



Mr. Aric Wood  
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**Human Resources Department**  
**Champlain College**  
163 South Willard St.  
Burlington, VT 05401

To Whom It May Concern:

This serves as a letter of reference for Mark Arnold who is applying for an Instructional Design position at Champlain College. It is my honor to recommend Mr. Arnold. I have known Mark for nearly a decade. He has consulted with me on various projects I have been responsible for in the past two years, including the launch of Intuit's e-learning initiatives for the QuickBooks product line. His knowledge and understanding of instructional technologies and the needs of learners has been an invaluable resource to my work.

I am sure many people will offer glowing praise for Mark's professional abilities. My extensive knowledge of his career leads me to want to say, that while his professional talents are significant, his personal character and commitment to honor his profession are his greatest assets. Mark enjoys challenging situations and thrives on overcoming hurdles that often discourage others. In my experience, he is truly one of a rare few that can motivate people to accomplish things that they would otherwise not achieve. Mark is an exceptional leader, having left a trail of positive change wherever he has worked.

I do not know the specific roles you are looking to fill in your organization, but I do know that if he is given an opportunity Mark will make the most of it. I have known several people that Mark has worked for or with; without exception they have shown tremendous satisfaction in his performance capacity and personal integrity.

I sit on the Board of Directors for the University of Nevada-Reno Engineering School and we have been exploring Mark's work. Mark has consulted on early plans for implementing a distance education initiative that will serve as the test bed for a system-wide distance education program at the University. Mark's innovative work with groups like Harvard's Graduate School of Education, the University of Houston, and the Knowledge Web Project highlight his knowledge and vision in the field of education. His experience in implementing instructional models that effectively infuse technology make him a key resource any educational system must find an increasing asset in our changing educational climate.

If you have the opportunity to hire Mark, I would encourage that you not pass it up. I am confident that, if selected for your vacancy, he will provide the same high level of service and commitment that he has to others in the past. If you have any questions or wish to speak further about Mr. Arnold, please feel free to call me at (775) 813-5207.

Sincerely,

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