

HANSHIN GSDS

Graduate School of Development Studies
Guidelines for applicants

Hanshin Graduate School of Development Studies



President's Welcome Message

Welcome to Hanshin Graduate School of Development Studies (GSDS)! Since its inception in 1940, Hanshin University has strived to be a global academic leader, upholding human welfare and dignity through a progressive and creative vision of "Intellectuals in Action". Hanshin GSDS is the first graduate school of its kind in Korea. Hanshin's unique progressive global vision is reflected and pushed forward in the rigorous and innovative academic initiatives of Hanshin GSDS.

Hanshin GSDS is a multidisciplinary program that offers a Master's degree in the academic field of development. The curriculum not only encompasses economic development, but explores humanitarian, social, cultural, political, and administrative development in developing economies around the world. Having personally witnessed the early, turbulent postwar years of Korean history, I have vivid memories of a childhood, when feeding me proper meals was one of the biggest missions my parents had to struggle with every day. But in less than 50 years, Korea has transformed into a globally competitive nation which hosts more than 90,000 international students from over 100 countries around the world and they come to Korea aiming to further their academic endeavors through advanced degrees. While Korea's dramatic economic development has made it a model case for many developing countries in academic research and discourse, Korea's developmental model is not without its shortcomings and challenges. In this regard, rigorous research needs to be undertaken to assess the suitability of Korea's model to other economies, to critically analyze the model's shortcomings and challenges, and even to formulate new models which may further development and cooperation with other economies.

It is Hanshin's great honor and privilege to offer this unique and rigorous academic program to citizens of all nations who cherish cooperation, progress, and development. Hanshin will do its best to provide the highest caliber of education and share its rich network of scholars and practitioners to all those participating in this program. Thank you.

Rev. Dr. Chai, Soo-il
President, Hanshin University

01 | Degree Programs

Hanshin Graduate School of Development Studies (GSDS) offers theoretical and practical training for development issues via humanitarian and multidimensional approaches. Hanshin GSDS aims to nurture future global leaders and field experts so that they can contribute their knowledge and expertise to further world development and peace. We believe this can be achieved through a program that emphasizes harmony between the spiritual and material worlds, balance between science and religion, coexistence of the ecological environment and human society, and collaboration between developing and developed economies. Hanshin GSDS offers a variety of academic courses, extracurricular activities and research projects tailored for the Master of Development Studies. In keeping with the vision of Hanshin University, all courses encompass multidisciplinary studies of political, economic, social, and cultural development models derived from the experience of Korea as well as other developed and developing economies.

02 | Faculty

Hanshin GSDS faculty members are globally-renowned scholars with excellent teaching, research, and field experience expertise.

- Cheon, Byung-You** | Labor Economics
- Ha, Jong-Moon** | Japanese Modern History
- Hong, Yoo-Soo** | Development Theory, Economic Development
- Jang, Jong-Ick** | Socio-economics
- Jung, Keun-Hwa** | Regional Economics, Socio-economics
- Lee, Sang-Hun** | Environmental Sociology
- Song, Joo-Myung** | Political Economics
- Yi, Ki-Ho** | Political Change and Theory, Asian Civil Society



03 | Collaborative Faculty

The collaborative faculty members of Hanshin GSDS, renowned professors and practitioners coming from sister universities and organizations of Hanshin University, give the curriculum enhanced variety and improved quality.

Chen, Xiang-Dong | Chinese Economy (Behang University)

Fukagawa, Yukiko | Japanese and Korean Economies (Waseda University)

Kim, Tae-Jong | Human Resource Development (KDI)

Lee, Chang-Jae | Regional Economic Cooperation (KIEP)

Lee, Jae-Hoon | Development Assistance (KDS)

Lee, Joon-Ho | Small and Medium Industries (KOSBI)

Oh, In-Gyu | Social Development (World Association for Hallyu Studies)

Takahashi, Kiyotaka | Peacebuilding and International Development Cooperation(Keisen University)

04 | Unique Features of Hanshin GSDS

- Hanshin GSDS develops and teaches new theoretical and practical approaches to development studies that emphasize balanced development between human beings and environment.
- Hanshin GSDS emphasizes a multidisciplinary approach to development studies to differentiate between traditional approaches which generally underscore economic development.
- Hanshin GSDS combines theory and practice to build student capabilities, from which students can tackle real-world programs and devise related projects and policies.
- Hanshin GSDS students are given a unique study abroad opportunity at the University of California, Berkeley, for one semester (or one semester and one summer session).
- Hanshin GSDS provides active assistance in job placement in Korea or foreign countries, in line with students' career plans.
- The instructional language of Hanshin GSDS is English. However, studying Korean is highly recommended for international students while they study at the program.
- The length of study at Hanshin GSDS is normally two years, or four semesters.

05 | Hanshin – Berkeley Joint Program

1. Hanshin GSDS maintains an optional study abroad program with the University of California, Berkeley. All GSDS students can participate in the joint program during the third semester with an option of additional participation in the summer session. Those who complete 9 or more credits of Berkeley courses must still fulfill 15 credits of core or common courses and 6 credits of the Master's thesis at Hanshin GSDS.
2. Courses at UC Berkeley: Sociology of Development and Globalization; Economy and Society; Organizations and Social Institutions; Innovation and Entrepreneurship; Society and Technology; Immigration in the Global Perspective; Global Leadership, and etc.
3. Hanshin – Berkeley Joint Program participants must pay tuition to Hanshin GSDS and UC Berkeley. The tuition at UC Berkeley is determined by UC Berkeley and is payable during registration at UC Berkeley.
4. Hanshin – Berkeley Joint Program participants are entitled to a scholarship from Hanshin GSDS.

06 | Field Trip Studies and Internships

Some courses include site visits and other field trip studies to supplement the student's academic studies. These practical, on-site trips will help familiarize students with real world situations in general and the Korean case in particular.

Hanshin GSDS encourages students to undertake internships that will provide practical experience useful for students' future careers. Hanshin GSDS will help students secure internship opportunities in various international institutions such as the United Nations, Asian Development Bank (ADB), international NGOs, governmental organizations, research institutes, and private corporations.



07 | List of Courses Offered at Hanshin GSDS

Category	Name of the Course	Credits	Location of Study
Core	Perspectives on Development and Development Studies	3	GSDS
	Cultures, Religions, and Development	3	GSDS
	Master's Thesis 1	3	GSDS
	Master's Thesis 2	3	GSDS
Elective	Development Theories and Development Strategies	3	GSDS
	Comparison of Worldwide Development	3	GSDS
	Science of Political Economy in Developing Countries	3	GSDS
	Education and Development	3	GSDS
	Technology and Development	3	GSDS
	Regional Development	3	GSDS
	Environment Issues of Development	3	GSDS
	Development of Korea	3	GSDS
	OECD and Development Assistance	3	GSDS
	ODA Project Management	3	GSDS
	Field Study 1	3	GSDS
	Field Study 2	3	GSDS
	Research Methodology	3	GSDS
	The Types and Development of Money	3	GSDS
	Industrial Development	3	GSDS
	International Commerce/ Investment and Development	3	GSDS
	Money and Development	3	GSDS
	The Development of Policies	3	GSDS
	Democracy and Development	3	GSDS
	Saemaeul Movement	3	GSDS
	Environmental Protection	3	GSDS
	International Organizations	3	GSDS
	Technology Transfer and Technology Pursuit	3	GSDS
	Entrepreneurship and Governance	3	GSDS
	Social Enterprise	3	GSDS
	Sociology of Development and Globalization	3	UC Berkeley
	Economy and Society	3	UC Berkeley
	Organizations and Social Institutions	3	UC Berkeley
Innovation and Entrepreneurship	3	UC Berkeley	
Society and Technology	3	UC Berkeley	
Immigration in the Global Perspective	3	UC Berkeley	
Global Leadership	3	UC Berkeley	

08 | Master of Development Studies

Hanshin GSDS offers a Master of Development Studies program. Starting from Development Cooperation Concentration in the first year, the Concentrations will be gradually added over time. The first year program aims at educating future specialists in issues and policies of international cooperation toward development, using a variety of socio-political and political economic perspectives. All students must fulfill minimum 30 credit hours of courses, including 6 hours of Master thesis writing. Students can choose to take 9 credits at the University of California, Berkeley for the third semester. The Concentration will eventually include the following:

- New Development Theory and Development Cooperation
- Economy and Industrial Development
- Regional and Social Development
- Education and Culture in Development
- Politics and Public Administration for Development
- Science, Technology, and Development

Concentration I: New Development Theory and Development Cooperation

In the core of New Development Theory is the coexistence of the ecological environment and human society, balance between the spiritual and material worlds, and the co-development of developed and developing countries as a result cooperation. Being one of the key areas of Development Studies, Development Cooperation deals with fundamental questions of foreign aid, official development assistance (ODA), international loans with governmental underwritings, international assistance by multilateral organizations, and other types of critical international assistance program undertaken by international organizations, civilians, and non-governmental organizations (NGOs). This subfield prepares students to be experts in ODA and aid project management, financial and foreign currency analysis, and new project development. Courses include ODA Project Management, OECD and Development Assistance, International Organizations, Money and Development, International Commerce/ Investment and Development, Foreign Currency Management, NGOs, and Development Cooperation for North Korea.

Concentration II: Economy and Industrial Development

Economy and Industrial Development deals with traditional issues of economic development over a wide spectrum of areas which include economic growth, development models and strategies, sustainable development, industrialization and industrial policy, enterprises and entrepreneurship, and global business management. Some courses in this concentration include Development Theories, Political Economy of Development, Industrial Policy for Development, Environment and Sustainable Economy, Regional Integration, International Finance Management, and New Theories on Entrepreneurship and Business Development.

Concentration III: Regional and Social Development

Region and Social Development focuses on the symbiosis of the ecological system and the development of regional communities. The Korean experience of the New Community Movement or 'Saemaeul Movement' will shed some new light on the theoretical and empirical issue of regional development. The social responsibility of corporations and the transnational migration of people, goods, services, finances, and corporations will provide challenges and opportunities to world peace and reconciliation of ethnic and regional conflicts. Courses include Comparing Regional Economies, Urban and Rural development, Social Overhead Capital Development, Regional and Community Development, Corporate Social Responsibilities, Migration and Development, and Saemaeul Movement.

Concentration IV: Education and Culture in Development

Education and Culture plays an important role in successful development. Students in this concentration will explore how education and culture shape a nation's developmental trajectory with specific questions of the formation and management of social capital, national education and education content, educational reforms, culture changes, and organizational innovation. Some of the courses in this concentration include Education and Development, Social Capital, Human Resource Management and Policy, Job Training and Employment, Culture, Religion and Development, Confucian Capitalism, and Hallyu (the Korean Wave).

Concentration V: Politics and Public Administration for Development

Politics and Public Administration engages students with the question of the development nation, national development management, and political leadership and bureaucracy. The state plays pivotal roles in economic planning and implements comprehensive policies of

development in the extensive growth stage. However, democratic society is the pre-condition for the later intensive growth stage. Some of the courses in this concentration include International Relations, International Policies and Organizations, Political Economy of Developing Countries, Geopolitics, Institutional Development, Bureaucracy, and Development Administration, Democracy and Economic Development.

Concentration VI: Science, Technology, and Development

Science and Technology concentration deals with technology pursuit, technology transfer and technological capacity building, innovation and competitiveness. Policy issues involving the development of science and technology in developing countries also receive focal attention in this subfield. Some of the courses in this concentration include Science Technology Planning and Policies, Technology Transfer, Strategies of Technology Pursuit, Innovation and the Knowledge Economy, Technology and Intellectual Property Management, and Green Innovation.

09 | Requirements for the Master's Degree

1. 30 credits of coursework including 6 credits of Master's thesis
2. 2 years (i.e., 4 semesters) of resident enrollment with a maximum enrollment of eight semesters
3. Students can participate in the Hanshin – Berkeley Joint Program in the 3rd semester for maximum 9 credits.

10 | Two Types of M.A. Thesis

Students may choose one of the following to fulfill the M.A. thesis requirement:

- Academic thesis: Traditional M.A. theses with rigorous theoretical or empirical findings.
- Project or policy proposal thesis: Students may choose to write a practical project or policy proposal that can be applied to the development of the student's home country.

11 | Scholarships

Hanshin GSDS students may pursue scholarships and other funds provided under the auspices of the central and local governments as well as the private sector. At Hanshin GSDS, all international students will be awarded scholarships (30 to 100 percent of tuition waiver) based on academic caliber and performance.

12 | Accommodation

During the regular academic year, students can reside in the Hanshin dormitory.

13 | Regular Semesters

The regular semester consist of a fall semester (from September to December) and a spring semester (from March to June) each year. There are two breaks in a year: the winter break (from late December to February) and summer break (from late June to August).

14 | Admission Procedures

All candidates must be graduates of a bachelor's (or equivalent) degree program at a recognized college or university in Korea or abroad (a total of 16 years of education in primary, secondary, and tertiary institutions with national or international accreditation). Admission is based on a highly selective process. Key emphasis is placed on undergraduate GPA, statement of purpose, letters of recommendation, work experience, language proficiency, and interviews. Entrance requirements and admission procedures differ for Korean and non-Korean citizens. For more information on entry qualifications and the application process, please refer to the Admissions Section on the Hanshin GSDS website at <http://dept.hs.ac.kr/gsds/> Provided below is only a selection of the information from the website.

15 | Admission and Scholarships

- All applications to the program should have completed 16 years of primary, secondary, and tertiary education in each country of their residence. Graduates from both nationally- and internationally-accredited institutions of higher learning that offer undergraduate degrees in all areas of academic disciplines will be accepted for consideration.
- Application materials include: Hanshin GSDS application forms (downloadable from our website), official TOEFL or IELTS score reports sent directly to Hanshin GSDS from the testing services, transcripts from all undergraduate universities attended, two letters of recommendation from either university professors or career supervisors familiar with the applicant (forms included), and an essay indicating applicants' plan of study.
- All applicants will be automatically considered for scholarships that range from 30% to 100% tuition waiver. Full scholarships that cover tuition, room and board, and health insurance are available for a limited number of students, while partial tuition scholarship is available for many students respective of qualifications.

16 | Estimated Costs per Year

- | | |
|--|---------------------|
| ■ Tuition (2 semesters) | USD \$ 9,900 |
| ■ Dormitory & 160 Meals (2 semesters) | USD \$ 2,000 |
| ■ Total | USD \$11,900 |
| ■ Personal Expenses | USD \$ 5,500 |
| (Personal expenses may vary considerably according to personal spending habits of the student) | |

17 | Expenses for a semester in Berkeley

The expenses for a semester in Berkeley will fall in line with the Berkeley's regulations.

HANSHIN GSDS

Graduate School of Development Studies Admission Handbook and Application Form

Introduction to the application form

Completing the application

Checklist of required document

GSDS Application for admission

01 | Introduction to the Application Form

WELCOME

Thank you for your interest in Hanshin Graduate School of Development Studies (GSDS). We welcome all students who want to make a difference in their lives and change the world for better. Thus, we pursue for distinctive individuals ready to take this challenge, dedicate all efforts to study a desired field, and apply accrued knowledge and skills into practice after graduation. Applicants are treated equally regardless of sex, race, age, religion, disability and country of origin.

Admission is a competitive process; each application will be evaluated separately by the Admission Committee; all documents as academic transcripts, recommendation letters, and test scores are subjects to close scrutiny.

APPLICATION ELIGIBILITY

In order to be considered, applicant MUST fulfill the following requirements:

Requirement 1: Educational Qualifications

Applicants have to be graduated or are expected to graduate from a university. Applicants have to provide an embassy-apostilled copy of education documents.

Requirement 2: Language Proficiency

English is the language of instruction; Non-native speakers of English must possess a valid standardized test score (TOEFL PBT 550, CBT 210, iBT 80, IELTS 5.5, or TEPS 550) or acknowledge to possess such linguistic proficiency by Hanshin GSDS.

HOW TO APPLY

Currently, there are two ways to apply for admission:

- Download the Application Form from our website (<http://dept.hs.ac.kr/gds/>). Fill the application form in right on your computer, print it out, sign and attach photo, scan, and send it to our email (special@hs.ac.kr). Send the original of the other required documents. A completed application includes Application Form, Personal Statement, Letters of Recommendation, Transcripts/ Copies of Diplomas, and Application Fee.

APPLICATION DEADLINES AND SCREENING SCHEDULES

Students may start their academic program in the Spring Semester 2014. Admission period is from Nov 1st to Nov 15th and students are urged to apply as early as possible to ensure sufficient time for application screening and visa application procedures. Students who are admitted but unable to complete visa arrangements prior to the start of the semester may defer enrollment to the subsequent semester. The application deadline for Spring Semester is Nov 15th.

Students will be notified via e-mail about the application results. Online interview is schedule on Nov 22nd. All necessary official documents for visa obtainment will be sent by post and should arrive within a few days following result notification.

ACADEMIC YEAR

The Academic year is divided into two semesters, Fall and Spring, separated by two breaks. The Fall Semester begins in the first week of September, and the Spring Semester in the first week of March. Students will be notified via email about the details after the obtainment of visa. Students are expected to arrive in Korea prior to the start of the semester. During this period, students will be offered an Orientation program.

Hanshin GSDS program is designed to be completed within the standard period of Master's program (2 academic years).

ACADEMIC PROGRAM COSTS

The total annual estimated financial resources required for Hanshin GSDS program are shown below:

Estimated Costs per year (30weeks)	
Tuition (2 semesters)	\$ USD 9,900
Dormitory & 160 Meals (2 semesters)	\$ USD 2,000
Total	\$ USD 11,900

*Tuition dormitory, and meals are charged by semester.

** Students may use dormitory and meals services on campus or outside on their expenses

** Fees presented above are estimates and subject to change.

Students must provide for the expense of program tuition without exception. However, if some students decide not to use dormitory and meal services on campus, they are free to look for housing and food off campus. Personal expenses may vary according to personal spending habits of the student. Normally, off campus housing costs vary about USD 300 to 800 per month and meal costs about USD 500 per month.

02 | Completing the Application

Please read the instructions carefully before filling out the application form (downloadable from our website). After you have finished filling out the application form print it out, attach your photo to a designated place and sign the form in black ink where necessary. After that please scan all pages of the form in subsequent order and save the document ; send the document to Hanshin GSDS via e-mail(special@hs.ac.kr).

NAME

The name on your application for admission must match your legal name as it appears on your passport. Please ensure that you clearly differentiate your family name(s) from your first and other names.

ADDRESSES

Mailing Address. This is the address as listed on your passport, driver's license or legal documents. This is the address that Hanshin University will use to mail any documents to you.

E-mail. Please type your e-mail address. If you have alternate e-mail addresses, please write the most frequently used only.

Alternate Mailing Address. If you are not always at your usual address, or use a Post Office Box to receive mail, enter an alternate address here. Please also state the period when this address should be used. Hanshin GSDS will accordingly mail documents to this address. Outside of these dates, mail will be sent to your Mailing Address.

NATIONALITY AND OTHER PERSONAL DATA

State your passport number, date and country of birth, and current citizenship (if you have dual citizenship, please write both citizenships).

ACADEMIC INTEREST

Please specify what concentration field you are applying for. If you are interested in the Hanshin-UC Berkeley program please refer to Hanshin GSDS Guidelines for more information.

SUMMARY OF EDUCATIONAL EXPERIENCE

Please list all secondary/ high schools you attended, and all colleges and universities at which you have taken courses.

SUMMARY OF EMPLOYMENT EXPERIENCE

Please list all organizations/ companies/ institutions you have worked in since graduation.

SUMMARY OF OTHER EXPERIENCE

Please list all charity/ non-profit/ voluntarily institutions in which activities you have been involved.

LANGUAGE AND PROOF OF ENGLISH PROFICIENCY

In this section specify what language skills you possess. Non-native speakers of English are required to submit a valid proof of English proficiency by a TOEFL, IELTS, or TEPS score or acknowledged to possess such linguistic proficiency by Hanshin GSDS.

Applicants who are native English speakers are exempt from the language requirements.

APPLICATION FEE AND PROOF OF FINANCES

In the Application Fee section please specify what payment method you have used. The application fee is USD 100. Please attach a copy of the payment receipt along with your application documents.

Bank Information	
Bank Name	
Bank Address	
SWIFT Code	
Account Number	
Recipient Name	
Telephone Number	

*Paying bank transfer fee is borne by remitter

All international students must submit the Proof of Finances form showing that they have the appropriate level of funding to support them during their studies at Hanshin GSDS. You, your parent, or your sponsor and your bank official(s) must complete and sign (endorse) the Proof of Finances form. Students must prove that they have this amount of funding available to

them when submitting their application. In addition, a certified photocopy of the passbook showing transactions and funds (of at least USD 13,000) in the account for three months prior to application should be submitted.

Submit a copy of your passport data page (face page), along with the Proof of Finances form to aid in the issuance of visa documents.

03 | Checklist of Required Documents

Required documents	
Application form correctly and completely filled-in.	
Original Transcripts	
Original Degree Certificate Letter or Certificate of Expected Degree	
Proof of English Proficiency	
Personal Statement	
2 Letters of Recommendation completed and signed by the recommender	
Proof of Application Fee Payment / Bank Receipt	
Affidavit of Support and Supporter's Bank Statement for 3 months	
Copy of Photo Page of passport.	
Two Identical Photographs (4cm X 3cm)	

GSDS Application for Admission

I. Personal Information

Full Legal Name <small>(Enter name exactly as it appears on passport or other official documents)</small>	Last(Family) Name		Photo <small>(taken within 3 months)</small>
	First(Given) Name		
	Middle Name		
Name in Korean <small>(Koreans Only)</small>			
Citizen Registration Number <small>(Koreans Only)</small>			
Date of Birth	Year/ Month/ Day	Birth Place City/ Country	
Nationality		Passport Number	Gender Male/ Female
Current Address	Permanent Mailing Address <small>(If different from current address)</small>		
Phone Number		Cell Phone Number	
Fax Number		Email Address	

II. Emergency Contact

Name			
Nationality		Relationship	
Address			
Contact Number		Email Address	

III. Program of Study

Degree	Course Concentration	Exchange Program at University of California, Berkeley
M. A. in Development Studies	New Development Theory Development Cooperation	<input type="checkbox"/> Yes <input type="checkbox"/> No

*Refer to Graduate School policies for Exchange Program at University of California, Berkeley.

IV. Education History

In chronological order, please list all schools that you have attended from high school level.

Institution	Country / City	Major	Attendance Period		GPA
			Month/ Year		

* Official academic transcripts and certificate of graduation of all listed undergraduate or graduate schools should be submitted.

Special academic honors, scholarships, and achievements:

V. Employment History

Institution	Position Held	Period	Job Description

VI. Extracurricular Record

Please list down the extracurricular activities including part-time job or voluntary activities

Name of Activity	Approximate Time Spent	Position held, honors won, certificates earned

VII. Language Proficiency

Please use "fluent", "good", "average", or "minimal" to self-assess your level of foreign language proficiency.

Native Language	
------------------------	--

Other Languages	Reading Ability	Writing Ability	Speaking Ability

VIII. Official Test Score

Test Name	Test Date	Test Score
TOEFL® (iBT/ PBT)		
IELTS		

IX. Application Fee

A non-refundable application fee of US\$100 is compulsory for the application. The only payment method is bank transfer. Please leave your bank transfer information below.

Bank Name	Transfer Date	Name of the Sender

* Applications will not be evaluated without paying application fee.

X. Documents to be Returned

Please list down the original copy of documents you request to return.

I request for the following document(s) to be returned	

XI. Personal Statement

Please compose a 500-word to 1000-word personal statement explaining reasons of why you are choosing Hanshin GSDS. The statement should include your answers to the questions below but also you may describe own thoughts if you want. Download the personal Statement form from our website(<http://dept.hs.ac.kr/gsds>).

Personal Statement
<p>Where did you learn about Hanshin GSDS? ①Internet ②Offline advertisement (ex. Brochure) ③From family ④Teachers or professors ⑤Friends ⑥Others (please specify:)</p>
<p>(1) What has attracted you to Hanshin GSDS program?</p>
<p>(2) How could your present academic achievements and professional experience help you succeed in this program?</p>
<p>(3) What are your future goals and career objectives?</p>
<p>(4) How will an advanced degree in your chosen field of specialty help you achieve the above stated goals and objectives?</p>
<p>I declare that the work appearing above is original and written by me. It does not infringe on any copyrights.</p>
<p>Signature of the Applicant: _____ Date: _____</p>

XII. Letter of Recommendation

Name of the applicant			
Recommender's personal information			
Name		E-mail	
Telephone		Institution(Title)	
Address			
What is your relationship to the applicant and how long have you been acquainted with him / her?			
What areas do you feel the applicant needs to concentrate more on? What superior talents or character traits does the applicant possess?			
In what way do you feel that experiences at Hanshin GSDS will be of benefit to the applicant?			
Are there any academic or professional areas that you would like to see the applicant expand or improve upon at GSDS and in the future?			

Please provide an appraisal of the applicant in terms of the qualities below:

	Exceptional	Excellent	Above Average	Average	Below Average	Unable to Assess
Intellectual						
Analytical ability						
Judgement						
Maturity						
Motivation						
Flexibility						
Teamwork						
Leadership						
Communication skill						
Future potential						

Other Comments	
Signature of the recommender:	Date:



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