



TEXAS TECH UNIVERSITY SYSTEM™

Kent Hance, *Chancellor*

November 5, 2008

To Whom It May Concern:

Please accept this letter as my testament to the skills and abilities of Robert Shindell, a candidate for a position with your institution. I personally selected Robert to lead our enrollment initiatives in June of 2007. I did so based on his goal-oriented desire to achieve results. Working closely with Robert, I was continually impressed with his desire, dedication to excellence and focus as an enrollment management professional. These qualities were reflected in our enrollment results for fall 2008. Based on Robert's leadership and vision Texas Tech University had the largest, most diverse and one of the highest rated academic classes in the last ten years.

Robert's commitment to excellence in these areas of service exceeded my expectations. He consistently does whatever he can to help students reach their individual goals, while engaging his staff to also achieve more than what they thought they could. If provided this opportunity to work at your institution, he will excel in the same way. Contrary to reports in the local media, his employment was not terminated due to any improprieties or violations of Texas Tech University EEO policies and I would be glad to elaborate if necessary.

Thank you for your time and consideration in this manner. If I can be of further assistance, please do not hesitate to call me at 806-742-0012 or via email at chancellor@ttu.edu.

Yours very truly,

A handwritten signature in black ink that reads "Kent Hance". The signature is written in a cursive, flowing style.

Kent R. Hance
Chancellor

KRH:ljs

