



UNC CHARLOTTE

The University of North Carolina at Charlotte
9201 University City Boulevard
Charlotte, NC 28223-0001

College of Education
Department of Educational Leadership
704-687-4717
FAX 704-687-3493

Letter of Recommendation

September 19, 2006

To Whom It May Concern:

I am writing a letter of recommendation for Ms. Pamela Karr. Ms. Karr was a student in two of my research courses—advanced statistics and multivariate statistics. I had multiple opportunities to observe Ms. Karr's oral and written communicate, interaction with peers, and work ethic.

In terms of overall ability, motivation, and interpersonal skills, I would place Ms. Karr in the top group of similarly prepared professionals. All her work was timely and high quality. In quantitative research, she learned very quickly and seems to have the natural ability in research design, including controlling for confounding factors, analyze her results, and report her findings. She required minimal support in her research efforts and took the initiative with her work. I used Ms. Karr's work as an example for other students to model.

Ms. Karr's statistical experience includes complex statistical modeling, from analysis of variance to structural equation modeling methods. She is at the beginning of her career, but has shown potential to design, implement, and analyze data to answer important questions in her field. I would hire Ms. Karr if the research opportunity presented itself. She clearly has the skills, competencies, and style to be extremely successful in research and working with a team.

Sincerely,

Claudia Flowers, Ph.D.
Associate Professor
Research and Evaluation