

Morgan Stanley

August 10, 2007

To Whom It May Concern:

George Hayward served as a 2006 and 2007 summer intern in the Corporate Communications Department of Morgan Stanley. As Operations Officer and supervisor for the department's intern program, I worked closely with George on a daily basis and am pleased to recommend him.

During his time at the Firm, George lead by example, through his interaction with the team and his professional approach to completing assignments. He exhibited good judgment in dealing with new situations, took the initiative to prepare for meetings and shared his insight with the team.

Always respectful to colleagues, George was equanimous in the face of difficulty as well as dependable and considerate to others. He was thoughtful and responsive in both his written communications and personal interactions with team members, taking time to think about how his communications would be perceived. Additionally, his maturity was exemplified in his ability to balance a focused attitude with a sense of humor and enthusiasm.

George has been a valuable member of the team and has contributed in numerous ways throughout his time at the Firm. It has been a pleasure working with George, and I'm sure that he will be successful in whatever he pursues. His experience at Morgan Stanley dovetails nicely with the Phillips Exeter and Harvard curriculums, providing him with a real-world perspective that will be useful in the next levels of his academic and professional careers.

Please contact me if you have any further questions.

Best Regards,



Lisa Uribe