

June 12, 2023

To whom it may concern:

Subject: Len Hancock Letter of Recommendation

It is a pleasure to write a letter of recommendation for Len Hancock. By way of introduction, I am an Associate Dean and Professor of Marketing at the John Chambers College of Business and Economics at West Virginia University. I have worked with Len for the last 2 years in his role as a budget analyst. In my Associate Dean capacity, I am responsible for my college's accreditation. Our accrediting body is AACSB (www.aacsb.edu), the leading accrediting body for business schools.

Much of the accrediting process involves reporting and analyzing academic data related to undergraduate and graduate education. These data come from a variety of WVU systems and Len has played an instrumental role in helping me to collect and analyze this data. He has made our accrediting process less onerous and time consuming.

I have been impressed with Len's ability to not just manage data, but to understand the "bigger picture" in terms of how the data is used. Accrediting is a specialized and arcane endeavor but Len quickly grasped the big picture. In other words, Len just didn't produce excel spreadsheets of data but he understood how the data was used, and helped to streamline the data collection and analysis.

I think every organization has their own unique characteristics and data requirements. Len has demonstrated high levels of flexibility and adaptability. I think these skills will serve him well in future endeavors.

Beyond these standard measures of job performance, I can attest that Len is a collegial colleague, and got along with faculty and staff. Len has been my "go to" staff person and I will personally miss him.

In summary, I recommend Len highly and without qualification. I urge you to consider Len as a high impact professional at your institution and would be happy to speak via phone or Zoom.

Sincerely,



A handwritten signature in black ink, appearing to read 'Michael F. Walsh'.

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