MSLOC Program Application

Full-Time
Part-Time
Degree & Certificate

For students entering in 2008
Winter
Spring
Fall
This application should be used by individuals who wish to apply to the Master’s Program in Learning & Organizational Change (MSLOC) for entry in Winter 2008 through Fall 2008. Current non-degree students already enrolled in the MSLOC certificate program and who want to apply for a master’s degree need to complete and submit only Sections 4 & 5 of this application.

Admission Calendar
- We admit students on a “rolling basis,” so you may apply at any time up to the posted deadlines.
- Part-time students may join the program during the fall, winter and spring terms.
- Full-time and international students are eligible to join only during the fall term.

Term start dates & application deadlines*

<table>
<thead>
<tr>
<th>Term</th>
<th>Start Date</th>
<th>Application Deadline</th>
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</thead>
<tbody>
<tr>
<td>Winter 2008</td>
<td>January 7</td>
<td>August 6, 2007</td>
</tr>
<tr>
<td>Spring 2008</td>
<td>March 31</td>
<td>January 11, 2008</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>September 23</td>
<td>June 27, 2008</td>
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</tbody>
</table>

* We strongly recommend that international applicants apply no later than June 1 to allow adequate time for relocating and/or processing of visas. Any students seeking financial aid through federally-sponsored loans should apply as soon after January 1 as possible to improve the likelihood that funds remain available.

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Admission Criteria
We evaluate an applicant’s scholastic and leadership ability, motivation, interpersonal skills, professional performance and potential. We will review your academic record, employment history, resume, essays, letters of recommendation, interview performance, and TOEFL (if applicable) to make an admission decision. For those students who do not have a strong academic record (i.e., below 3.2 GPA on a 4.0 scale), we also will consider (and strongly recommend) GMAT or GRE scores, which are optional for most students. We expect qualified applicants to possess the following characteristics:

- 3-5 years of work experience minimum, with experience in a leadership role
- College-level education equivalent to a four-year baccalaureate degree from an accredited college or university (or equivalent credentials, if you are an international student)
- Skills/Knowledge
  - Understanding how current management practices could benefit from this program
  - Understanding application of key content areas across core organizational issues
  - Depth of business acumen
  - Teamwork in organizations
  - Knowledge of the key factors that drive change in the workplace
  - Intellectual integrity
  - Accustomed to project-based work
  - Analysis & synthesis skills
  - Problem solving skills
- Interests
  - Appreciation for both theory and practice
  - Desire to learn new ways to conceptualize work and new perspectives for solving problems
  - Innovative practice
  - Cognition and learning
  - Making organizations more effective and making change sustainable
  - Understands and appreciates thinking in systems: the whole, its parts and the relationships among the parts
  - Desire for classmates to be as much a part of education as faculty
  - Invest and contribute to MSLOC/CLOC community
- Career Goals
  - Leadership/management in organizations
  - Leadership outside of the workplace

Application Fee
A non-refundable $100 fee is required for application processing. This fee is required of all new applicants, both degree and certificate/non-degree applicants. If you currently are an enrolled MSLOC certificate/non-degree student, you must submit a $100 fee to process the degree application. Checks should be made out to Northwestern University. Please do not send cash.

Campus Interviews
Following submission of the application, most applicants will be contacted by the department for an on-campus or phone interview. Determination whether an interview is warranted is solely at the discretion of the admissions committee. To inquire about the interview status, please send an email to msloc@northwestern.edu or call 847/491-7376 no earlier than two weeks after submitting the application.
MSLOC Application Form

Completing the Application
Please complete all relevant sections of this application and mail or fax to the address or number listed on the cover page of this form. All information contained in your application must be completely accurate and exclusively your own. By signing this application below, you certify that you have represented yourself honestly in all parts of the application. Offers of admission are subject to revocation should any misrepresentation occur.

This application must be accompanied by a non-refundable $100 application fee, which is not creditable toward tuition or other fees in the event of admission.

Northwestern University does not find it possible to admit all applicants who meet its entrance requirements. The University, therefore, reserves the right to refuse admission to any applicant. The University also reserves the right to require the withdrawal of any student whose condition endangers his or her own health or the health of other students or precludes him or her from doing the required work.

Application Checklist & Signature
I have enclosed with this application (or have requested mailing of) the following materials:

☐ $100 application fee for all applicants
☐ Personal Information
☐ All transcripts (in unopened, sealed envelopes) *
☐ Test Scores (TOEFL required for international students; other GMAT/GRE scores optional)*
☐ Employment History and Resume*
☐ Statement of Purpose*
☐ Essays (not applicable for non-degree)
☐ 2 completed Professional Recommendation Forms (not applicable for non-degree)

Release of Contact Information
☐ Yes—Upon admission to the MSLOC Program, I grant permission to the MSLOC department to release my name and contact information to Northwestern University student organizations, alumni, scholarship organizations, and faculty and staff for the purposes of student and alumni contact, MSLOC/CLOC and alumni events, etc.
☐ No—Please do not release my contact information to any organization outside the MSLOC department

I certify that all statements made in this application for admission to the MSLOC Program in the School of Education and Social Policy of Northwestern University are correct, and I realize that all documents submitted in support of this application become the property of Northwestern University.

Applicant’s Signature ________________________________ Date __ / __/ _____

* Applicants who are already enrolled in the MSLOC Program as a non-degree student do not need to re-submit this item unless it has changed since the completion of the non-degree application

* Transcripts may also be sent directly to the Master of Science Program from the registrar(s) of your previously attended institution(s).
SECTION 1: PERSONAL INFORMATION

Desired Entry

☐ Master’s Degree  ☐ Certificate/Non-Degree

Attendance Status:  ☐ Part-Time (1-2 courses)  ☐ Full-Time (3-4 courses)

Entry Quarter:  ☐ September (Fall)*  ☐ January (Winter)  ☐ March (Spring)

* All Full-Time and International students must begin in the Fall term

Biographical Data

Name ____________________________________________  ____________________  ____________________

First or Given Name  Middle Name  Last, Family or Surname

Other last name that may appear on official documents

U.S. Social Security Number  _____ - ___ - _____

Complete only if you have a U.S. Social Security Number

Date of Birth  __ / __/ ____

All dates must be entered as mm/dd/yyyy, (e.g. 01/01/2000)

Citizenship Information

Country of Citizenship  ____________________________________________

Visa Type Currently Held (if applicable)  ____________________________________________

Country of Birth  ____________________________________________

Are you a permanent resident of the U.S.? (green card holder)  ☐ Yes  ☐ No

If yes, please submit a photocopy of your green card (front and back) along with your admission materials.

Gender*  ☐ Male  ☐ Female

* Self-identification of gender is entirely voluntary.
Racial/Ethnic Background
Federal law requires universities that receive federal funds to report racial/ethnic enrollments. This information is requested, not required. Failure to indicate ethnicity will not prejudice your application.

- African-American/Black
- Asian-American/Pacific Islander
- Hispanic/not Puerto Rican or Mexican
- Mexican-American/Chicano
- Native-American/Alaskan native
- Puerto Rican
- White/Caucasian/not of Hispanic origin
- Other ______________________________

Current Mailing Address
Enter the address to which all correspondence, including the admission decision, should be sent

__________________________________________________________________________
Street Address Apt. #

__________________________________________________________________________
City State Zip Country (if foreign)

Current Telephone Information

Home phone               Cell/Work phone (   ) -

Permanent Mailing Address □ Check here if same as current

__________________________________________________________________________
Street Address Apt. #

__________________________________________________________________________
City State Zip Country (if foreign)

Permanent Telephone Number (   ) -

E-mail ______________________________


Academic Information

Please submit official transcripts from each institution attended. You must request official transcripts (must be in a sealed envelope) from the registrar of each institution.

Institution granting undergraduate degree ____________________________________________

Major _________________________ Date Received _____ / _____
Cumulative GPA _____ (Calculate your grade point average including all courses taken through the completion of your degree using a 4 point scale: A=4, B=3, C=2, D=1)
Junior/Senior GPA _____ (Calculate your grade point average including all courses taken through the completion of your degree using a 4 point scale: A=4, B=3, C=2, D=1)
Degree: ☐ BA  ☐ BS  ☐ Other ______________________________

Other previous institution _________________________________________________________

Major _________________________ Date Received _____ / _____
Cumulative GPA _____ (Calculate your grade point average including all courses taken through the completion of your degree using a 4 point scale: A=4, B=3, C=2, D=1)
Junior/Senior GPA _____ (Calculate your grade point average including all courses taken through the completion of your degree using a 4 point scale: A=4, B=3, C=2, D=1)
Degree: ☐ BA  ☐ BS  ☐ Other ______________________________

Institution granting graduate degree _________________________________________________

Major _________________________ Date Received _____ / _____
Cumulative GPA _____ (Calculate your grade point average including all courses taken through the completion of your degree using a 4 point scale: A=4, B=3, C=2, D=1)
Degree: ☐ MS/MA  ☐ JD  ☐ MD  ☐ PhD  ☐ Other ________________________________

Have you ever previously applied for admission to any Northwestern University graduate program?  ☐ Yes  ☐ No
If yes, date (quarter/year) you applied and program. _______ _______

Have you ever been suspended or required to withdraw from any school or college?  ☐ Yes  ☐ No
If yes, explain fully on a separate sheet.
Academic Honors
Please list any academic honors received or other evidence of high scholarship (e.g., Phi Beta Kappa, Beta Gamma Sigma, etc.)

________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

Languages
Please list languages, other than English, of which you have at least an elementary knowledge, and indicate your degree of proficiency in each by checking the most accurate box.

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<thead>
<tr>
<th>Languages</th>
<th>Writing Ability</th>
<th>Reading Ability</th>
<th>Speaking Ability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fair</td>
<td>Good</td>
<td>Excellent</td>
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<td></td>
<td>☐</td>
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</table>
Test Scores

It is your responsibility to request that the Educational Testing Services forward a copy of your score report directly to the MSLOC Program. The ETS school code for Northwestern University is 1565. For GRE, official scores must be taken no more than five years before the intended quarter of entry and must come directly from the Educational Testing Service (ETS). For TOEFL, official scores must be taken no more than two years before the intended quarter of entry and must come directly from the Educational Testing Service (ETS). If the name listed on your application differs from the name listed on your score report, your scores may not be received.

Graduate Record Examination General Test (OPTIONAL—Encouraged for applicants with a GPA<3.2)
Enter the date you took or will take the GRE and if you know your scores, enter them in the spaces provided. Please note that Analytical Writing scores are available for tests taken October 1, 2002 and after, and Analytical scores are available for tests taken prior to October 1, 2002.

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<tr>
<th>Date (mm/yyy)</th>
<th>Verbal Score</th>
<th>Quantitative Score</th>
<th>Analytical Writing Score</th>
<th>Analytical Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>___ / _____</td>
<td>____</td>
<td>____</td>
<td>____</td>
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Graduate Management Admissions Test (OPTIONAL—Encouraged for applicants with a GPA<3.2)
Enter the date you took or will take the GMAT and if you know your scores, enter them in the spaces provided.

<table>
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<tr>
<th>Date (mm/yyy)</th>
<th>Total Score</th>
<th>Quantitative Score</th>
<th>Verbal Score</th>
</tr>
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<tbody>
<tr>
<td>___ / _____</td>
<td>____</td>
<td>____</td>
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</tbody>
</table>

Test of English as a Foreign Language (Required for international students only)
Enter the date you took or will take the TOEFL and if you know your scores, enter them in the spaces provided.

- Computer Based test ☐
- Paper and Pencil Based test ☐
- Internet Based test ☐

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<thead>
<tr>
<th>Date (mm/yyy)</th>
<th>Score</th>
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<td>___ / _____</td>
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Test of Spoken English (TSE)
Optional for nonnative speakers of English.

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<th>Date (mm/yyy)</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>___ / _____</td>
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Additional Information

How did you first hear about the MSLOC program?

☐ CLOC Innovator Event ______________________________
☐ Conferences (OD Summit, HRMAC—please specify) ______________________________
☐ Current MSLOC Student(s) ______________________________
☐ Current or past employer
☐ Email announcement/advertisement
☐ Family members
☐ Friends
☐ Internet/World Wide Web search ______________________________
☐ MSLOC alumni (including ODWL or Corporate T&D alumni)
☐ Northwestern alumni or students
☐ Northwestern faculty member ______________________________
☐ Printed materials (brochures/posters/postcards)
☐ Professional Associations (please specify) ______________________________
☐ Other ______________________________

Which of the following were influential in your decision to apply? (Check as many as apply.)

☐ Class Visit ______________________________
☐ Contact with MSLOC Staff or Faculty ______________________________
☐ Contact with MSLOC Students ______________________________
☐ Contact with Northwestern Alumni ______________________________
☐ Convenient location
☐ Input from current or past employer
☐ Input from friends or family members
☐ MSLOC Website
☐ MSLOC Information Session
☐ Other Website ______________________________
☐ Printed materials (MSLOC Brochures)
☐ Quality and content of the academic program
☐ Other ______________________________

Please list all other graduate or professional schools to which you are applying:

Institution | Program
-------------|-------------
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
Career Expectations
What are your professional plans following the completion of your graduate study?
(Please specify the position/job title expected or the position that you will be returning/promoted to)
______________________________________

What is the anticipated total yearly salary of this position/job (in U.S. dollars)? $____

Financial Aid
Will you apply for financial aid?

☐ Yes  ☐ No  ☐ Unsure

Note: Financial Aid as defined by this program means applying for student loans. At this time, there are no other scholarships, stipends, or awards offered by the department for incoming students.

We strongly urge you to submit your FAFSA and other loan documents well in advance of the quarter you are applying for entry. To ensure timely receipt of financial aid, students should submit the Free Application for Federal Student Aid (FAFSA) as early as possible after January 1 for the upcoming year. The FASFA is available from many libraries and financial aid offices or by calling 1-800-4FED-AID. The application for financial aid is due as soon as, but not before, students have been admitted to the program.

For more information about financial aid, visit:
http://www.tgs.northwestern.edu/financialaid/studentloans/federalloans/

Will you be reimbursed by your employer for any tuition or school expenses?

☐ Yes  ☐ No  ☐ Unsure

If yes, please specify your employer’s tuition reimbursement policy (e.g., maximum dollar/course reimbursement amount, grade or course requirements, etc.):
______________________________________
## SECTION 2: EMPLOYMENT HISTORY AND RESUME

### Employment History

Total years of **full-time** work experience at time of proposed entrance to the MSLOC Program (including full-time military or Peace Corps service): ______________________

Have you ever been separated from any branch of the armed forces of the U.S. under conditions other than honorable?  
- [ ] Yes  
- [ ] No  
If yes, explain fully on a separate sheet.  

Beginning with your most recent position, please list your full-time work history in the format below for your last three employers.

1. **Current/Most Recent Employer**  
   - Position: __________________________  
   - Industry: ______________________  
   - Date from (mm/yyyy) ___ / _____ to (mm/yyyy) ___ / _____  
   - Location: __________________________  
   - Starting annual base salary (in U.S. dollars): $____  
   - Ending annual base salary: $____  
   - Bonus/commission earned in last 12 months (in U.S. dollars): $____  
   - Primary responsibilities:
     - __________________________________________________________________________  
   - Reason for leaving:
     - __________________________________________________________________________  

2. **Previous Employer**  
   - Position: __________________________  
   - Industry: ______________________  
   - Date from (mm/yyyy) ___ / _____ to (mm/yyyy) ___ / _____  
   - Location: __________________________  
   - Starting annual base salary (in U.S. dollars): $____  
   - Ending annual base salary: $____  
   - Bonus/commission earned in last 12 months (in U.S. dollars): $____  
   - Primary responsibilities:
     - __________________________________________________________________________  
   - Reason for leaving:
     - __________________________________________________________________________
3. Previous Employer ________________________________

Position ________________________________ Industry ________________

Date from (mm/yyyy) ___ / _____ to (mm/yyyy) ___ / _____

Location ________________________________

Starting annual base salary (in U.S. dollars): $____ Ending annual base salary: $____

Bonus/commission earned in last 12 months (in U.S. dollars): $____

Primary responsibilities:

________________________________________________________________________________________

Reason for leaving:

________________________________________________________________________________________

Resume

Please attach the most recent copy of your resume.
SECTION 3: STATEMENT OF PURPOSE

Statement of Purpose Essay*

Please complete the following essay on an attached, separate sheet of paper, clearly labeled with your name and date. Please do not exceed the suggested essay length.

Describe your short-term career goal once you complete your degree. Then, provide a brief overview of your ideal career path over the next 10-15 years as you pursue your career objectives, and explain what you hope to have accomplished at the end of that experience. Finally, describe how you expect the MSLOC Program will have helped you achieve your career goals. (600 words maximum)

*Note: If you are currently a non-degree student applying to change to degree status, you do not need to submit another statement of purpose. If it is your preference, we will accept a replacement or updated version for consideration and addition to your file.

IF YOU ARE APPLYING FOR CERTIFICATE/NON-DEGREE ONLY, YOU HAVE NOW COMPLETED THE NON-DEGREE APPLICATION.
SECTION 4: ESSAYS

Essay Instructions

Your essays are a very important part of your application because they give us insight into who you are as a person—and as someone who might become a member of our valued MSLOC community. Use these essays as an opportunity to tell us more about you—your passions, values, interests, goals—and how you work, think, and interact with others.

Write your answer to each essay question on a separate piece of paper, labeled with your name, date, and the question you are answering. For each essay, please be sure to understand the intent of the question and limit your response to the maximum words allowed. Providing more information than requested will not necessarily lead to a more positive outcome. Be sincere, specific, and concise. There is no “best answer” because each person brings different strengths and perspectives that will add to the diversity we seek in our program.

Please answer each of the following:

1. Describe your two most important professional or personal accomplishments to date and why you believe they are important. (250 words maximum)

2. Describe a time when you had to choose between two equally attractive (or two equally unattractive) options. What did you decide? Describe how you arrived at your decision. (250 words maximum)

3. If you had to select only two of the following competencies to develop within the next year, which two would you select and why? (250 words maximum)
   - Strategic Planning
   - Decision Making
   - Persuasiveness
   - Written Communication
   - Presentation Skills
   - Interpersonal Communication
   - Delegation
   - Project Management
   - Analytical Skills
   - Self-Management
   - Delivering Feedback
   - Assertiveness
   - Problem Solving
   - Collaboration/Teamwork Skills
   - Self-Awareness
   - Empathy

Please choose one of the following two essays to complete:

4. Describe what you feel most passionate about in life and why. (250 words maximum)

5. Write a candid description of yourself, highlighting the personal characteristics you believe to be your strengths and weaknesses, and the main factors that have influenced your personal development. (250 words maximum)

Please choose one of the following two essays to complete:

6. Explain the role of “community” in a graduate program and the characteristics of an effective community. What are the two most important things you could contribute to the MSLOC Community? Why do you think these are important? (400 words)

7. Describe a time when you had to work with others who disagreed on the path your team should take to achieve an objective. What was your role in relation to the others and what did you do? Describe the outcome, whether or not it was successful, and what you did following that outcome. (400 words maximum)
SECTION 5: REFERENCES

Professional Recommendations

Professional recommendations are an important part of your application because they provide an additional perspective about your work experiences, skills, and leadership potential. You must arrange to have two professional recommendations submitted on your behalf on or before the application deadline of the quarter for which you seek entry into the MSLOC Program. We recommend the following procedure:

1. Deliver or mail the Professional Recommendation Form along with a self-addressed envelope to the recommender. Ask your reference to enclose the completed form in the envelope provided, seal and sign his or her name across the back flap, and return it to you.
2. You should then submit the sealed recommendations with the rest of your completed application materials.

Ideally, one of your professional recommendations should be written by your current supervisor or manager. The second professional recommendation also should be from someone who can objectively evaluate your recent work performance as well as your professional skills and leadership potential. If you are not able to ask a current or recent supervisor, employer or client for a recommendation, please provide a brief statement about your reference choice in the space provided below.

To ensure that we receive the most useful information from your references, please provide a copy of the Professional Recommendation Form to each of your selected references and ask them to answer the questions listed on the form. Your references may answer the questions directly on the form or in letter format that includes the reference’s contact information and letterhead.

First Reference

Name ______________________________________  Position ____________________

Professional Relationship with Reference/Reason selected:
________________________________________________________________________________________

Second Reference

Name ______________________________________  Position ____________________

Professional Relationship with Reference/Reason selected:
________________________________________________________________________________________
Professional Recommendation Form

To Be Completed By the Applicant

Applicant Name
First     Middle     Last

Applicant's Date of Birth       /       /

I understand that U.S federal legislation provides enrolled students with a right of access to this recommendation that may be waived, and that no school or person can require me to waive this right. Check your choice and sign the following statement:

☐ I hereby waive ☐ do not waive my right of access to this recommendation. I authorize my recommender to provide a candid evaluation and all relevant information to the School of Education & Social Policy at Northwestern University. I understand the admissions committee may contact my recommender for clarification or additional information.

Date       /       /        Applicant’s Signature _____________________________________

Recommendation

To the individual (“recommender”) completing this form:

The applicant listed above is applying for admission to Northwestern University’s Master of Science Program in Learning & Organizational Change. The admissions committee values your candid feedback based on your direct contact with this individual. Using this form, please answer the following questions honestly and as specifically as possible. Rate the applicant in comparison with his or her professional peer group. *(If you do not complete your answers directly on this form, please use letterhead and include your contact information.)*

We appreciate your time and care in preparing this evaluation. Your prompt response in completing and returning this form is essential to a timely decision. Thank you for your assistance.

Name (of “Recommender”): ________________________________

Recommender Position/Title: ________________________________

Highest degree attained and educational institution: ________________________________

Address: ________________________________

Email Address: ________________________________

Professional relationship to candidate: ________________________________

How long have you known this candidate? ________________________________ (years/months)

Candidate’s Job Title: ________________________________
Please place an X in the appropriate box to rate the applicant on the following components, and describe to whom you are comparing the applicant in general:

<table>
<thead>
<tr>
<th>Component</th>
<th>Don’t Know/Unable to Rate</th>
<th>Outstanding Top 5%</th>
<th>Strong Top 15%</th>
<th>Average 50%</th>
<th>Below Average Bottom 30%</th>
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</thead>
<tbody>
<tr>
<td>Business Acumen</td>
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<tr>
<td>Teamwork Skills</td>
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<tr>
<td>Intellectual Ability</td>
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<tr>
<td>Project Management</td>
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<tr>
<td>Analytical Skills</td>
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<td>Problem Solving Skills</td>
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<td>Listening Skills</td>
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<td>Communication Skills</td>
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<td>Maturity/Self-Management</td>
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<td>Global/Diverse Perspective</td>
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<tr>
<td>Professional/Technical Job</td>
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<tr>
<td>Performance</td>
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<td>Demonstrated Leadership</td>
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<tr>
<td>Leadership Potential</td>
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</table>

What is your overall impression of this candidate?  □ Outstanding candidate (Top 5%)
□ Strong candidate (15%)
□ Average candidate (50%)
□ Below average candidate (Bottom 30%)

Are you willing to speak with an admissions committee member about this candidate?  □ Yes  □ No

In what ways is this candidate outstanding compared to his/her peers?
________________________________________________________________________________________

What are three areas where this candidate needs to improve the most? Why do you select these?
________________________________________________________________________________________
________________________________________________________________________________________

The MSLOC Program is committed to developing its students by providing a strong learning community and network among program participants. Please comment on the candidate’s behavior within your organization (e.g., respect for others, honesty, integrity, accountability for personal behavior, collaboration) and your assessment of his/her ability to effectively contribute to our MSLOC Community.