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Erasmus+ Programme of
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MARIHE Application Period 2017 Information for Referees for writing Letters of Recommendation

Krems/Austria, Sept. 2016

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

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. Application deadline (student intake in summer 2017) is 28 February 2017 for the Erasmus+ scholarship application and 31 May 2017 for participation as self-paying student.

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

Sincerely, MARIHE Secretariat