You can apply to the UC Davis Master of Professional Accountancy program using either the online or paper application option. While your admissions decision is not affected by the option you choose, applying online will facilitate faster review of your application, and we highly recommend that you use this option. UC Davis Admissions uses a self-managed application process where you collect materials, including recommendations and transcripts, and submit them directly to UC Davis Graduate School of Management Admissions.

If you apply using our paper application, please submit all of your materials together in one envelope.

Decisions for complete applications are typically sent within 10 weeks after the application deadline.

<table>
<thead>
<tr>
<th>Admissions Application Deadlines</th>
<th>Round 1</th>
<th>Round 2</th>
<th>Round 3</th>
<th>Round 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 10</td>
<td>December 5</td>
<td>February 13</td>
<td>April 24</td>
<td></td>
</tr>
</tbody>
</table>

*Applications considered on a space-available basis.

A complete application includes:

- Application form
- Current résumé
- List of outside activities, awards and honors
- One Personal Statement (250 Words)
- Official Transcripts from all prior colleges and universities
- Two recommendations in sealed envelopes or submitted online
- Official GMAT or GRE test score report
- Official TOEFL or IELTS (international applicants) report
- US$125 application fee

Graduate School of Management Admissions
1101 Gallagher Hall
One Shields Avenue
Davis, CA 95616
1. APPLICATION
Complete all data fields on the application form. Your signature verifies the accuracy of your entire application. If applying online, your electronic signature serves as verification.

2. CURRENT RÉSUMÉ
Include a copy of your current résumé. It should list your educational history, including schools attended, credentials earned and subjects studied. It should also include your work history, including each employer’s name and location, and your job title and dates of employment (month and year); a summary of your accomplishments and responsibilities. List full-time positions, military assignments, and significant part-time or summer work experience.

3. OUTSIDE ACTIVITIES, AWARDS AND HONORS
List honors, awards and recognitions that you have received. Please list significant extracurricular activities during college. List other significant activities or organizations that you have joined since college. List any distinctive achievements. Include dates of participation, offices held and average hours spent per month.

4. PERSONAL STATEMENT
Your Personal Statement provides an opportunity for you to share perspectives and experiences that you believe will be most informative as the Admissions Committee evaluates your candidacy and writing ability.

5. TRANSCRIPTS
Submit your transcript from each college or university you have attended, including all University of California campuses, whether or not you earned a degree. Transcripts may be unofficial for the purpose of evaluating your application. If admitted into the program you will need to submit unopened official transcripts to UC Davis Graduate School of Management Admissions. You must hold a four-year U.S. bachelor’s degree or its equivalent from an accredited college or university to be considered for admission.

Transcripts From Schools Outside the United States
If your school retains the only official copy of your transcript, a copy certified by an officer of the university is acceptable. If you cannot obtain a transcript directly from the school, and you possess an original transcript, you may submit an attested copy from the embassy or consulate of the country where the school is located. If the transcript is not in English, you must obtain a certified English translation from an accredited professional and submit it with a copy of the original transcript.

6. RECOMMENDATIONS
Submit two recommendations from individuals who can comment objectively about your qualifications. Recommendations from family, friends, and acquaintances are not appropriate and may detract from your overall application. If you are applying online, each recommender can submit either an online recommendation or a paper recommendation. Directions can be found in the online application instructions. If you are applying with a paper application, provide each recommender with a blank UC Davis Masters Recommendation form, have them complete and return it to you in a sealed envelope, and then submit it unopened to UC Davis Graduate School of Management Admissions.
7. GRADUATE MANAGEMENT ADMISSION TEST (GMAT) OR GRADUATE RECORD EXAMINATIONS (GRE)

Test scores are valid for five (5) years.

You may register for the GMAT test by contacting the Graduate Management Admissions Council directly:

Option 1: GMAT
www.mba.com/mba/TakeTheGMAT
You must request that your official scores are sent directly to UC Davis Graduate School of Management Admissions using the following code:
Master of Professional Accountancy
B1S-VF-54

You may register for the GRE by contacting Educational Testing Services directly:

Option 2: GRE
www.takethegre.com/gre-for-mba
You must request that ETS send your official scores directly to UC Davis Graduate School of Management Admissions using the Designated Institution (DI) code: 7887

* The GMAT requirement may be waived for US domestic applicants (US Citizens and Permanent Residents) with an undergraduate degree from a US institution and a cumulative undergraduate GPA of 3.2 or above. All US domestic applicants with a GPA less than 3.2 and all International applicants will be required to submit GMAT or GRE scores.

8. TEST OF ENGLISH AS A FOREIGN LANGUAGE (TOEFL), OR INTERNATIONAL ENGLISH LANGUAGE TESTING SYSTEM RESULTS (IELTS)

Applicants who received their degrees in countries other than the U.S., UK, Australia, English-speaking Canada or Singapore are required to take the TOEFL or the IELTS. This includes applicants with degrees from Bangladesh, Burma, Nepal, India, Pakistan, Latin America, the Middle East, North Africa, the People's Republic of China, Taiwan, Japan, Korea, Southeast Asia and most European countries. Only applicants who have completed a degree in the United States consisting of at least two years of full-time study are exempt from this requirement. Residence in the U.S. does not waive this requirement.

Your most recent TOEFL score must be at least 600 for the paper and pencil test, at least 250 for the computer-based test (CBT), or at least 100 for the Internet-based test (iBT). If you have taken the IELTS, a band score of 7.0 is the minimum required for consideration.

Register for the TOEFL by contacting the Educational Testing Service (ETS) directly:
Educational Testing Service – TOEFL
(609) 771-7100 or (877) 863-3546
toefl@ets.org
etso/toeflu
You must request that ETS send your official scores directly to UC Davis Graduate School of Management Admissions using ETS code: 4834.

Register for the IELTS by contacting IELTS International directly:
IELTS International
(323) 255-2771
ielts@ieltsintl.org
ielts.org
You must request that the testing center send your official scores directly to UC Davis GSM. No code is required.
9. APPLICATION FEE

If you are applying with a paper application, you must submit a check or money order (payable to UC Regents) in the amount of US$125. The fee covers the cost of processing the application and is not refundable or transferable to other University of California campuses or programs. Applicants experiencing financial hardship may request a waiver of the application fee by contacting UC Davis Graduate School of Management Admissions.

For more information regarding the Masters in Professional Accountancy email: mpac.admissions@gsm.ucdavis.edu

Mail application materials not submitted online to:

Graduate School of Management – Admissions
1101 Gallagher Hall
One Shields Avenue
Davis, CA 95616-8609

APPLICATION STATUS

 Typically, we mail decisions within 8–10 weeks after the deadline if your application is complete at that time. If we need additional information from you, we will contact you by email.

APPLICATION MATERIALS

All application materials become the confidential property of the UC Davis Graduate School of Management and cannot be returned or copied. We recommend that you retain a copy for your own records. We reserve the right to verify the accuracy of all information submitted on your application and randomly check applications for completeness and accuracy.

INTERVIEWS

Interviews are available by invitation only. The Admissions Committee will contact you by email to schedule it.

FINANCIAL AID

UC Davis offers financial assistance to qualified students to help meet their educational expenses. For more information, visit our web site at gsm.ucdavis.edu.

MORE INFORMATION

For more information, visit our web site at: financialaid.ucdavis.edu/graduate

Please contact us if you have any questions about our admission requirements or application procedures. Telephone: (530) 752-7658

For more information regarding the Masters in Professional Accountancy email: mpac.admissions@gsm.ucdavis.edu
### Important Contacts

<table>
<thead>
<tr>
<th>UC Davis Department</th>
<th>Telephone</th>
<th>Fax</th>
<th>Email</th>
<th>Web</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPAC Admissions &amp; Scholarships</td>
<td>(530) 752-7658</td>
<td>(530) 754-9355</td>
<td><a href="mailto:mpac.admissions@gsm.ucdavis.edu">mpac.admissions@gsm.ucdavis.edu</a></td>
<td>gsm.ucdavis.edu/mpac</td>
</tr>
<tr>
<td>Career Development</td>
<td>(530) 752-4003</td>
<td>(530) 754-9355</td>
<td><a href="mailto:careerdevelopment@gsm.ucdavis.edu">careerdevelopment@gsm.ucdavis.edu</a></td>
<td>students.gsm.ucdavis.edu/careers</td>
</tr>
<tr>
<td>Residence Deputy</td>
<td>(530) 752-5029</td>
<td>(530) 752-6906</td>
<td><a href="mailto:residencedeputy@ucdavis.edu">residencedeputy@ucdavis.edu</a></td>
<td>registrar.ucdavis.edu/tuition/residence</td>
</tr>
<tr>
<td>Services for International Students &amp; Scholars</td>
<td>(530) 752-0864</td>
<td>(530) 752-5822</td>
<td><a href="mailto:siss@ucdavis.edu">siss@ucdavis.edu</a></td>
<td>siss.ucdavis.edu</td>
</tr>
<tr>
<td>Student Disability Center</td>
<td>(530) 752-3184</td>
<td>(530) 752-0161</td>
<td><a href="mailto:sdc@ucdavis.edu">sdc@ucdavis.edu</a></td>
<td>sdc.ucdavis.edu</td>
</tr>
<tr>
<td>Student Housing</td>
<td>(530) 752-2033</td>
<td>(530) 752-4345</td>
<td><a href="mailto:studenthousing@ucdavis.edu">studenthousing@ucdavis.edu</a></td>
<td>housing.ucdavis.edu</td>
</tr>
<tr>
<td>Veterans Affairs</td>
<td>(530) 752-2020</td>
<td>(530) 752-5500</td>
<td><a href="mailto:vaoffice@ucdavis.edu">vaoffice@ucdavis.edu</a></td>
<td>success.ucdavis.edu/centers-and-programs/vsc/</td>
</tr>
</tbody>
</table>

### Outside Agencies

<table>
<thead>
<tr>
<th>Agency</th>
<th>Telephone</th>
<th>Email</th>
<th>Web</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Testing Services (ETS)</td>
<td>(609) 921-9000</td>
<td><a href="mailto:etsinfo@ets.org">etsinfo@ets.org</a></td>
<td>ets.org</td>
</tr>
<tr>
<td>Federal Student Aid Information Center</td>
<td>(800) 4-FED-AID</td>
<td>See website</td>
<td>studentaid.ed.gov</td>
</tr>
<tr>
<td>(800 433-3243)</td>
<td></td>
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<tr>
<td>Graduate Management Admission Test (GMAT)</td>
<td>(952) 681-3680</td>
<td>See website</td>
<td>mba.com</td>
</tr>
<tr>
<td>Graduate Record Examinations (GRE)</td>
<td>(609) 771-7670</td>
<td><a href="mailto:gretests@ets.org">gretests@ets.org</a></td>
<td>ets.org/gre</td>
</tr>
<tr>
<td>International English Language Testing System (IELTS)</td>
<td>(323) 255-2771</td>
<td><a href="mailto:ielts@ieltsintl.org">ielts@ieltsintl.org</a></td>
<td>ielts.org</td>
</tr>
<tr>
<td>Test of English as a Foreign Language (TOEFL)</td>
<td>(609) 771-7100</td>
<td><a href="mailto:toefl@ets.org">toefl@ets.org</a></td>
<td>toefl.org</td>
</tr>
</tbody>
</table>
Applying for:  □ 9-Month Full-Time Format  □ 21-Month Full-Time Format

Did you previously apply for admission to the UC Davis Graduate School of Management?  □ No  □ Yes
If yes, which year? ________________________________

List all graduate schools to which you are applying:

______________________________________________________________________________

______________________________________________________________________________

How did you learn about the UC Davis MPAc program? (check all that apply)

☐ Friend/colleague  ☐ Online search  ☐ Social media
☐ Family member  ☐ mba.com  ☐ Information session
☐ UC Davis website/ Other website  ☐ MBA Tour  ☐ Radio
☐ QS Tour  ☐ UC Davis website/ Other website  ☐ Alumni

Contact Information

Full Legal Name: ____________________________________________
(Last [Family] Name, First Name, Middle Name, Suffix [Jr., III, etc.])

By what name will people know you at UC Davis? (e.g., William, Bill, Skip) ________________________________

Other names that appear on transcripts or documents: __________________________________________

Address for admissions decision:

(Address line 1)

(Address line 2)

(City, State, Postal Code, Country)

Direct URL to your LinkedIn profile: __________________________ Twitter handle: __________________________

Preferred email: __________________________________________ Home phone number: ( ) ______________________

Mobile phone number: ( ) __________________________ Work phone number: ( ) ______________________
Personal Information

U.S. Social Security Number: *

Birth date:

Country of citizenship (if dual, list both):

State of permanent residence in U.S.**

Citizenship Status: ☐ U.S. Citizen ☐ U.S. Permanent Resident ☐ International – F1 Visa ☐ International – J1 Visa
☐ International – Other Visa (if other, list here)

What is your native language? List the other languages you speak fluently:

Where are you currently located? (City, State, Country)

Where is your primary work location? (City, State, Country)

Check here if your graduate education will be sponsored by your employer: ☐ Yes, full ☐ Yes, partial ☐ No

List any scholarships or fellowships sources and their estimated amounts.

List any current UC Davis Graduate School of Management students, faculty or alumni with whom you are acquainted, and the nature and length of the acquaintance:

* Pursuant to the Federal Privacy Act of 1974, you are hereby notified that disclosure of your social security number is mandatory. The university’s record-keeping systems relating to this application were established prior to January 1, 1973, pursuant to the authority of The Regents of the University of California under Art. IX, Sec. 9 of the California Constitution and the Undergraduate Admission System Reference Manual, Information System Division, Office of the Vice President—Business and Finance, University of California, January 5, 1972, p. 1-5. The principal uses of the number shall be to (1) verify your identity in the Graduate School of Management Admissions record system, and (2) tie in with the integrated student information system.

** This is required for both U.S. citizens and permanent residents of the U.S.
Are you eligible and planning to use any U.S. veteran education benefits while attending school?  ✔ Yes  ☐ No

Select the statement that best describes you. When I enroll at the Graduate School of Management, I expect to be:

☐ On active duty
☐ Reservist
☐ National Guard member
☐ Discharged veteran no longer serving on active duty or in the Reserves or National Guard
☐ Dependent/former dependent dependent of one of the above

In which U.S. branch of service do you currently or did you previously serve?

☐ Army  ☐ Air Force  ☐ Coast Guard  ☐ Marines  ☐ Navy

Which U.S. veteran education benefit do you plan to use?

☐ Post 9/11 GI Bill  ☐ Yellow Ribbon  ☐ Chapter 35  ☐ Active Duty TA

☐ Other (please indicate):

Prerequisite Course Requirements

Please complete the Master of Professional Accountancy (MPAc) prerequisite information below.

MPAc Prerequisites

Applicants are required to have completed the following courses or their equivalent before beginning the MPAc program. Prerequisites must be completed before enrolling; no courses may be taken concurrently with the MPAc curriculum.

Financial Accounting

Please explain what preparation you have done, are doing, or plan to do in the area of Financial Accounting. Specifically, please list (1) the title of each Financial Accounting course you have taken/will take, (2) at what university, (3) when the course was completed (or expected to be completed) and (4) your grade (if already completed).

Managerial Accounting

Please explain what preparation you have done, are doing, or plan to do in the area of Managerial Accounting. Specifically, please list (1) the title of each Managerial Accounting course you have taken/will take, (2) at what university, (3) when the course was completed (or expected to be completed) and (4) your grade (if already completed).

Business Law

Please explain what preparation you have done, are doing, or plan to do in the area of Business Law. Specifically, please list (1) the title of each Business Law course you have taken/will take, (2) at what university, (3) when the course was completed (or expected to be completed) and (4) your grade (if already completed).

Recommendations

List the two individuals who will be writing your letters of recommendation.

(First Name, Last Name, Reporting Relationship)

(First Name, Last Name, Reporting Relationship)
Beginning with your bachelor’s degree (or its equivalent), list below all college- and/or university-level institutions attended, including all regular, concurrent, and summer studies, regardless of length of attendance.

<table>
<thead>
<tr>
<th>School</th>
<th>Dates Attended</th>
<th>Degree Earned</th>
<th>Date Conferred or Expected</th>
<th>Major</th>
<th>GPA*</th>
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<td>1</td>
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</table>

* If your school does not use a 4.0 scale for grade point average, leave blank.

Have you ever been subject to academic discipline, placed on probation, suspended, dismissed or otherwise required to withdraw from any college or university for any reason?  ☐ Yes  ☐ No

If yes, address these circumstances in the optional essay. (An affirmative response does not automatically disqualify you from admission.)
Résumé
On a separate sheet, please include a copy of your 1–2 page current résumé.
Your résumé should list your educational history, including schools attended, credentials earned and subjects studied.
Your résumé should also recount any work history, including each organization’s name and location, your title and dates of employment (month and year), and a summary of your accomplishments and responsibilities.

Outside Activities, Awards and Honors
List honors, awards and recognitions that you have received. Please list significant extracurricular activities during college. List other significant activities or organizations that you have joined since college. List any distinctive accomplishments or achievements. Include dates of participation, offices held and average hours spent per month.

Essays
1) Personal Statement (250 Word Maximum)
Optional
2) Is there any other information about your background, family or experience that you would like to share with the Admissions Committee? If you have overcome a specific challenge, please share that here.
Additionally, if your undergraduate grade point average is below a 3.0 on a 4.0 scale (or its equivalent if not on a 4.0 scale), please provide additional information about other factors that may have affected your performance. (250 word maximum)

 Races/Ethnicity Information
The University of California is required to report to federal and state agencies the ethnic/racial composition of enrolled students. Therefore, we ask that you answer the following set of questions about your ethnic and racial identity. The application form is the primary data source of demographic data for enrolled students. The university holds such information confidential and uses it only for aggregated statistical purposes. Furthermore, this information will in no way influence the application review process.

The university is required by the U.S. Department of Education to ask you to answer the following two questions on race/ethnicity:
1a) Do you consider yourself Hispanic or Latino? □ Yes □ No
   Includes persons of Cuban, Mexican, Puerto Rican, South or Central American or other Spanish culture or origin.

   1b) In addition, select one or more of the following racial categories as appropriate for you.
   □ African American or Black □ Asian □ White
   □ American Indian or Alaska Native □ Native Hawaiian or Other Pacific Islander

   2) For University of California purposes, to help us understand the diverse racial and ethnic backgrounds of our students, which of the following groups best describes your background? Check as many categories as may apply.
   African American/Black
   □ African American
   □ African (from African continent)
   □ Caribbean (African/Black ancestry)
   □ Other Black or African ancestry
   □ American Indian/Alaska Native

   Asian American/Asian
   □ Asian
   □ Asian Indian
   □ Bangladeshi
   □ Cambodian
   □ Chinese/Chinese American (except Taiwanese)
   □ Filipino/Filipino American
   □ Hmong
   □ Indonesian

   Japanese/Japanese American
   □ Korean/Korean American
   □ Laotian
   □ Malysian
   □ Pakistani
   □ Sri Lankan
   □ Taiwanese/Taiwanese American
   □ Thai
   □ Vietnamese/Vietnamese American
   □ Other Asian/Asian American

   Hispanic, Latino, or of Spanish Origin
   □ Cuban/Cuban American
   □ Latin American/Latino
   □ Mexican/Mexican American/Chicano
   □ Puerto Rican
   □ Other Hispanic, or of Spanish origin

   Native Hawaiian or Other Pacific Islander
   □ Fijian
   □ Guamanian/Chamorro
   □ Native Hawaiian
   □ Samoan
   □ Tongan
   □ Other Pacific Islander

   White/Caucasian
   □ European/European descent
   □ Middle Eastern
   □ North African
   □ Other White/Caucasian
Optional Information

Marital Status:  □ Married  □ Unmarried

Disabilities:
The following optional information is being requested in connection with voluntary efforts being taken by the campus to increase participation of qualified students with disabilities. The information will be kept confidential and will be used only in accordance with the implementing regulations to Section 504 of the Rehabilitation Act of 1973. All campuses of the University of California have developed specialized resources to reduce barriers to students with disabilities. If you want information concerning services for disabled students, contact the UC Davis Student Disability Center at (530) 752-3184 or TTY (530) 752-6833. Please check all that apply:

1  □ Hearing  2  □ Manual Dexterity  3  □ Mobility  4  □ Speech  5  □ Visual  6  □ Learning Disabilities  7  □ Other

Gender Identity:
The University of California, Davis strives to create an inclusive and welcoming campus environment for all constituents. These next questions are voluntary, but sharing this information will provide important and meaningful information for the overall provision of campus programs, resources and supports. Responses are confidential and not available to those involved in making admission decisions. For more detailed information about why these question have been included in the application, please visit http://gsm.ucdavis.edu/full-time-mba/faqs.

□ Female  □ Male  □ Trans Female/Trans Woman  □ Trans Male/Trans Man  □ Genderqueer/Gender Non-Conforming  □ Different Identity  □ Other

I certify that all information included in my application is complete and accurate. UC Davis reserves the right to verify all application information. Submitting false or incomplete information may be grounds for revoking admission.

Signature

Date
Note to Recommender

The person named above is applying to the UC Davis Master of Professional Accountancy (MPAc) program and has requested that your evaluation be included as part of the information on which we will base our admission decision. The MPAc program is a professional degree designed to develop analytical, problem-solving and decision-making capabilities required for a career in accounting.

Leadership Assessment Grid

In this section, you will find 12 competencies and character traits that contribute to successful leadership. The competencies and character traits are grouped into five categories:

1. Achievement
2. Influence
3. People
4. Personal Qualities
5. Cognitive Abilities

For each competency, please select the one button that corresponds to the behavior that you have seen the applicant most consistently exhibit. We acknowledge that all applicants have both areas of strength and areas of needed development. Your candid and honest appraisal will assist in our evaluation of the applicant. Please assume that each level builds upon behaviors described in the previous level.

1. Achievement

INITIATIVE

☐ No basis for judgment
☐ Reluctant to take on new tasks, waits to be told what to do, defers to others
☐ Willing to step in and take charge when required to do so
☐ Takes charge spontaneously when problem needs attention
☐ Volunteers for new work challenges, proactively puts in extra effort to accomplish critical or difficult tasks
☐ Proactively seeks high-impact projects, steps up to challenges even when things are not going well
2. Influence

COMMUNICATION, PROFESSIONAL IMPRESSION & POISE
- No basis for judgment
- Struggles to get point across, neglects to understand audience’s input or perspective, lacks confidence and gets flustered under pressure
- Works to get point across, acknowledges feedback, reframes statements when necessary to make clearer, speaks politely, remains composed in known circumstances
- Present views clearly and logically structures content for a broad audience, listens and responds to feedback, prepares in advance to appear confident, leaves a positive and professional impression, responds confidently in unfamiliar situations
- Uses tailored language that appeals to specific groups, restates what others have said to check for understanding, comes across as confident, responds rapidly and strongly to crisis, looked to for advice and guidance
- Structures content for senior-level meetings, maintains composure when challenged, solicits opinions and concerns, discusses them openly and adjusts communication, when in strong conflict or crisis, remains cool under pressure, channels strong emotion into positive action

INFLUENCE AND COLLABORATION
- No basis for judgment
- Does not seek input and perspective of others
- Accepts input from others and engages them in problem solving
- Seeks first to understand perspectives of others, takes actions to gain their support for ideas and initiatives
- Uses tailored approaches to connect with others, influence, and achieve results
- Uses tailored influence approaches to create and leverage a network of strategically chosen individuals to improve collective outcomes
3. People

RESPECT FOR OTHERS

☐ No basis for judgment

☐ Unwilling to acknowledge others’ points of view

☐ Open to considering others’ views when confronted or offered

☐ Invites input from others because of expressed respect for them and their views

☐ Praises people publicly for their good actions, ensures that others’ opinions are heard before their own

☐ Uses empathy and personal experience to resolve conflicts and foster mutual respect, reinforces respect with public praise when individuals solicit and use input from others

TEAM LEADERSHIP

☐ No basis for judgment

☐ Struggles to delegate effectively (e.g. micromanages), does not organize activities or provide appropriate information to complete tasks

☐ Assigns tasks and tells people what to do, checks when they are done

☐ Solicits ideas and perspectives from the team, structures activities, holds members accountable

☐ Actively engages the team to develop plans and resolve issues through collaboration, shows the impact of individual/team contributions

☐ Recruits others into duties or roles based on insight into individual abilities, rewards those who exceed expectations, provides strong organizational support

DEVELOPING OTHERS

☐ No basis for judgment

☐ Focuses only on one’s own growth, critical of others’ efforts to develop

☐ Encourages people to develop, points out mistakes to help people develop and praises them for improvements

☐ Gives specific positive and negative behavioral feedback to support the development of others

☐ Provides overarching practical guiding principles and recommendations that are applicable in multiple situations to direct or focus efforts on specific areas of development

☐ Identifies potential in others, inspires others to develop by providing feedback, mentoring/coaching, and identifying new growth opportunities as well as supporting their effort to change

Acknowledges the value of others’ views and actions

Manages and empowers a team of direct reports or peers on project based teams (includes virtual teams)

Helps people develop their performance and ability over time
FALL 2019 MASTER OF PROFESSIONAL ACCOUNTANCY RECOMMENDATION

4. Personal Qualities

TRUSTWORTHINESS/INTEGRITY

☐ No basis for judgment

☐ Follows the crowd, takes path of least resistance, gives in under pressure

☐ Acts consistently with stated intentions, values, or beliefs when it is easy to do so

☐ Acts spontaneously and consistently with stated intentions, values, or beliefs despite opposition

☐ Initiates actions based on values or beliefs even though the actions may come with reputational risk, demonstrates the values of the team or organization publicly

☐ Demonstrates high personal integrity even at personal cost, holds people accountable to the team or organizational values

ADAPTABILITY/RESILIENCE

☐ No basis for judgment

☐ Prefers existing ways of doing things, fears failure, becomes anxious under challenging situations

☐ Adapts to new methods and procedures when required to do so, remains calm in unfamiliar situations until confronted with obstacle

☐ Champions adoption of new initiatives and processes, exhibits level-headedness in most environments including challenging ones, persists until obstacle is overcome

☐ Seeks out disruptions as an opportunity for improvement, remains optimistic and forward-looking in difficult situations that may result in failure

☐ Energized by projects with high uncertainty but potential for high reward, seeks to be the first into unknown or unfamiliar situations, welcomes learning opportunities created by failure, learns from mistakes and rebounds quickly from setbacks

SELF-AWARENESS

☐ No basis for judgment

☐ Lacks awareness of how he/she is perceived, denies or offers excuses when confronted

☐ Acknowledges fault or performance problem when confronted with concrete example or data

☐ Describes own key strengths and weaknesses accurately, welcomes feedback from others and discusses opportunities to change with select individuals

☐ Actively seeks out feedback to explicitly address desired improvement areas or build on strengths, explores reasons for problems openly, including own faults

☐ Seeks out challenging and potentially risky experiences to improve, identifies and engages with resources — people, processes, or content — to maximize strengths or mitigate weaknesses
5. Cognitive Abilities

**Problem Solving**

- No basis for judgment
- Avoids problems, when faced with problems, sticks to what worked before, or chooses an obvious path
- Offers solutions when the risk is low, focuses on immediate, short-term implications instead of the big picture
- Looks beyond the obvious, identifies and focuses on the critical information needed to understand a problem, identifies root cause(s), and comes up with reasonable solutions
- Gathers and analyzes key information using complex methods or several layers deep, integrates perspectives from a variety of sources to arrive at unexpected but practical and effective solutions
- Applies logic to break complex problems down into manageable parts or sub-problems, solves tough and interconnected problems and can explain how the pieces are connected

**Strategic Orientation**

- No basis for judgment
- Focuses on completing work without understanding implications
- Understands immediate issues or implications of work or analysis
- Develops insights or recommendations within area of responsibility that have improved near-term business performance.
- Develops insights or recommendations within area of responsibility that have shaped team/organization strategy and will have impact on long-term business performance
- Develops insights or recommendations beyond area of responsibility with impact on long-term business strategy and performance

Is there anything about your ratings on which you would like to comment? (Optional)

____________

____________

____________

Based on your professional experience, how do you rate this applicant compared to her/his peer group?

- Unable to assess
- Below average
- Average
- Very good (well above average)
- Excellent (top 10%)
- Outstanding (top 5%)
- The best encountered in my career
Please answer the following questions. If you would prefer, please attach a separate letter.

1) Please provide a brief description of your interaction with the applicant and, if applicable, the applicant’s role in your organization. (Maximum word count: 50 words)

2) How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g. what are the applicant’s principal strengths?) (Maximum word count: 500 words)

3) Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant’s response. (Maximum word count: 500 words)

4) Is there anything else we should know? (Optional)

Context of Relationship

☐ Current Employer  ☐ University/Academic  ☐ Extra Curricular/Community
☐ Previous Employer  ☐ Other

Context of Relationship if other
FALL 2019 MASTER OF PROFESSIONAL ACCOUNTANCY RECOMMENDATION

Nature of Relationship

- Direct Supervisor
- Other Supervisor
- Professor/Instructor
- Advisor/Mentor
- Colleague/Peer
- Direct Report
- Indirect Report
- Vendor
- Other
- Business Partner/Investor
- Client/Customer

Nature of Relationship if other

How long have you known the applicant?

Years ___ Months ___

During which period of time have you had the most frequent contact with the applicant?

From (mm/yyyy) ________ To (mm/yyyy) ________

If you are affiliated with the UC Davis Graduate School of Management or with UC Davis, please select the option that most closely matches.

- Faculty
- Staff
- Other
- Not affiliated
- UC Davis GSM Graduate (If selected, Degree Earned ________________, Graduation Year ____________)
- UC Davis Graduate (If selected, Degree Earned ________________, Graduation Year ____________)

May we contact you regarding this applicant?

- No
- Yes

What is the best way to contact you?

- Email
- Telephone

Did you use a translator?

- No
- Yes (If selected, Translator Name ____________________________, Translator Phone ______________________)

Certification & Signature

I certify that the applicant played no role in writing this recommendation.

Recommender’s Signature ____________________________

Recommender’s Name (print) ____________________________ Date ____________

Position/Title ____________________________ Organization ____________________________

Address

Street and Number ____________________________ City ____________________________ State Zip

Telephone ( ) ____________________________

Work Email * ____________________________

* If you are using your personal email account for this recommendation, please enter your work email address which may be used as a verification of your identity if the applicant is admitted.
COMPLIANCE STATEMENT ON CAMPUS POLICY OF NONDISCRIMINATION

The University of California, in accordance with applicable federal and state law and university policy, does not discriminate on the basis of race, color, national origin, religion, sex, gender identity, pregnancy,* disability, age, medical condition (cancer-related), ancestry, marital status, citizenship, sexual orientation, or status as a Vietnam-era veteran or special disabled veteran. The university also prohibits sexual harassment. This nondiscrimination policy covers admission, access, and treatment in university programs and activities. Inquiries regarding the university’s student-related nondiscrimination policies may be directed to (510) 987-9572.

* “Pregnancy” includes pregnancy, childbirth, and medical conditions related to pregnancy or childbirth.

STUDENT RECORDS AND PRIVACY

In accordance with the Federal Privacy Act of 1974, you are hereby notified that disclosure of your social security number is mandatory. This record keeping system was established prior to January 1, 1975, pursuant to (1) the authority of the Regents of the University of California under Art. IX, Sec. 9 of the California Constitution and (2) the Undergraduate Admissions System Reference Manual, Information System Division, Office of the Vice President, Business and Finance, University of California, January 5, 1972, pp. 1–5. The principal uses of the number shall be to (1) verify your identity in the Graduate Admissions record system and (2) interface with the integrated Student Information System.

NOTICE OF AVAILABILITY OF THE UC DAVIS CAMPUS SECURITY REPORT

As provided by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1998, you are entitled to request and receive a copy of the Security Report for the University of California, Davis campus. The report includes statistics for the past three years concerning crimes and incidents reported to campus security authorities (whether the crime occurred on campus, in off-campus buildings or property owned or controlled by the university, or on public property adjacent to campus). The report also provides campus policies and practices concerning security, how to report sexual assault and other crimes, crime prevention efforts, policies/laws governing alcohol and drugs, victims’ assistance programs, student discipline, campus resources, and other matters. You may obtain a copy of this report online by accessing the UC Davis Police Department web page or by submitting a request to the UC Davis Information Practices Officer:

Information Practices Officer
Office of Campus Counsel
University of California, Davis
One Shields Avenue
Davis, CA 95616

Accessing Information

To learn more about the university, or to access information about the university, please visit the following websites or submit an inquiry in writing.

University of California, Davis
ucdavis.edu

University of California, Davis,
Graduate School of Management
gsm.ucdavis.edu

Required Federal Notifications
gradstudies.ucdavis.edu/prospective/federalnotices.html

University of California, Davis
Assistant Vice Chancellor for Student Affairs
476 Mrak Hall
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Davis, CA 95616