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| Date: | October 23, 2013 | |
| To: | Dr. David Yeager, University of Texas at Austin  110 Inner Campus Drive  Austin, TX 78712    Dr. Gregory Walton  Stanford University  450 Serra Mall  Stanford, CA 94305 |
| From: | Dr. Alicia Robb, University of California Santa Cruz | |
| Subject: | Mathematica Policy Research Reference | |

Drs. Yeager and Walton,

You have requested proposals from vendors to undertake a one-year national study of

the Growth Mindset. Mathematica Policy Research is submitting a bid for this project and asked me to provide a reference letter.

Mathematica has been working with the Kauffman Foundation on a very large longitudinal study of new firms, tracking nearly 5,000 firms that began operations in 2004 over the 2004-2011 period. We just finished this multi-year multi-million dollar project this fall.

It has been a very rewarding experience working with the Mathematica team. They have been very professional, very responsive to our requests, and have delivered on time and within budget the deliverables for this project. I’d be happy to elaborate further if you have any specific questions regarding their work. I’m confident they have the abilities and capacity to undertake your project and deliver a final product that meets your expectations.

My email is [arobb@kauffman.org](mailto:arobb@kauffman.org) and my phone is 415.259.9009 if you have any questions.