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Dear Recruitment Representative:

It is with pleasure that I write this letter of reference for Jessica Brown. Please consider the following information when considering Jessica for a position with your organization. I am an adjunct professor for the USC Annenberg School for Communication & Journalism and I came to know Jessica while I was her professor for CMGT 508: Communicating Strategy and Change in Spring 2012. In that course I had an opportunity to watch her expand her already strong professional and academic skills to become adept at analyzing and recommending organizational change strategies. Jessica is intelligent and creative; she is committed to exploring how organizations can more effectively build their internal capacity and develop and market their content to organizational partners and individual clients. Her abilities were reflected in her professional presentations, course papers, grades, and collaborative relationships throughout the semester. After the course concluded I also had an opportunity to collaborate with Jessica to prepare a paper on strategies for designing and delivering high-quality online instruction. Here are a few of the specific skills and abilities that I believe demonstrate what Jessica would bring to any position:

- ***Excellent Critical Thinking and Problem-Solving Skills:*** Jessica demonstrated the ability to raise important questions about organizational issues and apply theories to better understand actual organizational problems related to topics such as organizational leadership and culture, resistance to change, and communication with diverse stakeholder groups. Jessica conducted an excellent case study analysis of a company's effort to integrate marketing departments and processes to increase efficiency, cut costs, and represent a single brand in the cloud computing industry. She demonstrated a strong ability to integrate theory and practice and remain sensitive to a variety of stakeholder interests and concerns. She proposed concrete strategies for minimizing employee resistance to change, strengthening service quality, and developing a more cohesive organizational vision.
- ***Strong Communication and Collaboration Skills:*** Jessica demonstrated strong interpersonal skills and writing abilities. She consistently contributed important insights to course discussions and demonstrated excellent online presentation skills. Her final case study presentation was one of the most engaging and professional I have seen. Jessica also used a variety of online meeting and research tools to coordinate group discussions and complete course content. Jessica is particularly good at analyzing and explaining important organizational challenges and opportunities for audiences who may not be familiar with a particular area of organizational development strategy.

In closing, I wholeheartedly recommend Jessica for a position with your organization. She has proven herself to have the intellect, communication skills, and creativity necessary to support organizational success.

Sincerely,



Dr. Sara E. McClellan