Dear John,

Thank you so much for offering to be one of my recommenders to business school. As you know, letters of recommendation play a vital role in school acceptances, and I appreciate the time and thought you’re going to put into them (especially given how busy you are)!

# Deadlines:

It would be great if you could please submit the letters to these schools by the following dates (hyperlinks are to the full letter of recommendation requirements that the school, application deadlines in parenthesis):

1. [Harvard](https://www.clearadmit.com/mba-admissions-recommendation-questions/harvard-business-school-mba-recommendation-questions/): August 28th (September 4th)
2. [University of Pennsylvania](https://www.clearadmit.com/mba-admissions-recommendation-questions/upenn-wharton-mba-recommendation-questions/): August 28th (September 4th)
3. [Stanford](https://www.clearadmit.com/mba-admissions-recommendation-questions/stanford-gsb-mba-recommendation-questions/): September 3rd (September 10th)
4. [Northwestern University](https://www.clearadmit.com/mba-admissions-recommendation-questions/northwestern-kellogg-mba-recommendation-questions/): September 4th (September 11th)
5. [UC Berkeley](https://www.clearadmit.com/mba-admissions-recommendation-questions/berkeley-haas-mba-recommendation-questions/): September 4th (September 12th)
6. [Cornell](https://www.clearadmit.com/mba-admissions-recommendation-questions/cornell-johnson-mba-recommendation-questions/): September 11th (September 18th)
7. [University of Chicago](https://www.clearadmit.com/mba-admissions-recommendation-questions/chicago-booth-mba-recommendation-questions/): September 12th (September 19th)
8. [~~MIT~~](https://www.clearadmit.com/mba-admissions-recommendation-questions/mit-sloan-mba-recommendation-questions/)~~: September 23~~~~rd~~ ~~(September 30~~~~th~~~~)~~ MIT requires 1 letter of recommendation and two additional recommenders. You will be one of my additional recommenders, so no work is required of you for MIT unless they reach out to you.
9. [~~Duke~~](https://www.clearadmit.com/mba-admissions-recommendation-questions/duke-fuqua-mba-recommendation-questions/)~~: September 24~~~~th~~ ~~(October 1~~~~st~~~~)~~ Only one letter of recommendation is required, and Peter will fulfill that.

# Career Vision

For some questions, it may be important to frame your responses in context of my career vision (e.g., explaining why certain of my characteristics will be helpful in that career vision arena). So, very briefly, here is my career vision narrative for my application:

My career plan immediately post-MBA is to transition into product management and stay in the same industry (medtech); working in product management will give me general management and product lifecycle experience that will be help me in achieving my ultimate long-term goal: starting and growing a successful venture.

Whether my career vision will play out exactly like this is another question (but don’t mention that to the schools). The goal here is to get in, and schools want to see that I have a clear vision and that the MBA will give me a high likelihood of succeeding in that vision.

# General Questions

My resume is attached, as is a list of questions commonly asked by most schools. Here, I wanted to highlight a few of my key experiences, in case it helps jog your memory. If you have and idea/example of what you would like to write about for a specific question, please use that instead of my suggestions, as that idea/example is likely more impactful than what I’ve thought of anyways.

All the schools’ letters of recommendation have two sections. The first section has simple “score the applicant on X attribute”-type questions. Please do not simply put “he’s the best at X attribute” for every question. Doing so would backfire. One school once put it this way: “If the applicant is already the best at everything, why need an MBA?”

Additionally, each school has an optional short-answer question to provide details that do not fit into any of the questions. You can use this space (or not) to your own judgement. This may be a good space to discuss something unique about me that could differentiate me from the applicant pool.

Stanford, Berkeley, Cornell, and Duke use the [Common Letter of Recommendation (LOR)](https://www.gmac.com/reach-and-recruit-students/prepare-candidates-for-the-exam-classroom/common-letter-of-recommendation-lor), a standard letter of recommendation template developed by the Graduate Management Admission Council (GMAC). A common LOR is directly reusable for any participating school.

## 1) How you know me

Most schools are going to ask something like: “Please describe your interactions with the applicant, how you know them, and their role in your organization”.  Sometimes you won’t be given a lot of room here, so you could touch upon my role and start to mention ways that I excel in this role:

* You’ve known me since early 2023, when we met at a hackathon in San Diego. My role in the hackathon was to help facilitate prototyping of CEP interactions with the mobile app.
* Since then, our interactions have mainly been during demo sessions. As such, your insight into my capabilities, contributions, and potential is probably more general—that’s ok. You can write about the bigger scale impact I’ve had while at Dexcom rather than getting into minutiae.
* My largest project while at Dexcom has been CEP. CEP almost felt like a “side project” to start with, and Steven and I were able to drive the project forward, get it to market, establish its presence in the company as a critical component of Dexcom-user interactions, and build its momentum.
* Briefly describe my software engineering role; it would be great if here you could mention my capabilities in comparison to my peers, especially in the interpersonal skills arena.

## 2)  Career Progression, vis-à-vis my peers

Sometimes you’ll be asked to comment upon my career progression, or how I stack up against my peers. This might be included as part of the first question where you introduce yourself, or it might be its own question. The important thing about this section is not that you emphasize my technical ability or ability to fulfill low-level job functions but that you emphasize my leadership capabilities, including my innovative, persuasive, and pro-active characteristics.

Competition for b-school is fierce; I’ve read that a lot of schools want to know in which ways I’m not just “good”, but “better than” or even “the best at” certain things, especially vs. other folks my age in my role.  Feel free to put whatever you’d like here, but as I look back at what’s made me successful, I think it’s really been a combination of these strengths:

Innovativeness/initiative/never settling: When I was handed the CEP codebase, it was written in Kotlin/Spring boot, a pain point for the team’s development for months. Steven and I got fed up with the stack and decided to make a real push to develop CEP in GoLang. We developed a proof-of-concept version of CEP that established viability and demonstrated development speed. We were granted permission (by Peter) to start writing CEP in Go. This change required a great deal of strategy planning and onboarding the other team members to Go, which Steven and I pulled off successfully. As a result, we can prototype, develop, and troubleshoot far more rapidly than previously.

Persuasiveness: In one of our demo sessions, I demonstrated how we run our application stack using Tilt, so that we can get real-time feedback of application/system functionality and mirror cloud-based deployments, thus preventing many “hiccups” in the transition from local deployments to cloud deployments. My demo of this tool sparked interest in several attendees, and the tool was adopted (at least I think so) by other teams.

Improving operational efficiency: One of the big pain points in CEP was that it took *forever* to deploy. I took it upon myself to improve the deployment process efficiency to the point that deploying CEP only takes a few minutes. The nice thing is that I maintained CEP CI/CD pipeline flexibility (e.g., I didn’t have to trade off flexibility for speed). This included me doing some helm magic and heavily utilizing Crossplane, but technical details aren’t important here. Now, we can spend less time deploying CEP and more time developing new releases.

## 3) Top accomplishments / leadership / career potential

Business schools are trying to gauge which applicants have the most potential to ascend to higher levels of management. They’re not looking for adjectives here, but rather specific example(s) of when I have demonstrated leadership potential -- namely, the ability to have a positive impact on or through others. If the question is phrased along the lines of “How will this person be successful in their career?” you can add in why the strengths I showed will be useful in the product management -> entrepreneurship career path.

I leave it up to you, but in my opinion, my top accomplishment at Dexcom is that was a key figure in getting CEP to market in 2023—from a “would be really nice” type of project to main stage as the team and I demonstrated CEP’s very real business value.

It required much coordination/collaboration with many different teams. Upon starting at Dexcom, I had no experience in getting a project from start to finish like this. Since working on CEP from start to finish—from the engineering side—I’ve gained much experience that will directly contribute to my career success. Through CEP, I’ve demonstrated my ability to deliver valuable capabilities and drive meaningful benefit to the business. I’ve also learned how to lead and motivate other members of my team.

Additionally, it would be very good in this section (or the [2) Career Progression, vis-à-vis my peers](#_2)__Career) section) to describe the parallels you see between me and the founder of Fianu, like we discussed in the letter of recommendation kickoff meeting. Specifically, what characteristics do you see in common and what pieces of evidence lead you to draw those connections?

## 4) Critical feedback / weaknesses / areas for improvement

Most schools also want to see that candidates grow and learn from their mistakes. For that reason, many schools will ask a question about a time you gave me critical feedback; they might also phrase it differently, such as asking about my weaknesses or what my greatest opportunities are.

This may be the most difficult one for you to write about. Since we’ve worked the least directly, the examples of when you’ve given me critical feedback are sparse. We can brainstorm together how to approach this question.

# School-specific Questions

This section lists school-specific questions that are not addressable by the [General Questions](#_General_Questions).

## University of Pennsylvania

1. Please provide example(s) that illustrate why you believe this candidate will find success in the Wharton MBA classroom. (Word count: 300)
   1. For this question, the school isn’t asking, “why do you believe this candidate will get good grades in the Wharton classroom?” The school is looking for reasons that I will succeed *in the classroom*: will I be able to contribute to classroom discussions? Will I bring unique and valuable experience? Do I have the tenacity and drive to meet classroom obligations? Feel free to use any of the items discussed in the [General Questions](#_General_Questions) to answer this question.
2. Please provide example(s) that illustrate why you believe this candidate will find success throughout their career. (Word count: 300)
   1. For this question, the answer needs to be framed in reference to my [Career Vision](#_Career_Vision). Now that I have some experience in software development, why would I be a good fit for product management post-MBA? What characteristics make me seem fit for the entrepreneurial route later in my career? Drawing parallels between me and the founder of Fianu might be a good play here.

## Northwestern University

1. Kellogg has a diverse student body and values students who are inclusive and encouraging of others with differing perspectives and backgrounds. Please tell us about a time when you witnessed the candidate living these values. (300 words)
   1. This one may be kind of tricky. I’ve already suggested that Peter discuss my work interactions with the ITJ developers.  
      My background is not typical (at least I don’t think) of the average Dexcom R&D hire: I came from a BYU undergrad in CS background. It may be beneficial to write about how I have interacted with the org coming from an atypical background.  
      If all else fails, you can write about how I joined the pride ERG. My motivation for doing so was that I wanted to get more perspective and insight into that movement, especially since I had a cousin recently come out as transgender. Joining the pride ERG is atypical of someone with a traditional religious background and I think demonstrates my ability to be tolerant and work in an environment with all types of people.

Regardless of the outcome of this process, I can’t tell you how much it means to me that you’re supporting my candidacy, especially given how busy I know you are.

With gratitude,

Cameron Greenwalt

**cAMERON gREENWALT**

(385) 310-6815 | camerongreenwalt@gmail.com

**EXPERIENCE**

**DEXCOM, RESEARCH AND DEVELOPMENT (NASDAQ: DXCM) fARMINGTON, ut**

*Software Development Engineer II11/2023 – present*

*Software Development Engineer I 12/2022 – 11/2023*

Dexcom is an industry leader in glucose monitoring devices for diabetes management, having 2.3 million users globally and $3.6B revenue FYE 2023.

* Led a team of four engineers to develop a software platform to facilitate marketing communications via mobile app messaging
  + Increased new production adoption by 400% in a one-month period
  + Persuaded product management to invest more time in addressing critical architecture changes against pressure to develop new features to increase future feature velocity
  + Gained industry newsletter recognition for developing an innovative platform not found elsewhere in the industry
  + Advised against using an in-house software deployment platform, instead taking ownership of managing the deployment process and decreasing process time by 90%
* Secured leadership approval to use a modern software language to increase feature velocity
* Led presentations on technical solutions to various R&D teams, resulting in other teams adopting the solutions presented and decreasing overall go-to-market time
* Promoted to level II engineer sooner than HR regulations for technical and interpersonal ability

**RINCON RESEARCH CORPORATIONtucson, az**

*Research/Scientist I05/2022 – 12/2022*

Rincon Research Corporation is a small company that contracts with the US Intelligence and Defense communities. My work responsibilities were top-secret, so I am limited in the detail I can discuss.

* Advised leaders on integrating novel computing technologies into current products by developing a software prototype and presenting findings to leadership
* Enhanced customer data analysis ability by building a system to gather data from various global sources to one centralized cloud-based location

**EDUCATION**

**UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGNUrbana, IL**

*Master of Computer Science. GPA 3.87/4.0 2023*

**BRIGHAM YOUNG UNIVERSITYProvo, uT**

*Bachelor of Science in Computer Science, Minor in Business. Cum Laude. GPA 3.97/4.0 2022*

* Oak Ridge National Lab intern and BYU Human-centered Computing Lab research assistant
* Worked ~20 hours per week as a teaching assistant throughout the entire program

**ADDITIONAL**

* Co-author of “SparseLU, A Novel Algorithm and Math Library for Sparse LU Factorization” in the *2022 IEEE/ACM Workshop on Irregular Applications: Architectures and Algorithms (IA3)*
* **Volunteer Missionary**, *The Church of Jesus Christ of Latter-day Saints* (2017-2019)
* **Eagle Scout Award Recipient**, *The Boy Scouts of America* (2012)