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TO WHOMSOEVER IT MAY CONCERN

It gives me great pleasure to take this opportunity to write a recommendation letter on behalf of Ben Oliver Burmann who was my student in *Leadership in Organizations*, in the Business Administration degree program here at Cal State San Marcos in Fall 2024. Ben came to us from Germany and was an actively engaged international student.

Ben is one of my outstanding students with a firm head on his shoulders and possessing great natural leadership abilities. Reflecting on the semester that just ended, he performed exceedingly well in his course with me and is among the top 5 % of the students. He was always thoughtful in his responses and helped enhance the learning environment in the classroom with his insightful analysis. He was also able to effectively share his ideas in both oral and written formats and it was clear that he paid a lot of attention to detail. Furthermore, he was a good team player and worked well with other students. He was often the first person to raise his hand to give a thoughtful analysis of the discussion question at hand. I could confidently call him knowing that he would be prepared to give a thoughtful response. This, even though English is not his first language. In leading a team discussion, he humorously asked the class for their indulgence and went on to make a great presentation. I applaud his motivation to learn and to adapt to new situations.

He has always performed at the highest levels with natural leadership, initiative, integrity, and great competence. I always enjoyed reading his assignments. He is clearly prepared to persevere with hard work and intelligence. I have taught leadership all through my academic career and head up our leadership center, CLIMB. I am always impressed with students who show leadership ability and initiative. Ben is one such individual. His background clearly shows that he has always been ready to step up and take on leadership opportunities.

I recommend him without any reservation whatsoever for graduate study or career advancement. He will do well no matter what course he pursues in life. If you have any further questions, please do not hesitate to e-mail me at rpillai@csusm.edu.

Sincerely,

Dr. Rajnandini Pillai
Professor of Management, CoBA
Executive Director,
Center for Leadership Innovation
and Mentorship Building (CLIMB)