



December 10, 2006

To whom it may concern:

This letter is in support of Christopher Hooper. I met Chris a year and a half ago (Spring 2005) when he was in my class, *Introduction to Organizational Change*. Over that semester, I talked with Chris quite a bit, and we have kept in touch since he graduated.

Chris is one of the most talented students I have ever taught. My course was writing-intensive, and he consistently wrote some of the best papers I received. His arguments were well developed and well written. Over the last several years, I have noticed a significant decline in the quality of students' writing, but Chris gave me hope that there are still a few young people out there who are strong writers. It was a joy to read his papers, not only because of his flawless writing style, but also because of his thorough and insightful analysis of the material.

For the team project, Chris worked with four other students on a weeklong, complex computer simulation in which students served as the organizational consultants to a high-tech company on the verge of bankruptcy. The group Chris was a part of worked well together, and their team received one of the highest scores I have ever seen on the simulation. At the end of the semester, I solicited feedback from his group members on his ability to work on a team, and their remarks were unanimously positive. Chris was clearly a team player who contributed a lot to the final project.

One of the assignments for my class was for students to collect feedback from their families, friends, and coworkers on their strengths and talents and to report on these findings. Two strengths were consistently recognized among the people in Chris's life. The first was that he is a positive motivator. He can energize people and bring out the best in them. I certainly saw this when Chris was working with his team on the computer simulation. His contagious attitude was what motivated his team to work overtime in order to devise an excellent strategy for the consulting process.

The second common theme from Chris' feedback paper was that he is extremely determined when it comes to his goals. This didn't surprise me either because I could tell from my interactions with Chris that he has a can-do attitude that permeates his entire life. Over the last year and a half since Chris finished my class, I have learned a lot more about his background. I now realize that he hasn't had all the breaks in life. In fact, he's had quite a few obstacles. Yet I'd bet my money on Chris any day that no matter what happened, he'd land on his feet and make the most of the situation. He just has that kind of a spirit.

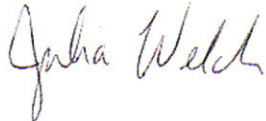
I have written dozens of recommendation letters over the years, but I can assure you that no student has come close to Chris in terms of his level of organization around the recommendation process. He presented me with a professional looking portfolio of all his experience and achievements, a compilation of all of his past assignments for my class,

and thorough instructions for how to submit my letter. Ironically, I didn't have to refer to many of the resources he provided because I can remember Chris' many talents quite clearly on my own, even though it has been over a year since he was in my class. However, I have to tell you that it is rare for a student to be so considerate and organized when asking for a letter of recommendation. I wish more students were as thoughtful and well prepared as Chris. He is truly miles ahead of his fellow students in terms of organization.

I'd like to make one final comment about Chris. On a personal level, I enjoy keeping in touch with him because he is such an interesting character. He has a fascinating, non-traditional, and well-rounded background. Because of his many skills and great personality, Chris stands out to me as a person who has what it takes to be an excellent manager and coworker. I have no doubt that he will shine in your company.

Please do not hesitate to contact me if you have any questions.

Sincerely,

A handwritten signature in cursive script that reads "Julia Welch". The signature is written in black ink and is positioned above the typed name and contact information.

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