

Karl S. Mathias
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May 29, 2013

Dear Sir/Madam,

My name is Karl Mathias, and I am the Executive Director of the 884th Communications Squadron for the United States Air Force at the Pentagon. I understand that you are considering Mr Michael Cupp for a position, and it is my privilege to recommend him to you.

I first came to know Michael approximately 7 years ago when he came to work for one of my IT service contractors, RCF Information Systems. Michael was originally brought in for his extensive Oracle DBA & Development background, but it was his management and leadership skills that caught my eye and started him up the management chain within my organization. Within months, he was managing an operations support team of 6 people, responsible for nearly 12,000 Air Force users, worldwide.

Michael is a very dedicated employee and is always willing to step up and go the extra mile. Michael is energetic, outgoing, professional, and impeccably organized. His ethics are beyond reproach. Given the 24/7 no-fail mission of my operations center, I could not have had a better manager running the show. His calm unflappable demeanor was perfectly suited for the many high-pressure demands placed upon him.

Michael's project management skills were superb, and I never had to worry about a task or project that was assigned to him. Michael takes on projects enthusiastically, and uses his knowledge and experience to identify risks early, allowing mitigation strategies to be executed that avoid schedule delays.

I would definitely recommend Michael for a position leading any information technology effort, whether it is managing an operations center with system and database administrators, or leading software development.

Should you have further questions, I encourage you to contact me at the phone number above.

Warm Regards,



Karl S. Mathias, Ph.D
Executive Director