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THE UNIVERSITY OF

WAIKATO

Te Whare Wānanga o Waikato

29 September 2019

To whom it may concern,

I am writing to recommend Kelly Roe for the position to which she has applied. I have come to know Kelly very well over the last year since she began her graduate studies at the University of Waikato.

Kelly is a highly-motivated "self-starter." Kelly comes to every meeting prepared to make comments and to contribute to the ongoing discussion. That can be intimidating for some people since the comments she makes can be far more direct than most people in New Zealand are accustomed to. Her comments are incisive.

My letter cannot speak directly to the professional standards of your industry or to the guidelines and principles of your organisation. However, if you have additional questions for me about Kelly, please do not hesitate to contact me at: joe.ulatowski@waikato.ac.nz.

Best regards,

A handwritten signature in black ink, appearing to read 'Joe Ulatowski'.

Dr Joseph Ulatowski
Senior Lecturer in Philosophy, University of Waikato