

12 January 2012.

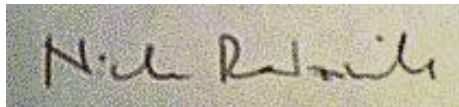
Dear JHU APL:

I am writing to enthusiastically recommend Erica Mulford for your program. I have known Erica for almost two years, and had her as a student in my applied statistics course in Fall 2010. I find her to be one of the most mature students I've worked with as a professor (as a sophomore she compared favorably to juniors and seniors), and believe that she will be a conscientious and dependable contributor to your efforts.

Erica performed very well in my class (in the top 10%), even though I know it was challenging for her. However, she was one of the most dedicated students I had, and regularly attended our open lab sessions on Monday night to ask questions. Her questions were always insightful and indicated that she had spent substantial time on the work outside of class. Her assignments were always neat, well organized, complete and accurate. On team projects, she was an anchor for her group, providing leadership and organization in addition to contributing as a team member.

I have also been able to spend some time with Erica outside of class, and have had the opportunity to find out more about her career goals. She has broad interests, great enthusiasm, and a genuine desire to apply her developing skills for the good of society. Participation in your program will help her refine her career goals based on practical experience, and ultimately help her become an even more capable entry-level member of the workforce. I believe that having Erica in your program will be a mutually rewarding experience.

Sincerely,

A rectangular image showing a handwritten signature in dark ink on a light-colored background. The signature appears to read "Nicole Radziwill".

Nicole Radziwill

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Nicole M. Radziwill, PhD, MBA

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Past Chair, American Society for Quality (ASQ) Software Division

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