

January 23, 2013

To Whom It May Concern:

It is my pleasure to recommend **Mr. Michael Kennedy** to you as he seeks employment with your organization. In my position as former Director of Tutoring and Academic Assistance Programs (TAAP) at the University of Idaho, I supervised Mr. Kennedy during the 2008-09 academic year.

Mr. Kennedy was employed as the TAAP Tutor Coordinator and was responsible for managing two tutoring programs: the program that provided general group tutoring to the entire university student body, and the tutoring program for Student Support Services, a federal TRIO program that targets first generation, low income students and students with disabilities.

Between the two programs, he interviewed, hired, trained and monitored over 100 peer tutors (upper division students) during the course of the year. He matched over 160 SSS students with 1-2 tutors each, taking into consideration each student's learning style, learning challenges, and content weaknesses. In addition, he established and monitored over 30 small group tutoring sessions. He was also responsible for managing the data that is associated with running a large tutoring program, e.g. hiring processes, payroll, student attendance, assessment (grades, evaluation, and surveys), website, etc. Mr. Kennedy also designed the tutor training curriculum and coordinated and facilitated over ten hours of tutor training throughout each semester, following the College Reading and Learning Association guidelines.

In addition to the above, Mr. Kennedy's accomplishments included:

1. Designing and implementing Criterion-Referenced Instruction (CRI) model for the tutor training curricula. CRI and Performance-Oriented Instruction is the standard for best-practice instruction/tutoring. Tutors were taught to frame tutoring as Preventative Instruction rather than Remedial Instruction.
2. Designing and developing online video training for tutors in addition to TAAP marking videos.
3. Developing the Student and Tutor Safety Policy.

Mr. Kennedy's strengths lie in curriculum development and instructional design. The tutors were very pleased with the training they received from Mr. Kennedy, as the strategies they learned focused on criterion-based understanding as opposed to remediation. In addition, Mr. Kennedy firmly believed in following university policies and procedures in all areas of his work, which was greatly appreciated. He saw there was a weakness in the area of tutor/student safety and worked hard to establish policies and procedures in this area.

Again, it is my pleasure to recommend Mr. Kennedy to you. He will be a strong addition to your organization.

Sincerely,

*Meredyth Goodwin*

Meredyth L. Goodwin  
Director, Access Center