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To Whom It May Concern:

I am happy to provide this letter of recommendation for Rod Myers.

I have known Rod as a work colleague and a staff person for approximately 18 years. His direct supervisors at Santa Clara University, the Director of Institutional Research (1988-1997 and 2001-present) and the Director of Media Services (1997-1999), are or were direct reports of mine.

Although I do not have first-hand knowledge of Rod's academic work as a student, his professional accomplishments make me confident that he has the intellectual ability, motivation, and discipline to excel in his graduate work and in his career.

Over my 28 years of administrative service at Santa Clara University, I have directly or indirectly supervised hundreds of administrative staff members in every area of the academic enterprise. Without hesitation, I would place Rod easily among the top 5 percent of those with whom I have worked during this period. He consistently displays several traits that may not be especially rare when considered individually, but that are sufficiently uncommon in combination that they inspire special notice and gratitude.

For example:

Rod is both literate and numerate. As a former English major and writing teacher, he is a skilled writer in different media for different audiences. He has written several prize-winning short films and screenplays, a wide variety of web content, newspaper film reviews, and program notes for a film festival, to say nothing of countless administrative memos, research studies and technical reports that are consistently well-written and appropriately targeted to the intended audience. At the same time, as an institutional research analyst and technical support person, he is very comfortable with numbers and data.

Rod is both independent and collaborative. He can take total responsibility for designing and executing a major project, such as his current effort to develop a data mart that allows collection, retention, and analysis of longitudinal data in a transactional PeopleSoft environment. He does this with very little guidance. At the same time, he knows when and how to consult with others so that the final design works for a wide range of other users. Many independent workers do not like to work in teams. Rod, however, actually flourishes in both environments. He is one of the most collegial and

effective team members I have ever encountered. He contributes original ideas, spots potential problems before others do, respects the contributions of others, and finds ways to synthesize multiple perspectives and resolve conflicts. He knows how to move from process to product.

Rod is both analytical and creative. He has superb analytical abilities and can pick apart a research question or practical problem with skill, clarity, and precision. Unlike some analytical people, however, he is also highly creative. He frequently approaches problems from unusual angles and finds aesthetically pleasing solutions. His inclination to find a balance between his analytical and creative talents helps to explain why he has moved between writing screenplays and designing web pages to doing institutional research and utilizing highly sophisticated software to improve system capabilities for research.

Rod is both curious and focused. He loves to explore new ideas and tools, but he is not a dilettante in his curiosity. He is very focused on applying whatever he learns to whatever he does.

In short, I think Rod is an outstanding candidate for Ph.D. work and for employment in any professional or creative area that draws upon the talents I have described. I would be happy to provide any additional information you may desire.

Sincerely,



Don Dodson
Vice Provost for Academic Affairs and
Professor of Communication
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