

**Structured Reference template**

Your reference should not exceed three pages and should be presented according to the following specifications: single-spaced, body text in Arial, 11pt font, and 1” margins.

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| **Applicant Name** |  |
| **Referee Name** |  |
| **Title** |  |
| **Institution** |  |
| **Relationship to Applicant** |  |
| **Number of Years Known** |  |

**Please respond to the four questions below.**

Instructions: As noted above, your collective responses should total three pages maximum. If evenly divided, that amounts to ~300 words an answer.

1. Describe your assessment of the applicant’s research skills and research potential.
2. Is the applicant likely to make a strong application to the field of data science? Describe why.
3. Describe why the applicant will work well in a multidisciplinary environment.
4. Identify and comment on one area of growth for the applicant.