



To Whom it May Concern:

October 30, 2001

DR. JEFFREY A. SONNENFELD  
PRESIDENT & CEO  
ASSOCIATE DEAN, EXECUTIVE PROGRAMS

I would like to enthusiastically recommend Robert Hill as a colleague and as an employee. Rob has been a core member of our team since the fall of 1998. Over the past three years I have come to rely on Rob judgement and contributions on all of our most important activities and external relationships. To explain Rob's duties and accomplishments, I will outline just what our institute is first.

In short, we are the nation's first school for CEOs and the only academic program for incumbent chief executives. While our institute is a dozen years old, seven months ago the Yale School of Management acquired us. Rob joined us at a precarious point in our history as we had recently spun out of Emory University to launch a free standing, non-profit school for CEOs. Rob joined to manage our own research efforts and to coordinate our relationships with leadership scholars around the world. Roughly six months after joining us, Rob helped to create and launch an exciting innovative new educational program called the Leadership Exchange and Analysis Program (LEAP). This program involved intensive seminars for new top management members as well as unique fieldwork learning for these executives with the top leadership of other companies. Rob managed this LEAP program while directing the research work of dozens of MBA students.

As Vice President and program manager for LEAP, Rob had to design and to implement the marketing of this unique executive program. This involved developing great knowledge about the strategic context and top leadership staffing approaches of a large number of great global enterprises (UPS, Marriott, Ford, Enron, State Farm, Chubb, Prudential, Brunswick, Sports Authority, FAO Schwarz, DHL, INVESCO, Cisco, Hewlett-Packard, Magellan, Caremark, and others). Rob would work directly with the senior leadership to design highly customized learning programs for top and help them process what they learned to apply back to their own enormous leadership challenges. Rob would also work directly with prominent scholars from around the world to help them focus their work to address the learning needs of the executive participants.

Rob's intellectual curiosity, energy, tolerance for ambiguity, interpersonal warmth all combined to make this LEAP program a major success. Rob's unquestionable professional integrity, personal loyalty; friendliness; technological sophistication, historic knowledge and keen awareness of current events make him an especially valuable executive and coworker. Sadly, the economic context in the wake of the current national historic challenges and the financial commitments we have made to our new owner, Yale University, we have been forced to eliminate Rob's position. As I personally assume many of Rob's vital tasks, I will miss him dearly as a colleague and miss him as a friend. I hope you too will recognize Rob's fine qualities and invite him to join your enterprise. You would not regret this decision.

Sincerely

A handwritten signature in black ink, appearing to read "Jeffrey A. Sonnenfeld".