



UNIVERSITY OF  
DENVER

Josef Korbel School of  
International Studies

April 13, 2011

Re: Letter of Recommendation: Carol Hubbard

To Whom It May Concern:

It is my pleasure to write this letter of recommendation for Carol Hubbard. I have been her academic advisor during her MA program at the Josef Korbel School of International Studies, and she was in four of my security and foreign policy classes. She has superb analytical skills amply demonstrated in the contributions she routinely makes in seminars I conduct.

Carol not only has distinguished herself as an excellent student and keen analytical thinker, but also as a leader—a true “practical idealist.” She expresses herself clearly and persuasively, both verbally and in writing, and her interpersonal skills are both well-honed and engaging. She also is extraordinarily well organized, hard-working, conscientious, and completely trustworthy.

A year ago, Carol won the highly competitive Earl Hogue “Meritorious Graduate Student” Award given by the Denver Council on Foreign Relations. Since then, she has been active in the DCFR as a member and volunteer.

Carol’s life evidences an unshakable commitment to public service and personal growth. No matter what obstacles she encounters, she perseveres in a gracious and courageous way that inspires others. Another one of her strengths is that she functions equally well on her own or as part of a team. She is a strategic, innovative, and highly effective problem-solver.

I believe that Carol would make a lasting contribution to any organization, public or private. As such, I give her my highest recommendation. I feel so strongly about my recommendation that I welcome the opportunity to provide further information either by e-mail or cell phone (please see contact information below).

Sincerely,

A handwritten signature in cursive script that reads "Paul Viotti".

Paul Viotti, Ph.D.

Executive Director, Institute on Globalization and Security

Josef Korbel School of International Studies

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