PREPARING INNOVATIVE LEADERS FOR GLOBAL IMPACT

gsm.ucdavis.edu
With campuses in Northern California’s economic power centers, the UC Davis Graduate School of Management attracts entrepreneurial students to a collaborative learning environment characterized by a rigorous curriculum taught by internationally renowned faculty.

The UC Davis MBA program offers an online application process for your convenience, and to facilitate faster review of your application. UC Davis MBA Admissions uses a self-managed application process where you collect and upload all your application materials (essays, résumé, unofficial transcripts and test scores) online. Recommendations are also submitted through the online application system. Official transcripts and test scores are only required for matriculating students.

Application Checklist

To be reviewed, we need:

- Application form
- Current résumé
- Personal essays: 2 required; 2 optional; 1 conditional
- Unofficial transcripts from all prior colleges and universities
- Recommendations (2) submitted online or in sealed envelope(s) for paper recommendations
- Official GMAT or GRE test score report
- Official TOEFL or IELTS (international applicants) report
- US$125 application fee

We recommend that you immediately distribute the recommendation forms and request transcripts and test score reports.

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

Applicants who have already completed an MBA degree are not eligible for admission to the UC Davis MBA program.

2. PROFESSIONAL RÉSUMÉ
Include a copy of your current professional résumé. It should include your work history, with each employer’s name and location, your job title and dates of employment (month and year), and a summary of your accomplishments and responsibilities. List full-time positions, military assignments and significant part-time or summer work experience. Please account for all time that has elapsed since you started working, including gaps. This résumé should also list your education history, including schools attended and credentials earned. You can include any honor, awards or recognition received to your resume as well.

3. ESSAYS
Answer the two essay questions on the application. Share your individual perspectives and the experiences that you believe will be most informative to the Admissions Committee. There is an additional optional essay to share supplemental information about your candidacy with the Admissions Committee.

4. OFFICIAL TRANSCRIPTS
The UC Davis MBA Program requires a minimum 3.0 undergraduate grade point average or its equivalent if not a on 4.0 scale. Applicants can request an exception with their application for admission.

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. We require transcripts from all institutions you have attended, whether or not you have earned a degree, including all University of California campuses. We will evaluate your application with unofficial transcripts, which you should upload with your application. Once you have been admitted, you are required to submit official transcripts, and they should be mailed directly to:

Graduate School of Management – Admissions
Gallagher Hall, Suite 1101
University of California, Davis
One Shields Avenue
Davis, CA 95616

You may also release your transcripts electronically if your U.S. institution offers this service. Please have your institution release all official e-transcripts to mba.applicant@gsm.ucdavis.edu.

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.

5. PROFESSIONAL RECOMMENDATIONS
Submit two recommendations from individuals who can comment objectively about your professional qualifications, ideally from current or recent managers. If you are applying to either part-time MBA program, one recommendation should be from your current direct manager. Recommendations from family, friends and acquaintances are not appropriate and may detract from your overall application. If your recommender prefers to submit a paper recommendation, you can provide a blank UC Davis MBA recommendation form, have them complete and return it to you in a signed sealed envelope, and then submit it unopened to UC Davis MBA Admissions.
Japan, Korea, Southeast Asia, and most European countries. Residence in the US 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.

Option 1: REGISTER FOR THE TOEFL BY CONTACTING THE EDUCATIONAL TESTING SERVICE (ETS) DIRECTLY:

The minimum score requirements for the TOEFL are 600 on the paper-based test, 250 on the computer-based test, or 100 on the Internet-based test. You must request that ETS send your official scores directly to UC Davis Graduate School of Management using ETS code: 4834.

Educational Testing Service – TOEFL
(609) 771-7100 or (877) 863-3546
toefl@ets.org
ets.org/toefl

Option 2: REGISTER FOR THE IELTS BY CONTACTING IELTS INTERNATIONAL DIRECTLY:

The minimum band score requirement for the IELTS is 7.0. You must request that the testing center send your official scores directly to the UC Davis Graduate School of Management; no code is required. For more information on the IELTS, please contact IELTS International:

IELTS International
(323) 255-2771
ielts@ieltsintl.org
ielts.org

8. 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 from disadvantaged backgrounds may request a waiver of the application fee by contacting UC Davis MBA Admissions at admissions@gsm.ucdavis.edu.
RESIDENT STATUS FOR TUITION PURPOSES
If you are not a California resident, you may apply to establish residence if: 1) you are a U.S. citizen; 2) you are a permanent resident or other immigrant; or 3) you are a nonimmigrant who is not precluded from establishing a domicile in the U.S. To establish residence you must be physically present in California for more than one year and must have come here with the intent to make California your home and not solely to attend school. Intent includes, but is not limited to, having a California driver’s license or ID card, registering to vote and voting, using a California address on all records and paying state income tax as a resident. These steps must be taken one full year before the start of the quarter in which you wish to be classified a resident. If you have questions regarding your residency status, please contact the Residence Deputy in the Registrar’s Office at (530) 752-5029 or residencedeputy@ucdavis.edu. The deputy is the only person authorized to give advice, information and final determination on residence matters.

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 records. We reserve the right to verify the accuracy of all information submitted on your application. Submitting incomplete or false information may be grounds for revoking admission.

REAPPLICATION
If you applied for fall 2019 admissions, you may reuse your previous transcripts, recommendations, and other supporting documents. However, you must submit a new application form, an updated résumé, new essays, one new recommendation, transcripts for any new academic work, and the application fee.

INTERVIEWS
Interviews are available by invitation only. The Admissions Committee will contact you via email to schedule at a mutually convenient time.

CONCURRENT (JOINT) DEGREES
Concurrent degrees are only available through the UC Davis Full-Time MBA program. To apply for a concurrent degree, you must apply separately to each program at UC Davis. Each program will make an independent decision using its own admissions criteria.

FINANCIAL AID
UC Davis offers financial assistance to qualified students to help meet their educational expenses. Specific financial aid options are based on whether you enroll as a Full-Time MBA or Part-time MBA student. For more information, visit our website:

Full-Time MBA:
gsm.ucdavis.edu/full-time-mba-financing-your-degree

Other Information

MORE INFORMATION
For more information, visit gsm.ucdavis.edu.

Please contact us if you have questions about our admission requirements or application procedures. Phone: (530) 752-7658
Email: admissions@gsm.ucdavis.edu.
# Important Contacts

## UC Davis Department

<table>
<thead>
<tr>
<th>UC Davis Department</th>
<th>Telephone</th>
<th>Fax</th>
<th>Email</th>
<th>Web</th>
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</thead>
<tbody>
<tr>
<td>MBA Admissions and Scholarships</td>
<td>(530) 752-7658</td>
<td>(530) 754-9355</td>
<td><a href="mailto:admissions@gsm.ucdavis.edu">admissions@gsm.ucdavis.edu</a></td>
<td>gsm.ucdavis.edu</td>
</tr>
<tr>
<td>MBA 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 and 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 TTY</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>opportunity.ucdavis.edu/centers/vsc</td>
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## Other Graduate Admissions Offices

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<tr>
<th>Other Graduate Admissions Offices</th>
<th>Telephone</th>
<th>Fax</th>
<th>Email</th>
<th>Web</th>
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<tbody>
<tr>
<td>Graduate Studies</td>
<td>(530) 752-0650</td>
<td>(530) 752-6222</td>
<td><a href="mailto:gradservices@ucdavis.edu">gradservices@ucdavis.edu</a></td>
<td>gradstudies.ucdavis.edu</td>
</tr>
<tr>
<td>Law</td>
<td>(530) 752-6477</td>
<td>(530) 752-7279</td>
<td><a href="mailto:admissions@law.ucdavis.edu">admissions@law.ucdavis.edu</a></td>
<td><a href="http://www.law.ucdavis.edu">www.law.ucdavis.edu</a></td>
</tr>
<tr>
<td>Nursing</td>
<td>(916) 734-2145</td>
<td>(916) 734-3257</td>
<td><a href="mailto:BettyIreneMooreSON@ucdmc.ucdavis.edu">BettyIreneMooreSON@ucdmc.ucdavis.edu</a></td>
<td>ucdmc.ucdavis.edu/nursing</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
<td>(530) 752-1383</td>
<td>(530) 752-2801</td>
<td><a href="mailto:admissions@vetmed.ucdavis.edu">admissions@vetmed.ucdavis.edu</a></td>
<td><a href="http://www.vetmed.ucdavis.edu">www.vetmed.ucdavis.edu</a></td>
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## Outside Agencies

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<tr>
<th>Outside Agencies</th>
<th>Telephone</th>
<th>Email</th>
<th>Web</th>
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<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>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>
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</table>
As an academic community committed to fostering an ethical and intellectual environment, the UC Davis Graduate School of Management, holds its students to the highest standards of academic honesty. The University expects that all aspects of a student’s educational pursuit are conducted with the highest degree of honesty, accountability for one’s own work, and respect for the intellectual property of others. Prior to submitting your completed application, you will be asked to verify that all information you have provided is accurate and complete to the best of your knowledge and is your original work.

I agree to this:

Please print your name and date above.

Applying for:
- [ ] Full-Time MBA program in Davis
- [ ] Part-Time MBA program in Sacramento
- [ ] Part-Time MBA program in the Bay Area

What is your anticipated concentration?

If you plan to specialize further, please specify the area (e.g., industry, focus)

Are you applying for concurrent (joint) degree status with another UC Davis program?
- [ ] No
- [ ] Yes, applying
- [ ] Yes, currently enrolled

If yes, which program?

List all graduate schools to which you are applying:

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

- [ ] Friend/colleague
- [ ] Family member
- [ ] UC Davis website/Other website
- [ ] mba.com
- [ ] MBA Tour
- [ ] QS Tour
- [ ] Social media
- [ ] Information session
- [ ] Alumni
- [ ] Online ad
- [ ] Other

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:

Preferred email: 

Home phone number:

Mobile phone number:

Work phone number:
Personal Information

U.S. Social Security Number:* ________________________________

State of permanent residence in U.S.** ________________________________ Birth date: ________________________________

Country of citizenship (if dual, list both): ________________________________ Birth date: ________________________________

* 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, 1975, 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.

United States Veteran Information

Expected status while at UC Davis GSM: [ ] 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, Zip, Country)

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

Check here if your MBA education will be sponsored by your employer [ ] Yes, full [ ] Yes, partial [ ] No

List any scholarships or fellowships and their estimated amounts.

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 [ ] Discharged veteran no longer serving on active duty or in the Reserves or National Guard [ ] Dependent/former dependent of one of the above

[ ] Reservist [ ] National Guard member [ ] None 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 [ ] Cal Vet (Full-time MBA only) [ ] Chapter 35 [ ] Active Duty TA

[ ] Other (please indicate): ________________________________
Career Information/Networks

Estimate the number of years of full-time work experience, after the completion of your first college or university degree, that you will have by September 2020: _______ years.

Beginning with your current or most recent position, list your last two full-time employers and positions. Do not include part-time or internship positions.

<table>
<thead>
<tr>
<th>Employer Name</th>
<th>Position</th>
<th>Dates of Employment mm/yy to mm/yy</th>
<th>Salary in U.S. $</th>
<th>Industry</th>
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Based on the goals you describe in essay #1, list the industry and position you expect to work in immediately after completing your MBA:

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:

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)
For additional information related to the Part-time MBA programs, please visit our website at gsm.ucdavis.edu/post/gmatgre-waiver-eligibility

Test Scores (GMAT or GRE)

You may submit either a GMAT or a GRE score.

List your score results below. If you have taken the GMAT more than once, list your highest Total Score first.

**GMAT Results (list highest Total Score first)**

<table>
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<th>Total Score</th>
<th>Month/Year</th>
<th>Verbal Score</th>
<th>Verbal Percentile</th>
<th>Quantitative Score</th>
<th>Quantitative Percentile</th>
<th>Total Quant</th>
<th>Total Percentile</th>
<th>Analytical Score</th>
<th>Analytical Percentile</th>
<th>Integrated Reasoning Score</th>
<th>Integrated Reasoning Percentile</th>
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**GRE Results (list most recent first)**

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<th>Month/Year</th>
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<th>Verbal Percentile</th>
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<th>Quantitative Percentile</th>
<th>Analytical Score</th>
<th>Analytical Percentile</th>
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**TOEFL Results (list highest score)**

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<th>Month/Year</th>
<th>Listening</th>
<th>Reading</th>
<th>Writing</th>
<th>Speaking</th>
<th>Total Score</th>
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**IELTS Results (list highest score)**

<table>
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<tr>
<th>Month/Year</th>
<th>Listening</th>
<th>Reading</th>
<th>Writing</th>
<th>Speaking</th>
<th>Overall Score</th>
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**Academic History**

Beginning with your bachelor’s degree (or its equivalent), list 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 (mm/yy to mm/yy)</th>
<th>Degree Earned</th>
<th>Date Conferred or Expected</th>
<th>Major</th>
<th>GPA*</th>
</tr>
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<tr>
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<td>5</td>
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</table>

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

List courses you expect to complete before enrolling at UC Davis Graduate School of Management

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Institution</th>
<th>Expected Date of Completion</th>
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</table>

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
Please include a copy of your current one- to two-page résumé.
Your résumé should recount your work history, including each organization's name and location; your 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. Please account for all time that has elapsed since you started working, including gaps.
Your résumé should also list your educational history, including schools attended, credentials earned and subjects studied.

Essays
Each essay should be typed, double-spaced, using a 12-point font.
1) Professional goal: Pursuing an MBA is a catalyst for personal and professional growth. What are your post-MBA goals and how will your prior experience and the UC Davis MBA program contribute to these? (300 word maximum)
2) Experience that has impacted your life: At UC Davis, we pride ourselves on being a community of "IMPACT" as we strive to make a difference in the business world and the lives of our students. Describe an experience or accomplishment that is not reflected in your application but has impacted your life and makes you unique. How will you use what you have learned through the experience to contribute to the Davis community? (300 word maximum)

Optional
3) As we review your application, what more would you like us to know as we consider your candidacy for the Davis MBA? Are there any hardships you have encountered that influenced your personal and professional growth and what have you learned from them? (300 word maximum)
4) What are you passionate about and why? (300 word maximum)

Conditional
5) 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. (300 word maximum)
Optional Information

Marital Status:  □ Married  □ Unmarried  Do you have children?  □ Yes  □ No  Age(s) _______

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 __________

Signature

__________  Date __________

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 admissions.
Name, as given on the application:

(Last [Family] Name, First Name, Middle Name, Suffix [Jr., III, etc.])

Applicant’s Statement: I understand this letter of evaluation is to be received and maintained in confidence by the University of California, Davis, for admission consideration for graduate status. I hereby expressly waive any and all rights I might have of access to this evaluation under the Family Education Rights and Privacy Act of 1974, the California Information Practices Act of 1977, and any/all other laws, regulations or policies. I understand that the rights I am waiving include, but are not limited to, the right to inspect and review this letter; the right to have a copy of this letter made for my use; the right to request an amendment of this letter.

☐ I agree to waive access to this statement from (name of recommender):

☐ I do not agree to waive access to this statement from (name of recommender):

Signature of applicant ___________________________ Date ______________

Applicant: If your recommender is submitting a paper recommendation, provide them with this recommendation form and a return envelope that you have addressed to yourself.

NAME OF RECOMMENDER ___________________________

(First Name, Last Name)

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

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
Achievement continued...

RESULTS ORIENTATION

☐ No basis for judgment

☐ Focuses on fulfilling activities at hand, unsure how work relates to goals

☐ Takes actions to overcome obstacles to achieve goals

☐ Independently acts to exceed goals and plans for contingencies

☐ Documents activities and outcomes to learn from past, introduces incremental improvements to raise the effectiveness of team

☐ Invents new approaches with measurably better results, works to deliver best-in-class performance improvements

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
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
Overall, I…

☐ Do not recommend this applicant

☐ Recommend this applicant, with reservations

☐ Recommend this applicant

☐ Enthusiastically recommend this applicant

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

☐ Previous Employer

☐ University/Academic

☐ Extra Curricular/Community

☐ Other

Context of Relationship if other

Nature of Relationship

☐ Direct Supervisor

☐ Advisor/Mentor

☐ Indirect Report

☐ Business Partner/Investor
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 E-mail* __________________________________________

* 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 webpage 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
One Shields Avenue
Davis, CA 95616