

**THE JOHNS HOPKINS UNIVERSITY**

**DEPARTMENT OF  
HEALTH SERVICES ADMINISTRATION**

**SCHOOL OF HYGIENE AND PUBLIC HEALTH**

**615 North Wolfe Street • Baltimore, Maryland 21205**

**January 19, 1983**

**To Whom It May Concern:**

This letter is a recommendation for Hubert Allen who worked on staff during the summer of 1982, as a computer programmer. His work is first-rate. Mr. Allen had the lead on a team whose task was to merge two large data sets on the elderly population's use of nursing home services. He thought through and organized the surveys' merger, the tasks required, and the logical sequence the team should follow. He contributed outstanding statistical skills toward our research design, and his programming excellence contributed efficiency to our use of computer time as well as inventiveness in accommodating to budget constraints. He carefully debugged the data file and provided a thorough documentation of the project. He was always keenly interested in the project's analytical content as well.

In addition to technical excellence, Mr. Allen has well developed leadership skills; he is resourceful, works exceptionally well with his teammates, is enthusiastic, and asks good questions. He is a joy to work with, and brightens any group with his lively sense of humor. We would be delighted to hire him again, and recommend him without reservation.

Sincerely,

*Karen Davis*

**Karen Davis  
Professor**