



December 7, 2012

To whom it may concern:

The purpose of this letter is to give the highest recommendation for David Hayes as a candidate for an instructor or administration position at your institution.

I have had the pleasure of working with David for over 12 years in my capacity as Senior Instructor for the University of North Florida and as Sam Walton Fellow to the University's Students In Free Enterprise program. David is a highly capable and intelligent educator and mentor, a person that truly stands out. David's work ethics are outstanding and his dedication to exceeding expectations continues to impress. David also stands out at engaging with and motivating students to achieve high levels of success.

For David, it is about changing the lives of others and preparing students to become great leaders. David offers a transformational learning experience to students in both the classroom and in his technology commercialization efforts by allowing them to manage the process and completely run assignments and projects themselves. David's philosophy is to empower his students so they believe they will be successful. He does this by making sure they have a strong grasp on theoretical concepts as well as the ability to translate those concepts into real world experiences. David employs a "train the trainer approach" where students are able to develop and implement projects in relevant areas using their managerial and organizational skills to make a difference in global and local communities.

Finally, David's character is of the highest standard and he is the consummate professional. Therefore, it is with honor I recommend David to you.

Please feel free to call me at 904 620 1382 or 904.704.6658 with any questions.

Best regards,

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