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To Whom It May Concern:

I am writing on behalf of Hadi El Farr. Hadi was a visiting assistant professor at the University of Cincinnati, Department of Psychology, during the academic year 2013/2014. In this position, he served as instructor for two groups of students: undergraduates who major in Organizational Leadership and graduate students who seek a Masters in Human Resources. These programs are offered through the Department of Psychology, but they have a strong affiliation with business-related programs.

During his year with us, Hadi covered a large number of courses, including Introduction to Human Resources, Foundations of Leadership, and International Human Resources Management (for undergraduate students) and Individual Behavior in Workplace, Staffing Organizations, Economics of Human Resources, International Human Resources Management, and Human Resources Consulting (for graduate students). Hadi also supervised students throughout their Capstone projects. Outside the classroom, Hadi advised students on their careers goals and job-related questions, and he provided input and support to help them cope with the class requirements and challenges related to student life.

The department is indebted to Hadi for his efforts as instructor. The classes he covered were important building blocks to develop students' expertise and their skills in the area of organizational leadership and human resources. Student evaluations are excellent, and students were thankful for his efforts inside and outside of class. Hadi is also a nice colleague who was actively involved in faculty-related events, including the yearly faculty retreat and the monthly faculty meetings. It was my pleasure to have worked with him, and I wish him the best of luck for the future.

Please feel free to contact me with any remaining questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Heidi Kloos'.

Heidi Kloos, Ph.D.
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