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*From The Office of International Programmes*

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RECOMMENDATION LETTER FOR GEORGE HAYWARD

I am writing an open recommendation letter for George Hayward. George was a student in the Foreign Policy Analysis module for which I was the lecturer. There were 28 students and the module lasted 2 months (July-August 2009) with 25 hours of formal class contact.

George was a bright and diligent student. In his term paper on the role played by bureaucracies in foreign policy formation, he displayed his strong analytical ability. For instance, when using Graham Allison's analysis on the Cuban Missile Crisis as an example, George was able to grasp the nuances of both Allison and his critics' arguments and draw in other primary sources to add his distinct voice in the intellectual conversation.

He was often energetic in seminars, engaging in vigorous debates with his peers in seminars. While other students were sometimes contented in merely stating their opinions or asserting a particular claim, George focused on listening to better contest the merits of those arguments. At the same time, he had the confidence and humility to acknowledge the weakness in his own arguments on those rare occasions. Those occasions were rare because he was always conscientious in his preparations for seminars and lectures.

His academic ability and diligence were matched by his social skills. He was popular among his peers and conducted himself well. He was able to immerse himself in a different cultural and academic context quickly. In part, this was because he was sensitive to the difference in the intellectual tradition across the Atlantic and was keen to understand why. Life in Cambridge can be intimidating to the uninitiated especially with its emphasis on formality and tradition. Yet George participated enthusiastically in the social life of the college, such as the 'Formal Halls' (formal dinners), punting and historical talks/tours.

In conclusion, I am happy to commend George academically and socially. I am sure that he will be extremely successful in his future endeavours and trust that he will use his talents for the benefit of his community.

Yours

P. P. 

Mui Pong Goh  
Pembroke/King's College Summer Programme