

June 13, 2023

To Whom It May Concern:

I am writing today to give you my strongest recommendation for Len Hancock with your organization. I hope that my letter can convey my enthusiasm for Len as an employee.

Len began working for the John Chambers College of Business and Economics in May of 2021 as a Budget Analyst. In that role, Len was tasked with preparing financial reports for academic units and centers as well as special projects. Our systems at WVU do not present data cleanly and do not talk with one another, so this role involved extensive data cleaning and interpretation. In my experience, too often analysts do not question nonsensical results because the “data are what they are.” Len focuses on getting the job done as correctly as possible.

For that reason, Len was quickly (for WVU) promoted after a year to the role of Budget Analyst & Data Analyst when our previous Data Analyst left. Len retained some of the high-level budget data analysis he was previously doing but added the Data Analyst workload of our recently departed Data Analyst. While she also taught, the Data Analyst portion of her workload was sixty percent of her time. In this role, Len was the primary contact for any Chambers College data needs, especially as it related to accreditation or financial reporting.

Around the time Len was promoted, WVU began to engage in a process of academic transformation. This process led to every academic program being evaluated on number of majors, student persistence, and placement. Initially, the University was not going to look at the financial aspect of programs (i.e., whether they are profitable) because they thought it would not be possible or too time consuming given the quality of our internal data. As a business school Dean, I was not satisfied with ignoring profitability and I tasked Len with preparing a profit and loss statement for specific undergraduate and graduate programs.

After several weeks of data wrangling, Len produced an excellent profit and loss statement for our undergraduate and graduate programs. After presenting it to me for feedback, I asked him to present it to our College’s Executive Committee for further feedback and critique. That was so successful, I had Len present to our Provost’s Office so they could see how it was possible to produce a profit and loss statement for each program. As a result of Len’s presentation, the University is now incorporating profitability into the Academic Transformation process.

Clearly the work that Len has done for the Chambers College has been impactful. I would be happy to answer any additional questions you may have regarding Len and his abilities. Please feel free to contact me at joshua.hall@mail.wvu.edu.

Sincerely,



Joshua C. Hall
Milan Puskar Dean
John Chambers College of Business and Economics