

**MASTER OF PUBLIC ADMINISTRATION (MPA)
PROGRAM**

**ADMISSIONS GUIDELINES AND
APPLICATION FORM**

**GRAMBLING STATE UNIVERSITY
Department of Public Administration
P.O. Box 4266
135 Woodson Hall
Grambling, LA 71245
Phone: (318) 274-2310
Fax: (318) 274-3427
Email: mpa@gram.edu**

Revised 6/2007; 10/2007; 5/2008; 3/2015; 12/2021

THE MASTER OF PUBLIC ADMINISTRATION (MPA) PROGRAM at GRAMBLING STATE UNIVERSITY

Mission and Overview of the MPA Program

The mission of the Master of Public Administration Program is to prepare individuals from diverse and multicultural backgrounds for administrative careers in federal, state, and local government services and other public and non-profit organizations. The MPA Program prepares its students to be critical thinkers who are capable of applying the knowledge of public administration specifically in the areas of policymaking, policy evaluation and execution with a focus on ethical conduct in public management. The Master of Public Administration Program at Grambling State University is the only accredited MPA program in north Louisiana and one of only two accredited MPA programs in the state of Louisiana.

The major objectives of the MPA Program are: (1) to provide students with the intellectual insights, professional competence, and analytical techniques that will prepare them for service in public agencies and non-profit organizations; (2) to provide in-service professionals in Louisiana and other parts of the country with the opportunity to upgrade their management skills and administrative training, thereby enhancing their possibilities for career advancement and concurrently increasing their understanding of local governance, public finance and human resource management.

The Department of Political Science and Public Administration offers the following graduate degree: Master of Public Administration (MPA) with a concentration in one of four areas:

- Public Management
- State and Local Government
- Human Resource Management
- Health Services Administration

Students who are accepted into the MPA Program must complete core courses and specialty courses in at least one area of concentration.

Admission into the MPA Program

Admission into the MPA Program is a two-fold process. First, the applicant must apply for admission to the School of Graduate Studies and Research. Those applying for admission to the School of Graduate Studies must:

- Submit a completed application for graduate admission. Applications may be obtained online at: <http://www.gram.edu/gradstudies/resource.asp> or you may contact the School of Graduate Studies & Research at the address and phone number below:

School of Graduate Studies & Research
GRAMBLING STATE UNIVERSITY
P. O. Box 4239
Grambling, LA 71245

Phone: (318) 274-2457

Fax: (318) 274-7373

- Submit a \$20.00 application fee. Fee must be in the form of a money order or cashier's check. International students must submit a \$30.00 application fee.
- Hold a Bachelor's degree from a regionally accredited college or university.
- Submit official transcript(s) of ALL work completed at each college or university attended (including GSU).
- Submit three letters of recommendation (to be sent directly from the sources).
- Submit official GRE/GMAT scores. Scores must not be more than five years old.
- International Students must submit Test of English as a Foreign Language (TOEFL) scores.

The due date for submitting applications to the School of Graduate Studies and Research is as follows: **Fall Semester---July 1st; Spring Semester December 1st; Summer Session---May 1st.**

University regulations covering such policies as General Admission into the Graduate School, Admission to Candidacy, English Proficiency, Fees, Expenses and Refunds, Probation, Appeals, and Suspensions, Residency Requirements, Statute of Limitations, Grade Point Average and any other related area of graduate study will apply to graduate students in the MPA Program except in those areas where the Department of Political Science and Public Administration has been given jurisdiction to establish departmental-level policies.

Once accepted into the School of Graduate Studies & Research, a separate application must be completed and submitted to the Master's of Public Administration (MPA) Program. Acceptance into the School of Graduate Studies and Research is not an automatic acceptance into the MPA Program. Similarly, the completion and submission of all application materials for the MPA Program does not guarantee acceptance. It is strongly suggested that the MPA applicant submit materials to the School of Graduate Studies & Research based upon criteria of the MPA Program from the outset. All materials should be submitted simultaneously to the School of Graduate Studies & Research, except for the "Masters of Public Administration (MPA) Application Form" and the "Statement of Purpose for Graduate School" which should be mailed directed to the Department of Political Science and Public Administration. Applicants to the MPA program must meet the following criteria:

- **Acceptance in the School of Graduate Studies & Research;**
- **Hold a Bachelor's degree from a regionally accredited college or university in Government, Political Science, or Public Administration.**
Students who do not hold a Bachelor's degree in one of the fields listed above may be considered for admission into the MPA Program on a "conditional basis." Such students, if accepted, will be required to complete PA 523, "Graduate Writing Workshop", PA 500 "Principles of Public Administration" during their initial semester of enrollment. Students must earn a "B" or above on all graduate course work.
- **Have a 3.0 overall cumulative grade point average on a 4.0 scale.**
GPA is calculated on all undergraduate courses attempted and completed. Applicants must submit official copies of transcripts of all undergraduate coursework to the School of Graduate Studies and Research. Students whose overall cumulative GPA falls between 2.9 and 2.5 *may be considered for admission* into the MPA Program on a

“conditional basis.” Such students, if accepted, will be required to limit their MPA coursework to six hours by completing PA 500 “Principles of Public Administration” and PA 523 “Graduate Writing Workshop.” Students who are admitted on a “conditional basis” because of the GPA requirement must make a “B” or above on all graduate course work. *Applications will not be considered without official transcripts.*

- **Submit GRE (Graduate Records Examination) or GMAT (Graduate Management Admissions Test) to Grambling State University before or at the time of applying.**

The GRE or GMAT scores must not be more than five years old and must be completed *before* applying to the MPA program. Applicants should have a GRE score of at least 600 (combine Verbal and Qualitative). Applicants who have not taken the GRE or GMAT before applying to the MPA Program *may be considered for admission* into the MPA Program on a “provisional basis.” Students admitted on a provisional basis for the lack of GRE/GMAT scores must, in accordance with Graduate School policy, submit test scores within one semester or have their registration canceled without refund of fees.

- **Three completed “Recommendation Forms” and three Letters of Recommendation, two of which must be from faculty members with whom the student has taken classes.**

Letters from previous faculty members must address the applicant’s intellectual ability in terms of analytical and reasoning skills, the capacity and initiative to complete graduate level work and the applicant’s communication and interpersonal skills. The third letter may be from a current or former employer, supervisor, or any other person in a professional capacity who can comment on your intellectual ability, work habits, character, and volunteer or community experience. Letters should be specific and detailed as opposed to general and vague. Letters from relatives, friends, personal acquaintances, and elementary and high school teachers will not be accepted. All letters must be typed on official letterhead and submitted, along with the Recommendation Forms, in a sealed envelope in which the signature of the Recommender is written across the flap of the envelope. Recommendation Forms and Letters must be mailed directly from the sources to the School of Graduate Studies and Research. Recommendation Forms are included in this packet. They may also be obtained from the School of Graduate Studies. *Applications will not be considered without all three Recommendation Forms and Letters.*

- **Complete the “Masters of Public Administration (MPA) Application Form” which includes writing a “Statement of Purpose for Graduate School.”**

The MPA Application Form can be found in the “MPA Admissions Guidelines and Application Form” booklet. You may also obtain a copy from the Department of Political Science and Public Administration, 135, Woodson Hall, or by calling (318) 274-2310.

- **Exhibit Intellectual Maturity and Initiative**

Graduate level work requires intellectual maturity and curiosity, emotional stability, initiative, and dependability. Students who are accepted into the MPA Program must have a desire to grow and develop as a student, scholar and practitioner in the field of Public Administration.

Admission Status

Admission into the MPA Program is very competitive and is determined by the MPA Admissions Committee after a careful review of the Application for Admission and supporting materials. Students who are accepted into the MPA Program will be admitted as a “regular degree-seeking student,” a “provisional degree-seeking student,” or a “conditional degree-seeking” student. Non-degree seeking students who have taken courses in the MPA Program may apply for admission through the admissions process outlined above. In cases where non-degree seeking students are admitted into the MPA Program, it should be noted that only twelve semester hours of non-degree graduate credit will be applied toward the MPA and only with the approval of the Advisor, the Director of the MPA Program and the Head of the Department of Political Science and Public Administration. The completion of MPA graduate courses as a non-degree seeking student does not guarantee admission into the MPA Program. The admission categories for MPA students are explained below:

Regular Admission

- *Meets all requirements for Admission into the Graduate School*
- *Holds a Bachelors Degree in Government, Political Science or Public Administration*
- *Has a 3.0 overall cumulative GPA*
- *Has submitted scores of the GRE/GMAT*
- *Has submitted three appropriate Recommendation Forms with attached Letters of Recommendation*
- *Has submitted MPA application Form along with Statement of Purpose for Graduate School*

Provisional Admission

- *Meets all the requirements of Regular Admission except the submission of GRE/GMAT scores.*

Conditional Admission

- *Granted to students with GPA's between 2.9 and 2.5. Coursework is limited to six specific hours (PA 505 and PA 523).*
- *Granted to students who do not have a Bachelor's Degree in Government, Political Science or Public Administration. Coursework is limited to nine specific hours (PA 505, PA 523 and PA 500).*

Registering for Courses

Once a student has been admitted into the MPA Program, he or she must enroll in MPA courses during the semester of admittance. Students who enroll in other courses during the semester in which they gained admittance into the MPA Program will be dismissed from the program. Likewise, students who enroll in other graduate level courses in any subsequent semester after admittance into the MPA Program and have not taken at least nine semester hours in Public Administration over a two semester period (excluding summer) will be dismissed from the program. The MPA Program views such cases as an official declination for pursuing graduate work for the MPA. Once dismissed, the student may re-apply via the regular admissions process. Under certain extenuating circumstances, an admitted student may defer enrollment by making a request for deferment in writing to the Department Head before the first day of class begins. The deferment may not extend beyond one semester. If after one deferred semester the admitted student fails to enroll in appropriate MPA courses, he or she will be dismissed from the Program.

All students who are admitted into the MPA Program must submit a Proposed Plan of Study. The Proposed Plan of Study is completed in consultation with the Advisor. Students admitted on a “Conditional Basis” must enroll in the courses outlined in their Acceptance Letter.

Failure to meet the conditions for enrollment during the initial semester of enrollment will result in disciplinary action that may include dismissal from the program. Approved Proposed Plans of Study must be submitted to the School of Graduate Studies and Research before the end of the first semester.

Statute of Limitations

In accordance with the School of Graduate Studies and Research, “students must complete the requirements for the master’s degree within six years after admission to a degree program if they are full-time. Part-time students may take up to eight years.” “Courses taken six years prior to being admitted in a graduate program, whether at Grambling State University or at another university, cannot be accepted for credit toward a degree.”

Previously Enrolled MPA Students

Students who were once admitted into the MPA Program and transferred out of the program to complete graduate work in another program must re-apply via the regular admissions process. Previous admission and completion of MPA course work does not guarantee re-admission into the Program. All previously completed course work must fall within the requisite statute of limitations.

Curriculum in the MPA Program

A minimum of 45 credit hours is required for the MPA degree, including at least 12 credit hours in an Area of Concentration, 3 elective hours and the completion of an Administrative Internship. Although it is not a requirement, a student may choose to specialize in more than one concentration area. However, each specialization requires 12 hours or 4 three-credit courses in the specialization area. If a student opts for a “dual concentration,” both concentration areas must be clearly indicated on the Proposed Plan of Study and the student must take the Comprehensive Examination in both Areas of Concentration. Once a student decides to pursue a dual concentration (i.e., declared on the Plan of Study with appropriate approvals), he or she may opt out of the dual concentration only under these circumstances: (1) after completing and submitting a “Request for Change on Plan of Study” and (2) before sitting for any portion of the Comprehensive Examination. A student may not sit for any portion of the Comprehensive Examination and then change the area of concentration or opt out of a dual concentration.

For those student who choose dual concentrations, it is important to note that “overlap” courses will count only once for any one of the two concentration areas. Overlap courses are courses that fall under two or more Areas of Concentration.

In addition to the course work, a student must pass a written Comprehensive Examination in the Core Area and in the chosen Area of Concentration. Eligibility requirements for the Comprehensive Exam are set forth in the “Policies and Procedures for the Administration and Evaluation of the Comprehensive Examination” guidelines. Students who wish to pursue doctoral level training or who wish to engage in independent, original research may also write a Master’s Thesis. A student must have an overall 3.0 GPA. MPA students must have a “B” or above in all core and concentration courses.

Core Courses

PA 523- Graduate Writing Workshop.....	3*
PA 500- Principles of Public Administration.....	3*
PA 519- Information Technology for Public Management.....	3
PA 556- Quantitative and Qualitative Research Methods in Public Administration.....	3
PA 502- Organizational Theory & Behavior	3
PA 512- Policy Formation, Implementation and Evaluation.....	3
PA 504- Public Personnel Administration.....	3
PA 506- Public Budgeting Financial.....	3
PA 560- Ethics & Leadership in Public Administration.....	3
PA 553 Administrative Internship.....	3
Total Core Courses	30
Concentration Area.....	12
PA Electives.....	3

TOTAL CREDIT HOURS45

*Must be taken during the first semester.

Areas of Concentration

Students must complete at least four specialty courses in an Area of Concentration. Within each field, there is a sequence of courses designed to provide each student with specialized knowledge and skill-sets. Such courses should be taken in the chronological order recommended by the Advisor. Moreover, each Area of Concentration has a required introductory course that should be taken before enrolling in other specialty courses or in conjunction with other specialty courses. The four Areas of Concentration and the required course for each area are listed below:

- Public Management
Required: PA 520 *Public Policy and Program Evaluation*
- State and Local Government
Required: PA 520 *Public Policy and Program Evaluation*
- Human Resource Management
Required: PA 525 *Human Resources Policy Formation & Administration*
- Health Services Administration
Required: PA 540 *Introduction to Health Service Problems*

Concentration in Public Management

PA 513	Administrative Law
PA 514	City Management
PA 515	Intergovernmental Administration
PA 516	Taxation and Revenue Policy
PA 517	Administrative Behavior
PA 518	Women & Minorities in State and Local Government

PA 520 Public Policy and Program Evaluation*

PA 521 Topical Seminar in Public Policy

*Required Course

Concentration in State & Local Government Administration

PA 510 Admin. State and Local Government

PA 513 Administrative Law

PA 514 City Management

PA 515 Intergovernmental Administration

PA 516 Taxation and Revenue Policy

PA 517 Administrative Behavior

PA 518 Women and Minorities in State and Local Govt.

PA 520 Public Policy and Program Evaluation*

PA 531 Fiscal Mgmt. for State/Local Government

*Required Course

Concentration in Human Resource Management

PA 522 Performance Appraisal

PA 524 Labor Mgmt. and Collective Bargaining

PA 525 Human Resources Policy Formation and Administration*

PA 527 Human Resources Management

* Required Course

Concentration in Health Services Administration

PA 540 Introduction to Health Service Problems*

PA 541 Contemporary Health Services Issues

PA 542 Public Health Management

PA 543 Hospital Organization and Management

PA 544 Issues in Health Care

PA 546 Special Topics in Public Health

PA 547 Law and Public Health

*Required Course

ELECTIVE COURSES**

PA 505 Proseminar in American Government and Public Policy†

PA 507 Independent Study***

PA 523 Graduate Writing Workshop†

PA 550 Group Dynamics in Organizations

PA 552 International Organization Administration

PA 565 Special Topics in Public Administration***

**Not an exhaustive list. See Departmental Advisor for other elective courses.

***This course cannot be used as a substitute for a core course.

†Required for students admitted on a conditional basis. See Department for details.

Graduate Assistantships

Graduate Assistantships are available in the Department of Political Science and Public Administration. Stipends are set by the School of Graduate Studies and Research. Graduate Assistants must be enrolled full time (a minimum of nine semester hours or graduate credit) during any semester in which they hold an assistantship. To be eligible for an assistantship, the applicant must have a minimum GPA of 3.0 on all undergraduate work and “regular admission” status. Currently enrolled graduate students are eligible for a graduate assistantship if they have an overall 3.0 GPA on all graduate coursework and have “regular admission status.” Applications for Graduate Assistantships may be obtained from the Department of Political Science or the School of Graduate Studies and Research.

Graduate Organizations

The Master of Public Administration Association (MPAA) is the main co-curricular organization for MPA students. The organization elects officers and as a group coordinates activities and events for the benefit of MPA students. A faculty member serves as the organization’s sponsor and liaison. In addition to the MPAA, the Health Services Administration Club is open to students in Health Services.

MPA FACULTY AND STAFF

Dr. Lemmy Akoma, MPA Director/Professor

Dr. Akoma holds the Ph.D. in Public Administration and Political Science from Texas Tech University, and the MPA and the B.S. in Public Affairs from Texas Southern University. He has taught in the MPA program since 1990, and teaches courses in both Health Service Administration and Human Resource Management specializations. Dr. Akoma has presented scholarly papers at many National and International conferences, and has a strong research interest in Healthcare Financing and International Development Administration. Dr. Akoma is also the Coordinator of Internships within the MPA Program.

Dr. Nasir Ahmed, Professor

Dr. Ahmed has taught in the MPA program since 1990. Before coming to GSU, he taught at the University of Tennessee and the University of Mississippi. Dr. Ahmed teaches public budgeting, ethics and accountability, administrative law, and other courses related to state and local government. He has published two books and numerous articles in various platforms around the world. His research interest is in the area of public finance and international economy. Dr. Ahmed appears regularly as a columnist for the local print media and at internet sites. He is actively engaged in bringing students to the challenges of becoming a thinking and pro-active citizen.

Dr. Charles Mitchell, Professor

Dr. Mitchell received the Ph.D. in Political Science from The University of Tennessee – Knoxville concentrating in the area of Public Administration. He received the M.A.P.A. from the University of Iowa, Iowa City, Iowa. Courses taught at GSU include, American National Government, Elementary Statistics, Comparative Government-West Europe, Research Methods in Social Sciences, Research Methods and Data Analysis, Statistics, and Computer Analysis. Dr. Mitchell has participated in several paper presentations both nationally and internationally. He has published in a number of refereed journals, books and other publications.

Dr. Sarah D. Dennis, Associate Professor

Dr. Dennis recently received the Ph.D. in Urban Higher Education, concentrating in the areas of public policy, urban planning and business from Jackson State University. She received the MPA degree from Grambling State University, concentrating in public management. She has served as a faculty member and as administrative coordinator since 1994. Currently, Dr. Dennis teaches state and local government, ethics in public service, public policy development, introduction to public administration and american national government. Her dissertation study is entitled “A Study of Faculty-to-Faculty Mentoring Experiences at Two Historically Black Universities”.

Ms. Regina White, Administrative III

Ms. White has a Bachelor's Degree in Psychology from Grambling State University (GSU). She has worked in many capacities since 1996 here at GSU. While working here she has assisted with two (2) grants the MARC Grant and the Suicide Prevention Grant. Ms. White started with the Public Administration Department in 2015 as an Administrative HI.

MASTER OF PUBLIC ADMINISTRATION (MPA)
APPLICATION FORM
Department of Political Science and Public Administration

Semester for which you are applying: Fall _____ Spring _____ Summer _____
 (Year) (Year) (Year)

I. Biographical Information

Name: _____
 (Last) (First) (Middle or Initial)

Local Address: _____
 (Street) (City) (State) (Zip Code)

Permanent Address: _____
 (Street) (City) (State) (Zip Code)

Home Phone: _(____)_____ Cell Phone: _(____)_____

Email: _____ Social Security # : _____

Birth Date: _____ Birth Place: _____
 (MM/DD/YYYY) (City, State/Province, Country)

Are you a resident of the state of Louisiana? Yes No

If you are not a U.S. citizen, please complete the following:

Permanent Resident in the U.S. _____
 (Alien Registration Number)

International with Valid Visa

Non-Citizen

Gender: Male Female

Marital Status: Single Married

Please indicate racial or ethnic and religious information (optional): Note: This information will not be considered as a basis for admission.

U.S. African-American, not of Hispanic Origin Asian/Pacific Islander
 Caucasian, not of Hispanic Origin Native American or Alaskan Native
 Hispanic Origin (*Mexican American, Puerto Rican, Cuban, Other*) Other: Specify: _____
 African Nationality Specify Country: _____

Emergency Contact: _____
 (Name and Address)

_____ (Phone) (Relationship)

If admitted into the MPA Program, what Area of Concentration will you pursue?

State and Local Government **Human Resources Management**
 Health Services Administration **Public Management**
 Undecided

II. Undergraduate Information

Name of Institution from which you earned your Bachelor's Degree: _____

Location: _____
(City, State) (Month/Year Degree Awarded)

Major(s): _____ Minor: _____ Overall GPA: _____

List all other colleges or universities that you have attended for undergraduate and graduate study:

Name of Institution	Location	Dates of Attendance	Major	GPA

Name of Institution	Location	Dates of Attendance	Major	GPA

III. Standardized Test InformationHave you taken the GRE or GMAT? Yes NoIf yes, did you send your scores to Grambling State University? Yes NoIf yes, when were the scores forwarded? _____
(month/year)

If no, when do you plan to take the GRE or GMAT?*

*NOTE: Your application may still be considered for admission without GRE or GMAT scores. However, if accepted into the MPA Program without GRE or GMAT scores, you must submit test scores within one semester or, in accordance with University policy, have your registration canceled without refund of fees. Other criteria, including overall GPA and undergraduate major, will determine the status of your admission: provisional, conditional or regular.

IV. Recommendation Forms and Letters of RecommendationList the names and contact information of the three persons who will be forwarding Recommendation Forms **and** Letters of Recommendation on your behalf. Letters must be submitted based on the criteria stated in the *MPA Program Admissions Guidelines and Application Form* packet.

- | | |
|---------------------|----------------|
| _____ | _____ |
| Name of Recommender | Title/Position |
| _____ | _____ |
| Address | Phone Email |
- | | |
|---------------------|----------------|
| _____ | _____ |
| Name of Recommender | Title/Position |
| _____ | _____ |
| Address | Phone Email |
- | | |
|---------------------|----------------|
| _____ | _____ |
| Name of Recommender | Title/Position |
| _____ | _____ |
| Address | Phone Email |

V. Academic Honors and Awards*

List any academic honors or awards you have received.

*(You may also attach a Resume' or VITA)

VI. Extra-Curricular, Co-academic and Professional Organizations*

List relevant extracurricular or co-academic activities that you participated in as an undergraduate. Also list any professional or scholarly organizations to which you belong.

*(You may also attach a Resume' or VITA)

VI. Application Essay

You are required to submit a "Statement of Purpose for Graduate School" along with your application. Your essay must be typed, double-spaced in 12 point font and should be at least 1,000-1,500 words (2-3 pages). In your essay, you should answer the follow questions:

- *Why do you want to pursue graduate study particularly in the field of Public Administration?*
- *In very specific terms, describe your career goals and explain how the Master of Public Administration (MPA) degree will contribute to your goals.*
- *If you were to choose a topic in Public Administration today to write a research paper, what topic would you choose and why? Does this topic relate to your academic interests and the field of study you wish to pursue? Explain.*
- *How do your interests and abilities match the program and faculty at Grambling State University?*

Keep in mind that your essay is a personal statement and reflection of yourself. Your style and approach to answering the questions above are solely your decision. However, you may wish to include other aspects relevant to your career goals including: academic background and achievements, professional work experience and community service. Essays should be true to the narrative format, containing a clear introduction, a detailed and explanatory body, and a precise conclusion. Essays must be attached to this Application Form.

Notice of Decision

Your completed MPA Application Form and "Statement of Purpose for Graduate School" should be mailed directly to:

**Attention: MPA Admissions Committee
GRAMBLING STATE UNIVERSITY
Department of Political Science and Public Administration
P.O. Box 4266
135 Woodson Hall
Grambling, LA 71245**

Faxed or emailed applications will not be accepted. You will be notified in writing of the Admissions Committee decision as soon as the review process is complete.

For office use only:

Application: Accepted Date Application Received: _____

Denied Reviewed by Admissions Committee: _____

Comments: _____

For each characteristic below, rank the applicant as compared with those in similar positions.

	BELOW AVERAGE LOWER 50%	AVERAGE TOP 50%	ABOVE AVERAGE TOP 25%	EXCELLENT TOP 15%	SUPERIOR TOP 5%	EXCEPTIONAL TOP 2%	NOT ABLE TO DETERMINE
Goal orientation							
Self-confidence							
Personal integrity							
Initiative							
Planning skills/time management							
Written communication skills							
Oral communication skills							
Ability to work with others							
Creativity							
Intellectual ability							
Analytical skills							
Motivation							
Maturity							
Leadership potential							

Additional Comments:

What is your recommendation for this applicant?

Recommend with Confidence _____

Recommend _____

Recommend with Reservation
(Please provide explanation) _____

Not Recommended _____

Unable to rate _____

Recommender's Name (Please print): _____ Signature: _____

Position: _____

Please feel free to attach your letter to this document.

For each characteristic below, rank the applicant as compared with those in similar positions.

	BELOW AVERAGE LOWER 50%	AVERAGE TOP 50%	ABOVE AVERAGE TOP 25%	EXCELLENT TOP 15%	SUPERIOR TOP 5%	EXCEPTIONAL TOP 2%	NOT ABLE TO DETERMINE
Goal orientation							
Self-confidence							
Personal integrity							
Initiative							
Planning skills/time management							
Written communication skills							
Oral communication skills							
Ability to work with others							
Creativity							
Intellectual ability							
Analytical skills							
Motivation							
Maturity							
Leadership potential							

Additional Comments:

What is your recommendation for this applicant?

Recommend with Confidence _____

Recommend _____

Recommend with Reservation
(Please provide explanation) _____

Not Recommended _____

Unable to rate _____

Recommender's Name (Please print): _____ Signature: _____

Position: _____

Please feel free to attach your letter to this document.

For each characteristic below, rank the applicant as compared with those in similar positions.

	BELOW AVERAGE LOWER 50%	AVERAGE TOP 50%	ABOVE AVERAGE TOP 25%	EXCELLENT TOP 15%	SUPERIOR TOP 5%	EXCEPTIONAL TOP 2%	NOT ABLE TO DETERMINE
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Personal integrity							
Initiative							
Planning skills/time management							
Written communication skills							
Oral communication skills							
Ability to work with others							
Creativity							
Intellectual ability							
Analytical skills							
Motivation							
Maturity							
Leadership potential							

Additional Comments:

What is your recommendation for this applicant?

Recommend with Confidence _____

Recommend _____

Recommend with Reservation
(Please provide explanation) _____

Not Recommended _____

Unable to rate _____

Recommender's Name (Please print): _____ Signature: _____

Position: _____

Please feel free to attach your letter to this document.