

13<sup>th</sup> November 2005

**TO: WHOM IT MAY CONCERN**

**REFERENCE: Mr. Miguel Balthazar**

It is my very great pleasure to provide a reference for Mr. Miguel Balthazar, Lecturer at *Les Roches* Swiss Hotel Association School of Hotel Management, Bluche, Switzerland.

As Dean at *Les Roches*, I was keen to have Miguel Balthazar join our team after completing his master's degree at Cornell. He had the ideal mix of industry experience and academic qualifications. He proved an ideal choice and quickly became an invaluable member of the faculty. He researched and designed the Revenue Management Course for the Bachelor of Business Administration (Hospitality), which is now a core course in the Programme. He was flexible and taught in other areas as needed. As a teacher he excelled, specializing in marketing and yield and revenue management, and was respected and well-liked by all.

When I assumed duties as International Rector, I chose him as a member of the newly formed Hospitality Convergence of Curricula and Harmonisation of Delivery Working Group. Over the past three years, his dedication, hard work and educational expertise were important as the Group worked diligently to forge new international academic links in Hospitality and Tourism. Importantly, the first Laureate Hospitality joint degree in Tourism was agreed. This initiative allows students network-wide to benefit by following a joint curriculum that incorporates the best ideas from industry and education from the programmes at our universities in Spain, Switzerland, Chile Mexico and Central America. Unique to this endeavour, if desired a student following this new programme may achieve a Spanish official degree after a period of resident study in Spain. In large part due to Miguel's contributions and trilingual abilities, all elements of the undertaking were accomplished in advance of the published milestones. I relied upon him and he accomplished each task on time and professionally.

Mr. Miguel Balthazar is a person of the highest integrity and character. I have absolutely no hesitation in giving him the highest recommendation. He is a talented and caring educator who will add value to any academic institution. I could always count on his support – he is the consummate professional.

Very sincerely yours,



Ronald W. Carpenter  
Rector, Les Roches International Schools