



**APPLICATION FOR ADMISSION TO THE  
HUBERT H. HUMPHREY FELLOWSHIP PROGRAM  
FOR MID-CAREER PROFESSIONAL DEVELOPMENT IN THE UNITED STATES**

**9**

**CONFIDENTIAL LETTER OF REFERENCE**

**This letter of reference must be written by a professional mentor, professor, or other associate outside the candidate's current work setting. Personal friends or family members are NOT acceptable references.**  
If this letter is not written in English, an accurate translation must be attached.

Name of Applicant \_\_\_\_\_

Country of Residence \_\_\_\_\_

Name of Evaluator \_\_\_\_\_

Title of Evaluator \_\_\_\_\_

Organization or Employer \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_ / \_\_\_\_ / \_\_\_\_

In what capacity have you known the applicant?  
\_\_\_\_\_ If Other, please specify \_\_\_\_\_

How long have you known the applicant? \_\_\_\_\_

**PROGRAM DESCRIPTION**

The Humphrey Fellowship Program provides mid-career professionals from designated countries around the world with an opportunity to enhance their professional capabilities through participation in specialized 10-month programs developed specifically for small clusters of Humphrey Fellows at selected U.S. universities. Primary funding for the Humphrey Program is provided by the U.S. Government through the United States Department of State. The Institute of International Education (IIE) administers the program on behalf of the State Department.

The types of university programs arranged for Humphrey Fellows depart from a traditional discipline-oriented focus and have a problem-solving and experience-sharing emphasis. The programs are not degree-related and not aimed at providing scholarly preparation or basic training in a field. The objective is to provide Humphrey Fellows with an overall experience that broadens their perspectives, enhances their capability to assume greater career responsibilities, and provides opportunities to establish useful professional contacts. To accomplish these objectives, programs are designed to include various combinations of course work, independent projects, internships, consultations with U.S. faculty or experts, field trips, and seminars. Under the guidance of a designated faculty advisor or "coordinator," Fellows plan programs that best suit their individual career development needs.

I. Please evaluate the applicant in comparison with other professionals whom you have known during your career.

**Knowledge of Field** - (has substantial educational background and or relevant experience that applicant can build upon during Fellowship.)

**Work Habits** - (takes initiative, is self-motivated, defines goals demonstrates achievement.)

**Seriousness of Purpose** - (is committed to making a difference/ impact in his/her professional field.)

**Commitment to National Development** - (is dedicated to addressing the development needs of his/her country.)

**Resourcefulness and Initiative** - (is able to identify needs and seek out resources in order to address those needs.)

**Emotional Maturity** - (functions in a sensible manner. Takes responsibility for actions.)

**Adaptability to New Situations** - (demonstrates ability to embrace change and flexibility to adjust to unfamiliar surroundings.)

**Leadership Qualities** - (demonstrates potential in providing direction and guidance to others in order to achieve goals.)



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**II. Please assess the candidate's suitability for the Hubert H. Humphrey Fellowship Program based on his/her educational background, work experience and individual needs for career development. (A description of the Humphrey Program is on the front of this form.) Include a candidate evaluation of the applicant's ability to pursue serious academic work in the context of a mid-career professional program. Indicate how this program will directly benefit not only the candidate's career but also his/her country and society. Also discuss the candidate's leadership potential and commitment to public service. (Your comments can be continued on a separate sheet if more space is needed.)**