

24 May 2007

RE: Miguel Baltazar

To Whom It May Concern:

I am pleased to write this letter of recommendation for Miguel Baltazar, who is seeking a position with your institution. In the following paragraphs, I describe Miguel's qualifications for the position.

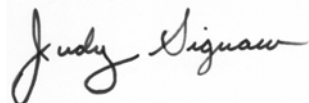
As part of his Master's degree program, Miguel chose to complete an optional monograph; I was his advisor for this project. The monograph took three semesters to complete. To see this project to its end, Miguel had to develop hypotheses, collect primary data through personal interviews, analyze the data and write up the report. The research process was not a smooth one. He encountered numerous bureaucratic problems in trying to obtain permission from an assisted living facility to collect the needed data, but he persevered until he was successful. I think Miguel's willingness to follow through with the monograph in the face of many obstacles provides evidence of strong motivation and perseverance.

Miguel is also very people-oriented and places high value on human interaction. He is very concerned about others and astute in understanding them. He is also friendly, perceptive, and insightful, as well as a patient and practical listener. Thus, he possesses the personal traits of a good teacher and colleague.

In addition, Miguel has acquired several years of teaching experience at the undergraduate level, teaching a broad range of courses including Public Relations and Advertising, Strategic Marketing Management, Marketing Project, and Yield or Revenue Management. While he demonstrates that he can add flexibility to your teaching rostrum, his preferred discipline area, and that in which he is earning his PhD, is Operations Management.

Overall, Miguel would be an excellent addition to your institution. If you have any questions regarding his capabilities, please do contact me at jas92@cornell.edu or +65 6790 6479. I would be delighted to discuss Miguel with you.

Sincerely,



Dr. Judy A. Siguaw

Dean, Cornell-Nanyang Institute of Hospitality Management
Professor of Marketing at Cornell University

J. Thomas Clark Professor of Entrepreneurship and Personal Enterprise

