



Graduate Programs in Business
Warrington College of Business Administration
Department of Decision and Information Sciences
Haldun Aytug, Assistant Professor

351 STZ * PO Box 117169
Gainesville, Florida 32611-7169
Tele: (352) 392-2468 * Fax (352) 392-5438
E-mail: aytugh@ufl.edu

February 12, 2004

To Whom It May Concern:

Miss. Pamela Karr asked me to write this letter as she is applying for graduate study at the Ph.D. level in your institution.

I have known Pamela for about two years. She took my Data Mining and Visual Basic classes and earned "A"s in both. She was the top student in both classes out of approximately thirty students in each.

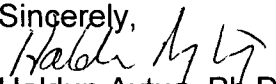
Pamela had the characteristics of an excellent student. She was attentive in class and the questions she asked were always challenging. She turned in her assignments in time and they were always well done. The term-project report, her group prepared (in the data mining course), was one of the best. The project required formulating multiple business problems that can be answered by finding patterns in a database. They had to build, evaluate and suggest ways to implement the models using the techniques they learnt in class.

Even though it is hard for me to assess her research and teaching potential simply looking at her performance in two classes, I can highlight a couple of observations that might be helpful. First and foremost, I had the opportunity to interact with her for her project when she took the data mining course. She was always well prepared, thorough and always had the right insight for the problem in hand, a good trait to have for research. Secondly, a quick glance at her resume shows that she has always been active and successful academically, and she has pursued independent research, which, in my view, shows that she has the maturity, the drive and the ability to pursue challenging work.

She has been working for more over two years now and she has first-hand experience with problems in which businesses are interested. She knows the research area she wants to work in and she is applying to your program because your faculty does research on the same topic.

It is important that a student who is planning to earn a Ph.D. has the will, independence and the intellectual capacity to cope with the challenges he/she faces. I believe Pamela has these characteristics. She would make a significant contribution to the program she attends as well as the field in which she chooses to work.

Please let me know if I can be of further assistance.

Sincerely,

Haldun Aytug, Ph.D.