



November 7, 2019

RE: MS Comm Application
Letter of Recommendation for Ms. Kathryn Harlan

Aloha Mr. Hymes,

It is a pleasure and privilege to write this letter in full support of Ms. Harlan's candidacy to the Master of Communications program. Honolulu is a large and modern metropolitan city, but in many ways, it still retains the charms and traditions of a bygone era. Among the most meaningful is our reliance on relationships and networks to do business and to create and maintain the fabric of our community. I mention this because it was through mutual relationships that I first became aware of Ms. Harlan, even before she came to work for me at Kiewit Building Group almost 15 years ago. By that time, she had established a reputation in the hospitality industry as a hard-working, smart and strategic professional. So, as I began my search for a business development manager to lead our sales and marketing efforts at Kiewit, hers was one of the applications that I was most interested to pursue. I was fortunate to hire her then and remained fortunate to have her on our team for a number of years thereafter.

At the time, I was the Senior Vice President for a large general contracting corporation responsible for operations here in Hawaii. I hired Ms. Harlan to help us penetrate different market sectors through her network of relationships while leveraging her skills in communications and marketing. Not long after joining us, we were fortunate to secure 3 major contracts for Honolulu's rail transit program totaling nearly \$1B. These projects were large, complex and controversial and required, by contract, a robust and rigorous communications program to support our field operations. Ms. Harlan led our effort in establishing this program, developing not just specific work products, but more importantly the underlying strategy and tactics we would employ throughout the 3-5 years of our project. Unfortunately Ms. Harlan's family circumstances required her to return to the mainland before she could fully deploy and execute on those strategies, but I have no doubt that the foundation she helped us set in those early days of our project helped us to achieve greater success than we might have otherwise.

I have always been impressed not only with Ms. Harlan's grit and determination, which are formidable, but also with her flexibility and her ability to work with people in a wide variety of situations. She is as comfortable in the board

1003 Bishop Street, Suite 765 Honolulu, Hawaii 96813
Phone: (808) 791-2382/Fax: (808) 495-4194

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room as she is on a construction site because she is confident in herself and knows what she is bringing to the table. Her communication style is direct and clear. Given her personal life story, I know she has the resilience to bounce back. I know her to be honest. I know her to be caring.

In closing, I just want to add one more dimension to my recommendation. I have been fortunate to serve several educational institutions in a variety of capacities. I have been on the board of the University of Hawaii Foundation and currently serve the Governor as a member of the University of Hawaii Regent Selection Committee. I currently serve as trustee and board chairman of both Island Pacific Academy and the Kamehameha Schools and I am a trustee of Hawaii Pacific University. I am a strong proponent of expanding the reach of post-secondary and post-graduate education. I believe that when we create a student body that is truly diverse, in gender, age, race, religion and economic status, we provide for our students a much richer and more valuable educational experience. As a non-traditional student, I believe Ms. Harlan will not only make a wonderful student, but can and will serve as a mentor and facilitator of more meaningful discussions among her cohort.

I thank you for the opportunity to provide you with my thoughts on Ms. Harlan's candidacy and do hope you give her every consideration. If I can be of any further help in this matter, please do not hesitate to contact me.

Mahalo & Aloha,



Lance Wilhelm

President

Email: lwilhelm@twghawaii.com