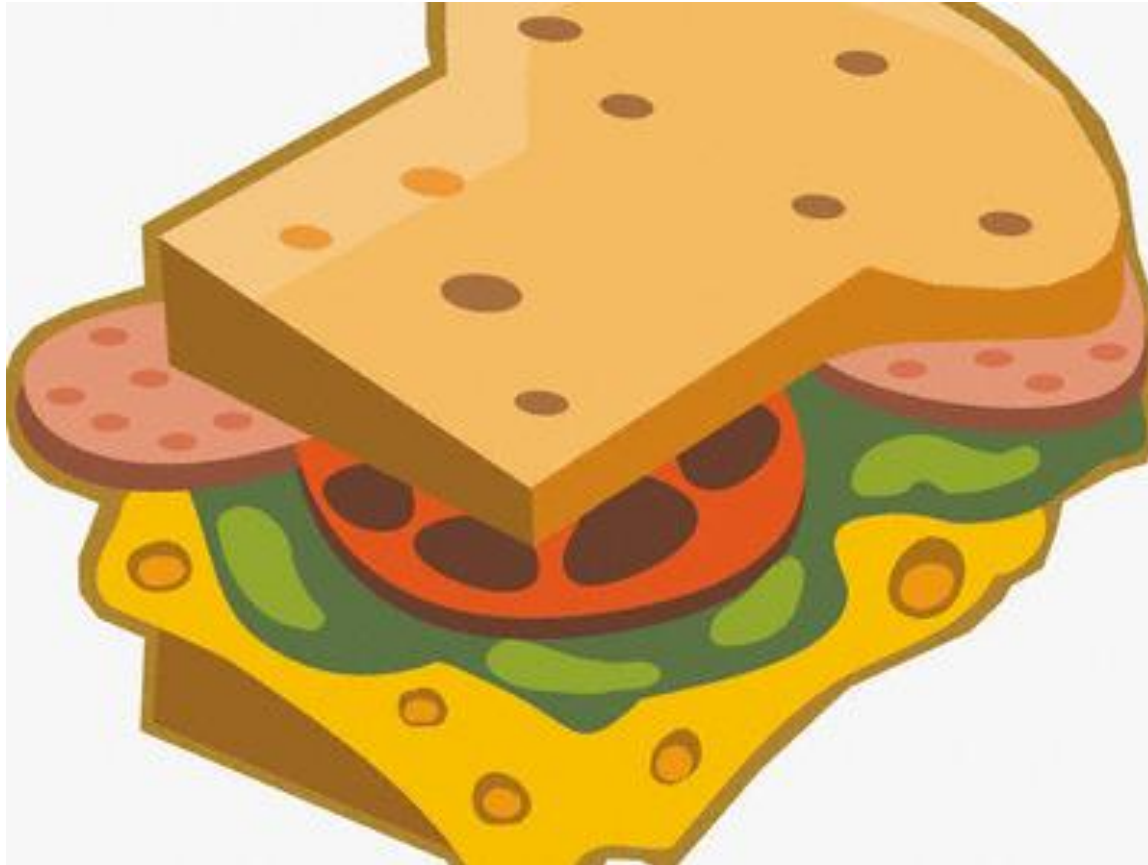


Writing a Useful Recommendation

Constructive	Try to offer solutions, not just identify the problem.
Specific	Include a concrete example of what is being recommended.
Interim Feedback	How will the candidate know if the recommendation was implemented acceptably? Meet with dean.
Sensitive	Avoid negative language. Keep recommendations and comments on a positive note.
Balanced	Point out strengths as well as weaknesses.



Sandwich Your Feedback

Begin with a positive comment.

Write recommendation for improvement.

End with a positive statement.