

## MARIHE Application, Intake 2023 Information for Referees for writing Letters of Recommendation

Krems/Austria, June 2022

Dear Sir or Madam,

You have been asked by a person who wishes to apply to the MARIHE programme to write a **letter of recommendation**. We would like to thank you in advance for your support.

MARIHE – Master in Research and Innovation in Higher Education is a four semester master course supported by the Erasmus+ programme of the European Union. By these standards MARIHE is one of the top level master programmes in Europe. Find out more about MARIHE on [www.marihe.eu](http://www.marihe.eu)

For the letter of recommendation we kindly ask you to take notice of the following:

- To be a referee and write a letter of recommendation you should be a university professor / a university lecturer or a supervisor at work and know the recommended person from teaching him/her in university or from supervising him/her at the workplace.
- The letter should be written in English language, typed on headed paper of your institution (if possible), bear a stamp of the institution (if possible) and your signature (mandatory) and include your contact details, i.e. address, phone, e-mail (mandatory). **Please understand that we cannot accept letters with electronic signature or if the signature is integrated as a graphic item into an electronic document.**
- The letter should be a maximum of two pages.
- The letter should refer to the following questions/elements:
  - For professors/lecturers: Please state your subject and your position/function at your university. For supervisors: Please describe your function in which you supervised the applicant.
  - For how long have you known the recommended person? Where did you get to know him/her (in which classes/subjects or in which working situations)?
  - How would you judge his/her academic performance or work performance? If you know the person from university teaching: Compared to other students from the same cohort, how would you rank his/her academic performance (e.g. in the top 10/20/30/40% of students)?
  - How would you judge his/her personal skills (e.g. team work, communication skills, rhetoric skills, other)? Please shortly describe from which situations in class/at the workplace you judge them.
  - How do you estimate the recommended person's plan to build on a career in research and innovation in higher education? Please take into account the subject of the person's first university degree, the objectives of the MARIHE programme and – if applicable – the person's work experience.
  - From your personal impression: What makes the person you would like to recommend special?

**Please give the signed letter to the recommended person who will hand it in as a scanned copy with his/her electronic application.**

Should you have any questions, please contact us (e-mail: [marihe@donau-uni.ac.at](mailto:marihe@donau-uni.ac.at)).

Sincerely, MARIHE Secretariat