

Dear Sir or Madam:

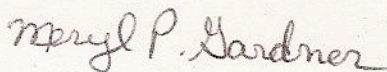
I am delighted to write to you in very strong support of Stephen Norman's application for a position with your company. Steve was a student in my Marketing Research class and my Field Projects in Marketing classes during the Spring 08 semester. He is an excellent student, with an outgoing, friendly personality. I am confident he will be an outstanding addition to your company, and will earn promotions in the future.

As a student in Marketing Research, Steve led his team to write a proposal for all of the research needed to market a web site to sell exercise-related projects to college students. He handled the interpersonal issues with maturity, tact and efficiency, a rare combination of talents. He was instrumental in conceptualizing the product, doing secondary research to learn about similar products on the market, and designing a survey. Steve's excellent communication skills enabled the group to clearly and persuasively present their work in written form. His performance during the semester demonstrated to me that he is highly motivated and academically strong.

As a student in Field Projects in Marketing, Steve was a member of a team of students who served as consultants to the developers of a Vehicle-to-Grid electric car. Their task was to research the fleet (non-consumer) market, and provide suggestions to maximize sales to that market. Steve once again demonstrated his fine team-related skills and high level of commitment to excellence. He took the initiative to get tasks completed on time, organized team meetings, helped distribute responsibilities and acted a primary contact with the client. He was always eager to learn and never afraid to ask questions.

In conclusion, I feel confident Stephen Norman will be an excellent addition to your company. I expect great things from him.

Sincerely,



Meryl P. Gardner
Head of Marketing Area and Associate Professor