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To Whom it May Concern:

I first met Molly Dwyer in 2005 when she agreed to become the adjunct faculty member of my dissertation committee. She was ideal for the position because of her strong writing background as well as her understanding of current gender issues. My topic “Mid-Career Corporate Women in Dialogue: What It Means to Be in Effective Control of Career Development and Management Efforts,” required a member with a balanced perspective on the topic of gender.

My direct and ongoing experience with Molly over the course of almost two years (I received my Ph.D. from CIIS in late 2006) gave me an opportunity to understand her style and her strengths. She was a supportive and encouraging advisor, always ready to answer questions and explore the possible dimensions of an issue. Through discussion and written dialogue with Molly I was able to gain a greater perspective about my own frames of reference and about how I could best crystallize conclusions from the research and my findings. To me, this is a critical skill for an instructor to demonstrate.

In reviewing the dissertation draft Molly demonstrated a clear ability to edit and make suggestions to improve clarity. She encouraged me to engage the reader with concise explanations and descriptions. Good academic writing is not boring, and Molly brought this point home consistently by helping me analyze my intention and my meaning in relation to the text I wrote. Her feedback enabled me to understand through the reader’s eyes how a particular argument could be best brought to a conclusion and how that conclusion could in turn leave the reader with thought provoking ideas to explore.

Finally, I think it is important to mention that as an instructor Molly is an outstanding role model when it comes to writing. She is, in my view, an enormously talented writer—highly versatile in her ability to work both with fiction and non-fiction, as well as academic and non-academic writing. I recently finished her historical novel, *Requiem for the Author of Frankenstein*, and was impressed with its depth and sophistication. Having a writer of her stature in the classroom would be a great motivator to students.

Please let me know if I can answer any questions for you with respect to my work with Molly.

Kind regards,

A handwritten signature in black ink, appearing to read 'Melissa J. Jones', with a large, stylized flourish at the end.

Melissa J. Jones, Ph.D.