



11 April 2020

To whom it may concern:

I write to give my highest recommendation to Mr. Albert Jones as an executive-level leader, senior expert advisor, role model, mentor, and strategic consultant.

Mr. Jones served for two years as the external advisor to my group at the American Association for the Advancement of Science (AAAS). The Association was founded 172 years ago (in 1848) and is the world's largest general scientific society with more than 120,000 members and more than 260 affiliated societies globally encompassing more than 10 million scientists and engineers in industry, government, and academia. AAAS publishes the leading scientific journal, *Science*, and maintains offices in Asia, Europe, and North America.

In 2018, AAAS sought senior expert advice, guidance, wisdom, and sociopolitical acumen to expand its successful and established international programs. We gave special consideration to the fact that the selected advisor would introduce the organization at the highest levels to national leaders and decision-makers in the private sector. Mr. Jones was selected for his impeccable, decades-long record of accomplishment; demonstrated knowledge and insight regarding the government/industry/science interface; exceptional professionalism; and unique capacity to research, analyze, and implement a multinational development and outreach strategy.

In purely financial terms we realized a 500% return on investment from Mr. Jones's work during the period of his engagement. The long-term return will be at least twice that amount. However, an honest letter of recommendation must say more. Mr. Jones planned and implemented a singularly effective strategy. He designed and carried out an organization-wide internal assessment of capacities; held a series of consultations to inform the presentation of those capacities to a diverse group of potential clients and collaborators; and developed accurate, succinct, and impactful presentation materials suitable for diverse external audiences. He then researched and established high-level contacts with leaders in government, industry, academia, and the non-profit sector in five countries to plan and secure more than sixty introductory and at least forty follow-up meetings within the initial fourteen months. He worked tirelessly at off hours due to time differences to successfully build and sustain new relationships for AAAS.

To develop the relationships that he created for AAAS, Mr. Jones provided regular expert insight and guidance tuned to the needs and interests of each organization and to the specific perspectives of their leadership. Mr. Jones remained committed and instrumental throughout the development of our initial agreements and provided a critical side channel of communication to cement healthy long-term working relationships. His investment in our success was indefatigable, and my team views our time working with Mr. Jones as a watershed in our internal strategic thinking and tactical development.

Yours sincerely,


Charles E. Dunlap, Ph.D.
Program Director