

February 10, 2013

"To Whom It May Concern",

It is with great pleasure I write this letter of recommendation for Mr. Albert Beckford Jones. Albert and I worked together for most of his time at KAUST. Mr. Jones is a leader and practitioner of policy development, strategy and business development and finance who focuses on implementation and end results. He translates strategy into action. This was clear from his experience at KAUST.

Albert wrote the university-wide policy for the "**Approval of Major Commercial Projects Administered by Business Development**". This policy established our approval process for major commercial projects and established the Business Development department's vision and mission.

Albert also developed the **Strategy Development and Implementation Policy** that is now in place for major commercial projects. Using this policy he went on to develop a five-year strategy for Business Development and successfully applied two projects to the process he established. These were: a master plan to commercialize 150 Hectares of university endowed land and the business case to commercialize surplus desalination capacity in the form of bottled water. Both of these projects were approved by the University Executive Committee. Mr. Jones' work gained the respect of senior management because of his skills, accomplishments and results.

I believe that Mr. Jones has all the abilities and qualities that are required for a Senior Executive role or commercial advisor role to senior management. He was a valued and respected colleague.

Yours sincerely,



Iain McMullan
Development Specialist,
University Development
