20.04	Religion
		11.04	Other	14.07	Fixed Income	20.05	Other
		12	Strategic/Business Planning	14.08	Investment/Portfolio Management	21	Research and Development
11.03.01	Arts/Education/Government:	13	Engineering	14.09	Personal Financial Planning	22	Teaching
11.03.02	Art	14	Finance:	14.09.01	Real Estate:	23	Entrepreneur
11.03.03	Education	14.01	Banking	14.09.02	Development		(Started Own Business)
11.03.03	Government	14.01.01	(Non-Investment Banking):	14.09.03	Financing		
11.04	Communications Services:		Commercial Lending	14.09.04	Sales		
11.04.01	Media	14.01.01		14.10	Other		
	(TV, Radio, Print, Publishing)				Venture Capital		

**EDUCATION**

**Colleges and Universities Attended** (*List highest degrees first. Use attachment, if necessary.*)

Institution/Location				
Major	From	To	Degree	GPA
Institution/Location				
Major	From	To	Degree	GPA
Institution/Location				
Major	From	To	Degree	GPA
Institution/Location				
Major	From	To	Degree	GPA
Institution/Location				
Major	From	To	Degree	GPA

*If there are any factors that have influenced your grade point average or your test scores, and you would like these factors to be considered, please explain on a separate sheet.*

**Other Courses**

*(List any relevant courses not listed on your transcripts that you expect to complete prior to entering the Executive MBA Program.)*

Course:	School:	Completion Date:
Course:	School:	Completion Date:
Course:	School:	Completion Date:
Course:	School:	Completion Date:

**Activities/Organizations**

*(List community activities in which you are involved or organizations to which you belong. Include leadership positions held.)*

.....

.....

.....

.....

.....

**Honors/Awards**

*List honors or awards you have received (community-related or professional)*

.....

.....

.....

.....

.....

**GMAT TEST SCORES**

*Note: If you have not yet completed the GMAT, indicate the date when you will be tested. Test results received by UNC Kenan-Flagler within three weeks after the application deadline will be considered.*

Test Date: Month/Year	
Overall Score:	Overall Percentage:
Verbal Score:	Verbal Percentage:
Quantitative Score:	Quantitative Percentage:
Analytical Writing Score:	Analytical Writing Percentage:

**PROFESSIONAL RECOMMENDATIONS**

List the three people you have asked to provide recommendations. (These recommendations should be work-related, including an evaluation from your immediate supervisor.)

Name: ..... Title: .....  
Company: ..... Telephone: .....  
Address: .....  
City: ..... State: ..... Zip: ..... Country: .....

Name: ..... Title: .....  
Company: ..... Telephone: .....  
Address: .....  
City: ..... State: ..... Zip: ..... Country: .....

Name: ..... Title: .....  
Company: ..... Telephone: .....  
Address: .....  
City: ..... State: ..... Zip: ..... Country: .....

**PERSONAL ASSESSMENT:**

Your primary area of professional expertise: .....

Functional knowledge: Assess your proficiency in the following areas. (This information will be used to form study teams.)

	Low	Moderate	High
Accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managerial Economics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational Behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quantitative Methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Computer skills: Assess your proficiency in using the following software.

	Low	Moderate	High	
Microsoft Excel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Do you have Internet access at your home <input type="radio"/> Yes <input type="radio"/> No
Microsoft PowerPoint	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	If yes, what speed Internet access do you have? _____

If your proficiency is low, what steps will you take to develop these abilities before the Program start date?

.....  
.....

Mathematical abilities: Assess your proficiency in the following areas:

	Low	Moderate	High
Intermediate Algebra	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Statistics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Differential and Integral Calculus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**ADDITIONAL INFORMATION**

How will you finance your MBA?

- Corporate Support
- Self-Financed (\_\_\_\_% or \$\_\_\_\_)
- \_\_\_\_ Full reimbursement (contractual obligation of \_\_\_\_ years)
- \_\_\_\_ Partial reimbursement (\_\_\_\_% or \$\_\_\_\_)
- \_\_\_\_ Loan forgivable over \_\_\_\_ years

List other executive MBA programs to which you are applying:

.....  
Have you attended an information session or other event?  Yes  No

Have you visited one of our classes?  Yes  No

Which of the following influenced your decision to apply to UNC's Kenan-Flagler Business School? (Check all that apply.)

Alumni / Current Students (names)

Faculty / Staff (names)

Print Ad

Radio Ad

Banner Ad

Search Engine

Other (specify) .....

.....  
**PERSONAL CERTIFICATION**

Have you ever been subjected to disciplinary action by a college or university?

Yes  No If yes, please explain on a separate sheet of paper.

Have you ever been subjected to disciplinary action by any professional society to which you belong?

Yes  No If yes, please explain on a separate sheet of paper.

Have you ever been convicted of or arrested for a violation of the law other than a minor traffic violation?

Yes  No If yes, please explain on a separate sheet of paper.

## CAMPUS SAFETY QUESTIONS

Your "yes" to one or more of the following questions will not necessarily preclude your being admitted. However, your failure to provide complete, accurate and truthful information will be grounds to deny or withdraw your admission, or to dismiss you after enrollment. For the purpose of the following six questions, "crime" or "criminal charge" refers to any crime other than a traffic-related misdemeanor or an infraction. You must, however, include alcohol or drug offenses whether or not they are traffic related.

1. Have you been convicted of a crime? (yes, no)
2. Have you entered a plea of guilty, a plea of no contest, a plea of nolo contendere, or an Alford plea, or have you received a deferred prosecution of prayer for judgment continued, to a criminal charge? (yes, no)
3. Have you otherwise accepted responsibility for the commission of a crime? (yes, no)
4. Do you have any criminal charges pending against you? (yes, no)
5. Have you ever been expelled, dismissed, suspended, placed on probation, or otherwise subject to any disciplinary sanction by any school, college or university? (yes, no)
6. If you have ever served in the military, did you receive any type of discharge other than an honorable discharge? (yes, no, currently serving, never served)

If you answered "yes" to any of the six questions above, please explain the circumstances below.

You must promptly notify the Admissions Office in writing of any criminal charge, any disposition of a criminal charge, or any school, college, or university disciplinary action against you, or any type of military discharge other than an honorable discharge that occurs any time after you submit this application. Your failure to do so will be grounds to deny or withdraw your admission, or to dismiss you after enrollment.

# STUDENT CODE OF CONDUCT

## HONOR CODE

The Code of Student Conduct provides that it shall be the responsibility of every student at the University of North Carolina at Chapel Hill to obey and support the enforcement of the Honor Code, which prohibits lying, cheating or stealing when these actions involve academic processes or University, student or academic personnel acting in an official capacity. It shall be the further responsibility of every student to abide by the Campus Code; namely to conduct oneself so as not to impair significantly the welfare or educational opportunities of others in the University community. As an applicant to the University of North Carolina at Chapel Hill, you are expected to conform to the spirit of the Code of Student Conduct throughout the application process. It is the responsibility of every student to create an environment conducive to a positive learning experience for a diverse student body. This includes fully participating in residency activities, showing respect for other cultures, and appropriately representing the University. Upon enrollment in the University, all students, regardless of their status, agree to uphold the Code of Student Conduct.

Please read and sign the following statement:

*“To the best of my knowledge, the information I have provided in this application is a true and accurate account. I understand that misrepresentation of application information is sufficient grounds for denial of admission, for cancellation of admission or expulsion. This application is my own honest statement to the admissions committee.”*

.....  
**Signature**

**Date**

# ESSAYS

Write each essay on a separate sheet(s) of paper, including your name on each sheet. Your essays should be typed, double-spaced and no longer than two pages for each question. These essays should be your own individual work, since they are used to evaluate your written communication skills. If submitting online, please include all essays in one file.

## ESSAY TOPICS

1. Summarize your current level of responsibility and decision-making ability in your company. What role do you play in your organization's strategy? What are your career goals for the next five years? What steps do you see yourself taking to achieve these goals? How will a UNC Kenan-Flagler MBA help you reach your goals?
2. What are your primary strengths? What aspects of yourself would you like to improve? What do you hope to learn during the MBA for Executives Program that will help you refine your strengths and minimize your weaknesses?
3. MBA for Executives students learn a great deal from both the faculty and their classmates. At UNC, they are expected to contribute by interacting with classmates and faculty in study teams and in the classroom. How will you differentiate yourself from your classmates? Provide examples of your professional experiences that will distinguish you from your classmates and will provide valuable insights for them.
4. (Optional) What would you like to tell us that would help us evaluate your application? Or, what unique personal qualities or life experiences outside of work distinguish you from other applicants?

# RECOMMENDATION

## APPLICANT

Please complete the following section. To print additional copies of this form in PDF format, visit [www.emba.unc.edu/recommendation](http://www.emba.unc.edu/recommendation).

Name:

First Middle Last

The Family Educational Rights and Privacy Act of 1974 entitles students to have access to their educational records. The following signed statement indicates your wishes regarding this recommendation.

- I waive my right to inspect the contents of the following recommendation.
- I do not waive my right to inspect the contents of the following recommendation.

Signed Date

## EVALUATOR

Thank you for agreeing to write on behalf of this candidate who is applying to the MBA for Executives Program at UNC's Kenan-Flagler Business School. The admissions committee values your assessment of this applicant's work history and potential for leadership in the future. The most helpful recommendations include specific examples of past performance and/or personal qualities.

Please complete the information requested on both pages of this form. If you need additional sheets, please attach them to this form. Your comments will be completely confidential if the applicant has agreed to waive his or her rights above.

Please enclose your recommendation in the envelope provided by the applicant. Seal and sign your name across the seal, then return the sealed envelope to the applicant so that it can be sent to the MBA for Executives Office with his or her application package.

Recommendations are an important part of our selection process, and we sincerely thank you for your efforts on behalf of this applicant. Please feel free to contact our office if you have questions or concerns by calling 1-877-UNC-EMBA (1-877-862-3622).

Evaluator's Name  Mr.  Ms.  Dr.  
Company/Organization Telephone  
Business Address  
City State Zip Country

Please respond to the questions on the second page.



**EVALUATION OF APPLICANT**

Please respond in the spaces below, or on an attached sheet.

1. How long have you known the applicant?  
.....  
.....
2. Under what circumstances do you know the applicant?  
.....  
.....
3. Please describe the applicant's potential within your organization. How will the MBA degree contribute to the applicant's managerial advancement within your organization?  
.....  
.....
4. Please discuss your observations of the applicant's leadership skills and ability to work as a team member.  
.....  
.....
5. Please discuss the applicant's weaknesses and efforts, if any, the applicant has made to improve these areas.  
.....  
.....
6. Please evaluate the applicant in terms of the qualities listed below, using the applicant's peer group as your reference.

	EXCEPTIONAL (Highest 5%)	OUT- STANDING (90-94%)	ABOVE AVERAGE (75-89%)	AVERAGE (40-74%)	BELOW AVERAGE (Lowest 40%)	No basis for judgment
Intellectual ability						
Leadership potential						
Ability to work effectively with others						
Creativity						
Maturity						
Sense of humor						
Initiative						
Self-confidence						
Personal integrity/ethics						
Analytical ability						
Time management						
Oral communication skills						
Written communication skills						

7. Please provide your evaluation of the applicant's potential for the following:

	EXCEPTIONAL (Highest 5%)	OUT- STANDING (90-94%)	ABOVE AVERAGE (75-89%)	AVERAGE (40-74%)	BELOW AVERAGE (Lowest 40%)	No basis for judgment
Academic Success						
Personal Leadership						
Future Managerial or Business Success						

Please summarize your evaluation of this MBA for Executives candidate by checking the appropriate box below:

- Strongly recommend  
  Recommend  
  Recommend with some reservation (*Please explain.*)  
  Do not recommend

Signature .....

Date .....

# RECOMMENDATION

## APPLICANT

Please complete the following section. To print additional copies of this form in PDF format, visit [www.emba.unc.edu/recommendation](http://www.emba.unc.edu/recommendation).

Name: \_\_\_\_\_  
First Middle Last

The Family Educational Rights and Privacy Act of 1974 entitles students to have access to their educational records. The following signed statement indicates your wishes regarding this recommendation.

- I waive my right to inspect the contents of the following recommendation.
- I do not waive my right to inspect the contents of the following recommendation.

Signed \_\_\_\_\_ Date \_\_\_\_\_

## EVALUATOR

Thank you for agreeing to write on behalf of this candidate who is applying to the MBA for Executives Program at UNC's Kenan-Flagler Business School. The admissions committee values your assessment of this applicant's work history and potential for leadership in the future. The most helpful recommendations include specific examples of past performance and/or personal qualities.

Please complete the information requested on both pages of this form. If you need additional sheets, please attach them to this form. Your comments will be completely confidential if the applicant has agreed to waive his or her rights above.

Please enclose your recommendation in the envelope provided by the applicant. Seal and sign your name across the seal, then return the sealed envelope to the applicant so that it can be sent to the MBA for Executives Office with his or her application package.

Recommendations are an important part of our selection process, and we sincerely thank you for your efforts on behalf of this applicant. Please feel free to contact our office if you have questions or concerns by calling 1-877-UNC-EMBA (1-877-862-3622).

Evaluator's Name \_\_\_\_\_  Mr.  Ms.  Dr.  
Company/Organization \_\_\_\_\_ Telephone \_\_\_\_\_  
Business Address \_\_\_\_\_  
City State Zip Country \_\_\_\_\_

Please respond to the questions on the second page.

**EVALUATION OF APPLICANT**

Please respond in the spaces below, or on an attached sheet.

1. How long have you known the applicant?  
.....  
.....
2. Under what circumstances do you know the applicant?  
.....  
.....
3. Please describe the applicant's potential within your organization. How will the MBA degree contribute to the applicant's managerial advancement within your organization?  
.....  
.....
4. Please discuss your observations of the applicant's leadership skills and ability to work as a team member.  
.....  
.....
5. Please discuss the applicant's weaknesses and efforts, if any, the applicant has made to improve these areas.  
.....  
.....
6. Please evaluate the applicant in terms of the qualities listed below, using the applicant's peer group as your reference.

	EXCEPTIONAL (Highest 5%)	OUT- STANDING (90-94%)	ABOVE AVERAGE (75-89%)	AVERAGE (40-74%)	BELOW AVERAGE (Lowest 40%)	No basis for judgment
Intellectual ability						
Leadership potential						
Ability to work effectively with others						
Creativity						
Maturity						
Sense of humor						
Initiative						
Self-confidence						
Personal integrity/ethics						
Analytical ability						
Time management						
Oral communication skills						
Written communication skills						

7. Please provide your evaluation of the applicant's potential for the following:

	EXCEPTIONAL (Highest 5%)	OUT- STANDING (90-94%)	ABOVE AVERAGE (75-89%)	AVERAGE (40-74%)	BELOW AVERAGE (Lowest 40%)	No basis for judgment
Academic Success						
Personal Leadership						
Future Managerial or Business Success						

Please summarize your evaluation of this MBA for Executives candidate by checking the appropriate box below:

- Strongly recommend  
  Recommend  
  Recommend with some reservation (*Please explain.*)  
  Do not recommend

Signature .....

Date .....

# RECOMMENDATION

## APPLICANT

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Signed \_\_\_\_\_ Date \_\_\_\_\_

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Evaluator's Name \_\_\_\_\_  Mr.  Ms.  Dr.  
Company/Organization \_\_\_\_\_ Telephone \_\_\_\_\_  
Business Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Country \_\_\_\_\_

Please respond to the questions on the second page.

**EVALUATION OF APPLICANT**

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Academic Success						
Personal Leadership						
Future Managerial or Business Success						

Please summarize your evaluation of this MBA for Executives candidate by checking the appropriate box below:

- Strongly recommend  
  Recommend  
  Recommend with some reservation (*Please explain.*)  
  Do not recommend

Signature .....

Date .....

# STATEMENT OF CORPORATE SUPPORT

Applicant's name:

.....

Company:

.....

**PROGRAM APPLYING FOR:**

- MBA for Executives Weekend Program** – 20-month program with classes every other weekend, all day Friday and Saturday, as well as two scheduled weeklong residencies
- MBA for Executives Evening Program** – 24-month program with classes every Monday and Thursday evening and scheduled Saturdays
- OneMBA® Global Program** – 21-month program with classes once a month, all day Friday, Saturday and Sunday, as well as four scheduled weeklong residencies

We believe it is important for employers to recognize the commitment and dedication necessary for a student to successfully complete the UNC Kenan-Flagler Business School's MBA for Executives Program. Most students spend 12-20 hours per week in team meetings and individual study, in addition to class time.

Your signature below indicates that you are aware of the applicant's intent to participate in our program. If this applicant is accepted, your organization agrees to allow the participant to attend classes during the times indicated above. Please use the space provided below if you would like to provide any comments regarding the applicant's participation in the program.

Your name (please print):

.....

Title:

.....

Address, City, State, Zip:

.....

Telephone, E-mail:

.....

Date:

Signature:

.....

Comments (if applicable):

.....



**UNC**  
KENAN-FLAGLER  
BUSINESS SCHOOL