



MASTER OF BUSINESS ADMINISTRATION
IN COMMUNITY ECONOMIC DEVELOPMENT
SHANNON SCHOOL OF BUSINESS
P.O. Box 5300, 1250 Grand Lake Road
Sydney, NS Canada B1P 6L2
TEL: 902-563-1467
FAX: 902-562-0075
E-MAIL: mba@cbu.ca

NOTE TO THE APPLICANT

The reference form and accompanying reference letter is to be completed by a person who is well familiar with and can easily identify your capabilities. Completed forms and letters must be sent directly from your referee to mba@cbu.ca since this protects their confidentiality and enhances the credibility of their support.

THIS SECTION TO BE COMPLETED BY THE APPLICANT

FULL NAME OF APPLICANT: _____

MAILING ADDRESS: _____

TELEPHONE: _____ E-MAIL: _____

ALL INFORMATION BELOW TO BE FILLED BY THE REFEREE

NOTE TO THE INDIVIDUAL COMPLETING THIS FORM

The individual named above has applied to the Cape Breton University MBA in Community Economic Development (CED) program. Your detailed assessment of this applicant will assist the Selection Committee in determining the suitability of this applicant for a rigorous graduate program and for scholarship purposes. Please ensure that you also complete the required reference letter, in which you answer the questions found at the bottom of page 2. We thank you for taking the time to provide a thorough and fair evaluation of this candidate.

PLEASE PRINT HERE AND SIGN ON REVERSE

NAME OF REFEREE: _____ POSITION/RANK: _____

INSTITUTION: _____ TELEPHONE: _____

MAILING ADDRESS: _____

FAX: _____ E-MAIL: _____

KNOWLEDGE OF APPLICANT

HOW LONG HAVE YOU KNOWN THE APPLICANT (MONTHS/YEARS)? _____

IN WHAT CAPACITY DO YOU KNOW / DID YOU KNOW THIS APPLICANT? _____

HOW WELL DO YOU KNOW THE APPLICANT? _____

NOTE: Cape Breton University attempts to verify all references for application to the MBA in CED. References will only be shared with the written authorization from the referee.

CHARACTERISTICS OF APPLICANT

	OUTSTANDING (TOP 5%)	ABOVE AVERAGE (5-25%)	AVERAGE (25-50%)	BELOW AVERAGE (LOWER 50%)	NO BASIS FOR JUDGEMENT
ENGLISH PROFICIENCY – WRITTEN	_____	_____	_____	_____	_____
ENGLISH PROFICIENCY – ORAL	_____	_____	_____	_____	_____
ANALYTICAL SKILLS	_____	_____	_____	_____	_____
INTERPERSONAL SKILLS	_____	_____	_____	_____	_____
INTELLECTUAL ABILITY	_____	_____	_____	_____	_____
INITIATIVE	_____	_____	_____	_____	_____
ORGANIZATIONAL SKILLS	_____	_____	_____	_____	_____
CREATIVE AND ORIGINAL THINKING	_____	_____	_____	_____	_____
SELF CONFIDENCE	_____	_____	_____	_____	_____
INTEGRITY	_____	_____	_____	_____	_____
RESOURCEFULNESS	_____	_____	_____	_____	_____
TIME MANAGEMENT SKILLS	_____	_____	_____	_____	_____
ABILITY TO DISCUSS CRITICALLY	_____	_____	_____	_____	_____
ABILITY TO EXPRESS IDEAS CLEARLY	_____	_____	_____	_____	_____
POTENTIAL FOR BECOMING A SUCCESSFUL LEADER OR MANAGER	_____	_____	_____	_____	_____

**IF YOU WERE RESPONSIBLE FOR THE ADMISSION DECISION FOR THIS APPLICANT, WHICH OF THE FOLLOWING
WOULD BEST REPRESENT YOUR ACTION (CHECK ONLY ONE, PLEASE)?**

- ACCEPT WITHOUT RESERVATIONS ACCEPT WITH SOME RESERVATIONS
 ACCEPT DO NOT ACCEPT

In addition to this form, please provide answers to the following in a letter to the Selection Committee. The letter must be in your official letterhead or must have the seal of your organization. Please sign and date the letter. Please send the letter along with this completed form to mba@cbu.ca with the subject line **“Reference: Applicant’s Full Name”**.

REFERENCE LETTER QUESTIONS:

1. What are the main strengths of the applicant?
 2. What are the applicant’s weaknesses and areas that need improvement?
 3. Comment on the applicant’s ability to work independently and complete projects in a timely manner.
 4. Does the applicant have promise for a successful career in this field of business and development?
- Please include any other information you deem pertinent to this applicant’s MBA in CED application.

SIGNATURE: _____ DATE: _____